

PWV Strategic Planning Themes

July 2022 - Version 7b

Includes themes from: 1) 2022 PWV Survey on PWV Weakness and Opportunities; 41 responses with 257 Comments
 2) 2018 Weaknesses/Opportunities analysis updated by Strategic Planning Committee
 3) Opportunities raised during discussions with USFS.

| PWV Mission Area | THEME: Weakness or Opportunity | Comments from W & O Survey | Possible Actions | Direct Stakeholders | Comments – Direct Stakeholders | Board Sponsor |
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| <p><i>Recruit</i></p> <p><i>#1</i></p> | <p>There are concerns from members regarding a lack of diversity within the current membership. Members expressed the need to improve diversity in the area of age, interests and ethnicity.</p> | <p><i>"Inability to attract younger members"</i></p> <p><i>"Attracting and retaining members from different racial and ethnic groups"</i></p> <p><i>"Recruiting people of color"</i></p> <p><i>"Does PWV recruit in order to add diversity to our volunteer ranks?"</i></p> <p><i>"We are not as diverse as the local community"</i></p> | <p>Evaluate opportunities to improve diversity.</p> <p>Identify specific groups/demographics PWV should target for improvement.</p> <p>Develop plans to increase diversity of recruits for targeted groups.</p> <p>Consider establishing diversity targets.</p> | <p>Recruiting Comm.</p> <p>Member Relations Comm.</p> <p>Public Outreach Comm.</p> <p>Ad Hoc Comm?</p> | <p>MR Committee: I note there is nothing in our mission about diversity, but I think diversity can help us accomplish our mission. For example, having young members helps provide stronger folks who can help with work projects, and having stock members also helps with this. Additionally, having a broader ethnic mix of members may help us with education and outreach to those demographics. I would be against having diversity targets (aka quotas) but I think we should continue our current practice of trying to promote recruiting in ways that would attract younger members, stock members, and potentially look at ways to do the same for more ethnic diversity. In the end, we need people who are interested in PWV's mission and have the time to devote – which leans towards retired folks, as has been evident in our membership for many years.</p> <p>Recruiting Committee: The Recruiting Committee is chaired by Jim Zakely and Celia Walker. Celia became chair in 2015 for the 2016 recruiting year; Jim joined as co-chair in 2018 (?). Gretchen Ibarra made follow-up phone calls in 2019. Both Celia and Jim have attended wilderness stewardship workshops relating to diversity, have university experience related to diversity, and have spoken with the BOD in the past about increasing PWV diversity. Celia has spoken with several minority PWV</p> | |

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| | | | | | <p>members asking for suggestions related to increasing diversity. One of the key questions is “what constitutes diversity;” is it younger members, members with specific skills like stock riders, is it more Black, Asian, or Latinx members, is it international students at CSU representing different countries?</p> <p>To give a snapshot of the recruiting process: recruiting starts in early December, updating the on-line application, setting the calendar (preview events, interview days) and making facility reservations, broadcasting the application availability to the master list of inquirers from the last 3 years, developing fliers for posting. Applications flow beginning in early January, we usually conduct at least 2 Preview events, spend two weekends conducting interviews and additional days doing follow-up (or conduct ~60 half-hour interviews via Zoom), and handle hours of e-mails, phone calls, and data tracking. We’ve never tracked the actual hours, but it could be close to 20+ hours per week per co-chair from January through April. The remainder of the year is primarily responding to inquiries.</p> <p>Over the last several years, this process has typically produced around 60 applicants (yielding 50 recruits) a year. The year KUNC broadcast PSAs for us for free, we had more applicants. The most productive recruitment comes from trail contacts by PWV members and public restoration days. The 2015 recruiting year paid for a small announcement in the Fort Collins newspaper, but this method appears to be less productive given newspaper readership decline and we haven’t done it since then. Messages asking for reposting of application information have been sent to administrators of appropriate Facebook pages (mostly stock related), but it is difficult to tell how productive that is. In perhaps 2018 radio PSAs with KUNC, KCSU, and KRFC were donated to PWV; contacts with a country- western station were never returned. Fliers have been posted in coffee shops, public libraries, CSU, businesses selling outdoor and stock-related equipment, and horse boarding locations.</p> | |
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| | | | | | <p>Targeted recruiting has only been conducted for stock applicants.</p> <p>We welcome and try to pay special attention to identifiable minority applicants but have not actively recruited in the Hispanic community, Fort Collins' primary minority population. We recognize there are a number of associated complexities: trail hiking is not necessarily an activity widely practiced in this community; we have few PWV members with contacts in the Hispanic community; we wear uniforms that are reminiscent of ICE uniforms and thus can be perceived as "triggers;" communities likely do not want to feel they are being "targeted." As with any pool of applicants, financial concerns may prevent some from joining (gear, transportation) but should be refuted as a chief factor; professionals and business owners abound in this population. Activities at local gatherings (festivals, churches, soccer games) with this population (educational for adults and children, or just fun, and not in PWV uniforms) could increase recognition of PWV and its missions, but the Recruiting Committee is not able to do this in addition to routine Recruiting activities. PWV affiliations with local Hispanic-owned businesses could also aid in diversity recruiting. It would be prudent for PWV to consult Hispanic contacts to avoid culturally insensitive steps.</p> <p>Recruiting younger members is frequently mentioned. Again, there are no recruiting efforts directly related to younger members, but we go out of our way to make them feel welcome and have advertised on campuses and with KUNC and KCSU. In the past we have been involved with a few stewardship presentations at Front Range and I believe at CSU. Younger members often have less time (school, jobs, families) and sometimes less disposable income. We've noticed they draw down retention figures, as they are more likely to relocate, change jobs, or need more family time. We hope they take PWV's mission with them, volunteering elsewhere or even starting PWV-like organizations, but it is very likely we have younger members for shorter durations. Recruiting does not</p> | |
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| | | | | | <p>consider this a detriment to PWV or wilderness stewardship generally, since those departing take PWV's message with them, but to does put recruiting younger members and member retention efforts at odds.</p> <p>Establishing diversity targets is virtually useless: we can only encourage applications, and we only rarely decline applicants (only 3 that I know of in the last 7 years). It is not that we would reserve applicant slots for any targeted population—we can currently accept as many as apply up to the maximum annual recruiting capacity. Efforts to increase diversity recruiting primarily depend on PWV's relationship with the community and their familiarity with and trust of PWV. Extra plans for increased diversity efforts cannot be conducted by the Recruiting Committee as currently configured. It is already almost overwhelmed and has been unsuccessful in the last 4 years to find additional members for succession.</p> |
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| <p>Member Retention</p> <p>#2</p> | <p>Many members expressed concerns about PWV's attrition.</p> <p>Often attrition was linked to a lack of engagement and social opportunities to provide members with the opportunity for making meaningful and sustainable contacts. In terms of opportunities several suggestions were made to increase social opportunities for making</p> | <p><i>Weakness – "Members meeting other members".</i></p> <p><i>"Develop more opportunities to integrate the new recruits into PWV and feel welcome".</i></p> <p><i>"Keep PWV members engaged with social events".</i></p> <p><i>"Develop more opportunities to integrate the new recruits into PWV and feel welcome".</i></p> <p><i>"Consider forming groups that help new recruits find members of similar interest. The groups could be organized around</i></p> | <p>Increase membership satisfaction and improve retention. Identify additional social gathering opportunities. Include considering new ideas such as special interest groups i.e., ski, bike, fish.</p> <p>Improve PWV experienced member outreach to new members, rather than new members finding their way</p> <p>Use ongoing surveys of new members to identify barriers.</p> | <p>Member Relations Comm.</p> <p>Surveys Comm</p> <p>Board/Exec Comm.</p> | <p>MR Committee: First, my attention was caught by the multiple references to surveys in this section. Getting more data is good, but why such the emphasis here and note that surveys are not the only way to get data.</p> <p>In the past, some PWV's researched retention in similar groups and PWV was above average. And Kevin Cannon reaffirmed this many times. However, over the past few years our retention rate hasn't been as good, and I suspect COVID related reasons (more people finding other activities, and PWV less able to socialize and connect with members). I think we need to be more welcoming in multiple ways – plenary social events, smaller social events, AGLs and Mentors doing more with their recruits, etc.</p> <p>All this said, we again did a "retention reach out" to inactive members and the vast majority of those not returning were due to</p> |

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| | contacts with other members. | <p><i>demographics, skills, or common interests</i>”.</p> <p><i>"More Gatherings, parties, fund raisers. Also teaming up new second tear recruits for or as potential hiking partners</i>”.</p> <p><i>"Create & maintain a members-only list filled voluntarily by PWV members with their interests, hobbies-other than hiking, expertise, prior or current profession</i>”.</p> <p><i>"Not enough outreach regarding surveys or evaluations</i>”.</p> | Better promote surveys. Include in an org handbook. | | health/aging, leaving the area or becoming too busy with other things. | |
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| Train | <p>Survey comments encouraged more training and focused in three areas:</p> <p>3a - emerging leadership (Board and Committee Chairs)</p> <p>3b - general and basic member skills, and post Spring Training for new recruits</p> <p>3c - Integration of training and social activities</p> | | | | | |
| #3a | Lack of organizational orientation for new BOD members and Committee Chairs | <p><i>Weakness - "Member understanding on how PWV works, admin, org structure, resources available, fundraising, etc</i>”.</p> <p><i>Weakness - "Encouraging members to become AGL's, committee chairs and BOD members</i>”.</p> <p><i>"Develop handbook for committee chairs; provide info</i></p> | <p>Form an Ad Hoc Committee to evaluate training needs of new and potential Board Members and Committee Chairs.</p> <p><i>Note: Margaret Shaklee has initiated the development of a handbook. Someone could pick this up and complete it.</i></p> | Ad Hoc Committee of representative members of current Board and Committee Chairs | | |

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| | | <i>on how PWV runs, resources available (ex. surveys), skills database, hobby/interests database, budgeting process".</i> | | | | |
| #3b | Some members may benefit from additional basic skills training. | <p><i>"While some members come to PWV with significant skills many do not".</i></p> <p><i>"Emergency communications (satellite communicators) could be better across our members".</i></p> <p><i>"Examine all activities and identify entry points for members to learn and experience those activities"</i></p> <p><i>"For new recruits Spring Training can be a whirlwind".</i></p> <p><i>"Training is limited to one weekend."</i></p> | <p>Expand Supplemental Training Committee to evaluate expansion of basic (examples: 10 essentials, hiking and backpacking, communication, navigation, first aid) and specific (examples: sawyer, felling, trail construction, non-patrolling) skills training. Include options for expanding delivery of training and funding (example: member trainers, PWV paid attendance at outside seminars, videos)</p> <p>Evaluate additional new recruit training for delivery during some period after Spring Training</p> | <p>Supplemental Training Committee</p> <p>New Recruit Training Comm.</p> | | |
| #3c | A good deal of effort goes into recruiting and training new members, including KON, Spring Training and AGL training. There is also a social element to connecting new and current members. There is an opportunity to better coordinate all these efforts and to | <p><i>"Examine all activities and identify entry points for members to learn and experience those activities like trail work and weed abatement without a full day commitment of time. A taste of work experience sampler. Use it as a socialization experience".</i></p> <p><i>"PWV does not utilize fully the evaluation of training opportunities provided by</i></p> | <p>Assemble the KON, Recruiting, Spring Training, and Member Relations leads to discuss intersecting activities and cross team communications. Assess new member recruiting and training processes to determine areas of improvement. Engage the Member Relations</p> | <p>Spring Training Committee</p> <p>New Member Training Committee</p> <p>Recruiting Committee</p> | <p>MR Committee: The only aspect of this that MR has been involved with is hosting a few social events through the year, but not as part of ST or other training. The one part of #3c that I resonate with is to better coordinate these various aspects of handling new recruits. There were a few disconnects this year and it would be nice to improve on this. It may be as simple as holding a small number of communication sessions with all involved, early enough, to avoid duplication and gaps.</p> | |

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| | determine any improved approaches. | <i>Surveys & Evaluations, especially those for New Member Training'.</i> | committee on ways to ensure the socialization connection is made with the entire membership. | Member Relations Committee | <p>Recruiting Committee: It could be useful to diagram activities associated with new recruits. Recruiting technically has concluded its activities once the list of recruits by animal group has been transmitted to the Chair of New Recruit Training. However, as recruits have dropped out, that information wasn't being reported to Gear, Joan Kauth and Alan Meyer for data bases, and others needing to know. Recruiting has absorbed the function of being a central contact to transmit that information, which technically belongs to the AGLs.</p> <p>I believe part of this Mission area relates to information gathered on the application about applicant's skills and abilities. The only way to access this information for a variety of purposes was to ask Margaret Shaklee a specific question. There seems to be no other way to access these data for a variety of purposes: what training might be needed, who has expertise to be trainers, who might be interested in serving on the BOD. This information should be better available for PWV purposes</p> | |
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| Field #4 | While expressed in a number of different ways, there is some concern about the proper balance of PWV focus on various field related activities (restoration, patrolling, trailhead hosting, stock). | <p><i>"Uneven and/or inadequate coverage of higher trails in wilderness on key weekends".</i></p> <p><i>"As the Cameron fire focus on restoration comes under control, will we need to "rebalance" our various field functions?"</i></p> <p><i>"A disconnection between stock patrol, patrolling members, and/or non-patrolling members."</i></p> | Form an Ad Hoc Committee to evaluate the deployment of PWV volunteer efforts on various field related functions and how that has changed over the years. Determine the appropriate allocation of resources and potential changes needed to meet that allocation. | Board Trail Patrolling Comm Member Relations Committee Form Ad Hoc Committee with | | |

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| | | <p><i>"are there barriers to "patrol reporting and scheduling" that you see?"</i></p> <p><i>"Fire restoration has led to a public impression that our main purpose is trail building/restoration."</i></p> <p><i>"We have members who 'just patrol' Other than recertification as organization we ignore them".</i></p> | <p>Develop programs to increase member participation and in trail patrols and trail coverage. Focus primarily on improving trail patrolling effectiveness and satisfaction.</p> | <p>representatives from Board, Trail Patrol, Restoration, and Stock Committees.</p> | | |
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| <p>Support/ Admin</p> <p>#5a</p> | <p>PWV has done exceedingly well managing the budget, however currently there is a lack of defined income and funding goals.</p> <p>Opportunities include developing a longer-term fund-raising strategy with goals including longer term views such as 1 - 5 year fundraising goals</p> | <p><i>Establishing fundraising goals based on current or potential future activities.</i></p> | <p>Evaluate what additional work activities could be completed at higher than budgeted expense levels then evaluate what income target should be established.</p> <p>Fundraising goals should be part of a strategic plan, to support future development / activities.</p> | <p>Treasurer</p> <p>Fund Dev Committee,</p> <p>Exec Comm.</p> | | |
| <p>#5b</p> | <p>USFS proposal: As result of an Environmental Assessment at the Lady Moon area near Red Feathers USFS has asked if PWV would like to</p> | <p><i>Matt Cowen USFS provided this opportunity.</i></p> | <p>Evaluate what activities may be involved with this effort and determine if PWV should participate.</p> | <p>Trail Restoration Committee Trail Crew</p> <p>Trails for All Committee</p> | | |

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| | assist with design of new trails near Lady Moon. | | | Ad Hoc group? | | |
| #5c | <p>Consider increasing subsidizing of training, communication devices, uniforms.</p> <p>Make more funds available for supplementing member equipment (Spots, uniforms, etc)</p> | <p><i>Increasing cost of uniforms and equipment due to inflation.</i></p> <p><i>Outreach, Spot X, etc. - I myself are intimidated by these!</i></p> <p><i>I really could use a "hands on" session on the equipment versus a classroom.</i></p> <p><i>I think subsidizing events (first-aid etc.) and equipment (InReach, SPOT, etc.) are good to maintain.</i></p> | <p>Opportunity to subsidize cost of joining the organization for new members</p> <p>Saw sharpening account at a local sharpener.</p> <p>Make radio pick up and drop off more accessible.</p> <p>Expand the SPOT/in reach reimbursement program and encourage members to patrol with SPOT/in reach devices on all trails.</p> <p>Access to presentation AV equipment - notebook PC, PC projector, screen.</p> <p>Bring back Gear Feast/Swap to share expertise. Perhaps local stores (JAX, REI, Scheels) would be willing to do programs on latest gear (clothing, packs, equipment etc.) and give a %off item coupon to those who attend</p> | <p>Patrol Gear Committee</p> <p>Office Crew</p> <p>Ad Hoc group?</p> | | |
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| Educate | There is no formal, coordinated and planned effort to manage the PWV message in order | <i>"Develop an organized program to educate the public"</i> | Execute plans to support PWV committees, who engage with the community. | Establish new Committee | <i>Coordinate with Recruiting, Fund Development, KIN, Stock, and Public Outreach</i> | |

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| #6a | to support recruiting and fundraising, and to help educate the community on issues around our public trails and understanding available PWV resources. | <p><i>"Increase interaction with and communications to public. Enhance use of social media and interaction with TV, radio and newspapers."</i></p> <p><i>"Consider outreach to local schools. Increase outreach educational programs."</i></p> <p><i>"Create a position in PWV to coordinate promotions, handle social media, deal with TV and radio. (or just develop expertise within Public Outreach committee)"</i></p> <p><i>"Offer clinics."</i></p> | <p>Evaluate need for a new committee or expand current committee responsibilities (Outreach.)</p> <p>Establish a plan to interact with TV, radio, social-media and print.</p> | Expand Public Outreach Comm? | <p>Recruiting Committee: Involvement in this activity is beyond Recruiting's charge but we do recognize that these afford additional accesses for recruiting (employees, locations for advertising). This could be especially important if the local businesses are minority-related.</p> <p>Note: As PWV assumes more and more activities, it needs more and more members involved in and leading those activities. Those individuals are hard to find. It seems better to more narrowly focus our efforts and do those things very well rather than take on many activities and perform only mediocrely.</p> | |
| #6b | There is a lack of an ongoing process to engage with local businesses. | <p><i>"Relationship with sponsors can be improved."</i></p> <p><i>"Increase visibility at local retailers."</i></p> | Engage with targeted local businesses (ie. Speaking or training opportunities, Trail Workdays, etc). Identify a lead person to manage each business. | <p>Fund Development Comm</p> <p>Recruiting Committee</p> <p>Public Outreach Committee</p> | | |
| Other #7 | Consider some form of interaction/activities with other/similar organizations to both learn from others and share PWV best practices. Export our organizational model. | <p><i>"We seem to be highly regarded by the USFS. We should be able to leverage that across the country with help from the USFS and the NWSA to help other organizations like ours grow and develop".</i></p> <p><i>"Are there parts of our model we should offer to export, not only</i></p> | <p>Work with National Wilderness Stewardship Alliance to access the level of interest in establishing activities to enable the sharing of information between organizations.</p> <p>Work with other Colorado public land stewardship non-</p> | Exec Committee | | |

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| | <p>Help other similar organizations get started around the region / country.</p> | <p><i>to USDA FS but also the other NWPS agencies? NWSA might be interested in considering options".</i></p> | <p>profits on organizing and conducting an annual summit, with the goal of building connections, discussing common issues and leading practices.</p> | | | |
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