

**MINUTES**  
**PWV BOARD OF DIRECTORS' MEETING**  
**July 21, 2022 – 6:30-8:30 p.m.**  
**Conference Call due to Covid-19 concerns**

**ATTENDANCE.**

**Board Members:** Janis Brady, Rich Cappello, Mike Corbin, Joe Cox, Jim Medlock, Jim Branch, Sean Orner, Mark Snyder, Bruce Williams, Jeanne Corbin, Karen Roth, Matt Cowan (USFS Liaison)

**Board Members absent:** Pete Ramirez, Steve Musial, Jeff Randa

**Advisory Board Members:** Chuck Bell, Jerry Hanley, Alan Meyer, Karl Ritters

**PWV Members, Other:** Ruth Janitscheck, Carol Kennedy

**Guests:** Anne Yakos

**ESTABLISHING QUORUM AND MEETING GROUND RULES.**

Bruce Williams welcomed everyone in attendance and confirmed we had a quorum present.

**AGENDA.**

The July 2022 agenda was approved.

**MINUTES.**

The June 2022 meeting minutes were adopted with no changes.

**REPORTS OF OFFICERS**

**(A) CHAIR.**

- Bruce Williams had nothing to report.

**(B) CHAIR ELECT.**

- Mark Snyder was delayed getting logged in to the meeting and did not provide a report.

**(C) IMMEDIATE PAST CHAIR REPORT.**

- Mike Corbin shared that there is a Trail Restoration work weekend coming up with Rocky Mountain Conservancy high school kids on North Fork.
  - Bruce Williams asked what work they would be doing. Mike said they were working from about 2.5 miles from the trailhead to the end. There's a couple swampy areas fairly far in that need to be worked to be more passable, especially for stock.

**(D) USFS STAFF REPORT.**

- Matt Cowan shared that there's so much good work going on across the district that he's really proud of. He got to spend 3 days in the Rawahs with the Rocky Mountain Conservancy crew that is cutting open trails up there going from about the 6 mile meadow mark on the Rawah trail. They got a significant amount of work done on all the trails they could get to from their campsite.
  - Matt thanked Fred Allen for getting the stock folks together and having them come in. Matt hopes to continue to keep this program going, as it's a huge help and makes a lot of the work possible back in the backcountry. They will be doing another tour next week out of West Branch and should get everything south of there. He anticipates we'll have about 90% of the Rawah cut open this year, which is a major achievement since we haven't been back there too far in the last 3 years or so.
- The Larimer County crew along with WRV have been doing a ton of projects in the Comanche Peak Wilderness, particularly in the Little Beaver/Flowers area doing a lot of trail stabilization projects out there. WRV has been working on Elkhorn Creek as well. Matt anticipates this work will be done next year as they finish the Elkhorn Creek reroute.
- Matt shared that he was humbled and grateful to participate in both the Trails for All workshop and the Stock Clinic. He said it is great to see both of these programs to grow and he is excited to see where they end up in the future. They have great leaders coordinating for each.
- Matt noted the Buckhorn area closure after the flooding in that area on Friday. There aren't many PWV trails that will be impacted. Matt expects the closures to be reduced in the next few days or week.
- Matt shared that the Roaring Creek reroute is coming up. It's contracted through the National Forest Foundation. The work will start in the latter half of August and should be finished by the end of September. Between the big reroute and the bridge replacement that Mike Corbin and volunteers will be participating in, the trail should be open at the end of September. Matt is excited for this reroute to be completed.
  - Bruce Williams asked about the recent announcement of area closures due to aerial mulching. Matt said trail closures to be kept to a minimum. Other than the trailhead closures including the road up to Crown Point (you won't be able to drive up to the trailhead), we shouldn't see any trail closures due to the mulching. Bruce asked to confirm that trails on Long Draw won't be affected, which Matt affirmed, noting that those trails go into wilderness pretty quickly, and there isn't any mulching in wilderness.

**(E) SECRETARY REPORT.**

- Sean Orner encouraged Board and Advisory Board members to attend the upcoming Midsummer Event, and suggested Mentors and AGL's also encourage their new recruits to attend.

**(F) TREASURER.**

- Jim Medlock thanked Matt Cowan for his assistance in finding the key for the safe deposit box, and thanked Janet Caille for meeting him at the bank to assist with changing over the safe deposit box.

- Jerry Hanley asked where the key was found. Jim replied that Matt had it.
- Jim said that things are looking good financially. Donations are up considerably over last year at the same time. Expenses have increased. Jim explained that there was an overage with the Kick Off Night budget; Rob Orner said that he saw an increase in prices of 10-25%. When the 2022 budget was created, we used 2019 to base the figure on since we did not have a KON in 2020 or 2021. Jim and Rob have discussed using a more accurate figure for the 2023 budget.
- Jim explained that he and Sandy Sticken have met with the financial advisor at Tarantino Financial and are in the process of moving \$30,000 from the Money Market account at Independent Financial that is earning no interest (although interest rates have gone up). They are also looking at changing the investment strategy from “most conservative” to “moderate conservative” and are discussing with Tarantino how that will affect things, but this has not yet been done.
- At the time that the financials were prepared, the Endowment had not yet posted the June 30<sup>th</sup> statement, so it will be included in the July report.
  - With regard to the financial changes that Jim described, Bruce Williams wanted to note that we are retaining sufficient funds in cash accounts that we need to operate from this year. We’re really only putting money in the slightly more volatile, higher earning accounts that are funds that we wouldn’t anticipate using in the short term. Bruce added that he thinks it’s a prudent thing to do, and he appreciates Jim and Sandy looking into our options to maximize our return while still making sure we have plenty of funding for our activities.
  - Bruce also thanked Jim for the detailed reports that he prepares. The financial reports that he shares show various year-to-date metrics that allow a comprehensive way to evaluate the budget.
  - Alan Meyer asked about the \$30,000 that will be moved from the Money Market account to Operating Reserves, clarifying whether it will be an incremental amount on top of what’s in the Operating Reserves. Jim explained that with the stock market down, it was at \$30,000 at the beginning of the year, it’s now at about \$28,000; they will be adding funds to get us to \$60,000 in the Operating Reserve, which is to be essentially a rainy day fund should donations be substantially low to allow for operations to continue without disruption. Bruce Williams said it was his understanding that many organizations maintain one year’s budget as an Operating Reserve, and asked Jim if he understood that to be a standard procedure. Jim said that was his experience with a few other non-profits that he has worked with, adding that he heard from a CPA advisor that between 75-100% of the normal annual budget should be maintained.

## **REPORTS OF COMMITTEES**

### **MEMBER RELATIONS COMMITTEE:**

- Alan Meyer explained that there are two reasons why he wanted to give this update now: First, with new board members coming in every year, not everyone understands what the Member Relations Committee does. Second, there are a few things that have come up through the Strategic Planning process that relate back to Member Relations.

- Alan shared the names of the current committee members (Alan Meyer (Chair), Bruce Williams, Jim Zakely, Janet Caille, Mike Corbin, Nancy Casadevall, Sean Orner). Alan noted that Jacques Rieux previously a committee member who also represented the Stock Committee. He has reached out to a number of Stock members but hasn't found anyone who is open to joining. He asked for any suggestions.
  - Jerry Hanley asked if Nancy is still active. Alan said that she is active as far as having a signed Volunteer Agreement, however, she hasn't replied to committee communication recently. Jeanne Corbin shared that Nancy helped with the KIN schedule survey and things like that in the spring, so she has had some PWV involvement.
- Alan shared that there are four areas of responsibility for the committee:
  - Hospitality: Cards (or more) for members or their immediate family with loss, serious health issues, or celebrations.
    - Alan noted that we don't always know everything that happens, but for people we do reach through hospitality, they are very grateful.
  - Define the Year End Event recognition categories
    - Alan explained that the committee determines the categories in March or April. These are not done with Board approval, instead, we inform the Board. These categories are now sent out to everyone before Spring Training—in the past, many people didn't know about the categories until after the end of the season, so we're trying to be more transparent. Alan explained that at any time, you can view the Year End Event Summary Report on the CLRD website.
    - Service Awards are also part of YEE recognition. The committee gives out pins for members as they hit 5, 10, 15, etc. years of membership.
  - Planning some PWV social activities
    - Alan explained that PWV is not inherently a social group, but based on observations and outside research, we understand that when members feel valued, have social contact and friends, they are encouraged to come back and renew as members. A few years ago, this was discussed, but no committee was responsible for planning social activities. Member Relations agreed to plan 3 key annual events: The Midsummer event, a 2<sup>nd</sup> Year event, and a Holiday party.
    - The organization also has other social events, including the YEE and Spring Training. As a committee, Member Relations has discussed feedback from current and prior Strategic Planning cycles and believes there are currently enough social events throughout PWV. Covid aside, in normal years we have 10-12 events which all members are invited to. This is in addition to smaller committee and specialized events that members participate in.
      - Affiliation meetings are not currently happening. The person who was chairing this for a number of years, Bob Hansen, is stepping down from this role. Alan has suggested that if we can find someone who is passionate to plan these meetings, it can be a part of Member Relations rather than a separate standalone committee.

- Bruce Williams added that Member Relations is not exclusively responsible for planning PWV social activities. Anyone who wants to plan and schedule a social activity can do so.
- Member retention
  - Alan explained that retention has been a big topic since our first formal Strategic Plan. This is another responsibility that Member Relations agreed to take on since no one was managing it.
    - Jerry Hanley added that the first real formal effort was taken on by Karl Ritters about 10 years ago by way of an Ad Hoc committee. Jerry explained that 15 or so recommendations were implemented at the time. After that, it was included with the Strategic Planning.
  - Alan shared that there were some PWV folks that researched our retention several years ago, and his recollection was that despite the concerns that some people had, it was determined that our retention was actually really good for a volunteer organization like ours.
  - Member Relations keyed in on 3 things to track and manage retention:
    - Track retention (on the CLRD website)
    - In April/May, contact Inactive members around who were active the previous year to find out why they have not renewed.
      - Usually most of folks just hadn't gotten around to their agreement
    - Host several key social events
      - This is why we have the 2<sup>nd</sup> year event to re-engage members who are renewing for the first time
  - Alan explained that this year, because of Covid, we looked at anyone who was active at all over the last 3 years (2019-2021) and contacted them. For the folks who are choosing not to return, the overwhelming majority are leaving because of reasons that are understandable, such as moving out of the area, health issues, or too busy for PWV. Very few people surveyed share that they had an actual issue with PWV.
  - Alan shared the Member Retention planning table that can be found on the CLRD website. This tracker came out of the Strategic Planning cycle about 7 or 8 years ago. Alan explained that a potential shortcoming of this report is that it tracks members who have participated in at least one patrol or off-trail activity, suggesting that instead it should track who cared enough to sign a Volunteer Agreement. For 2021, the number would jump from 62% to 81%. Alan noted that until recently, we weren't tracking data on who had submitted their Volunteer Agreement, but now it's a field captured in the database. This would allow us to refine the report.
    - Jerry Hanley shared that he thinks it's a good idea to continue tracking it across 3 years, as the national research he's seen tracks based on 3 years as well, so it's a good baseline.
    - Karl Ritters said that we would want the retention report to capture people who do non-patrolling activities, not just patrolling. Alan said he hadn't yet done enough research to determine which activities were currently being captured on the report.

- Mike Corbin added that originally we had said we would track any activity, but people often overlook recording their non-patrolling activity, so recorded hours are understated. It's understandable that our retention around years affected by Covid would be lower, but they're not that low and overall he thinks we're doing a good job. One improvement we made was around recruitment. Early on, we were eager to accept anyone who was willing to join, but now we've become more conscious about making sure people know what they're signing up for.
- Chuck Bell said that the fact that someone cares enough to sign a Volunteer Agreement, that suggests that they have the interest to stay active in PWV. He thinks that is the most important statistic for member retention.
  - Alan suggests that we should evaluate the 4 Strategic Planning metrics that are currently being tracked on the CLRD website, to determine if we are tracking the right things in the right way.
- Rich Cappello shared that he often goes to the website to find a member's picture to see what they look like, but often times the photo is very outdated so they are hard to recognize. Karl Ritters said that Joan Kauth is the person who gets the photos uploaded, so we could perhaps coordinate something with her. He added that many people are missing a picture altogether. In the past, people were sent reminders to provide a picture, but some people just don't want their photo included. Rich suggested that many people would probably be ok with updating the photo if given the opportunity. Alan Meyer said he's been unsuccessful in getting Joan to agree to allowing members to edit their website photos directly, but perhaps if she heard the suggestion from others, she may be more agreeable to the idea.
  - Bruce Williams told Rich that he and Mark Snyder will take this project on.

### **TRAILS FOR ALL COMMITTEE:**

- Carol Kennedy explained that their event was delayed a month due to Covid exposure. Jeff Randa attended the event and took photos which were shared with members via email. Carol shared that Matt Cowan and 8 PWV members were involved in running the workshop. Matt was a greeter, ran a station, and contributed some great USFS swag. Carol thanked Jeff for attending and taking photos and thanked the LNT committee for their participation.
- Carol said that the committee's next plan is to plan PWV hikes with Arc clients, as well as hikes with other groups as well to further the mission of encouraging diversity on our trails. Any PWV members who hike with Arc clients will have to have a background check paid for by Arc. The Arc client will be accompanied by a support person who will help with personal hygiene, and the 2 PWV members must stay together so there is "team leadership".

- Bruce Williams said it seemed like the event was successful and that people had a good time. Carol said they ended up using the Arc property and hugged the shade and used an EZ up to try and keep folks in the shade as much as possible. They had several giveaways for folks, including USFS items from Matt, items from the National Sports Center for the Disabled, REI donated water bottles, and they purchased small flashlights and whistles that would be useful to have out on the trail. Many participants indicated in their post-event survey that they would be interested in hiking with PWV on a trail. There was a mother/son pair that asked if there could be caregiver Arc clients who could go through Spring Training. The committee continues to explore opportunities for meaningful inclusion for Arc clients.
  - Jeanne Corbin asked if any hikes are scheduled yet. Carol said not yet, as there has been a change in personnel at the Arc and they are still getting situated. The committee will be pushing for at least one hike this year, which could include, but would not be limited to those who attended the workshop. Carol added that their contact, Jessica Schauss, is in the process of joining as an Ad Hoc member and then going through PWV training next year, has contacts with other agencies outside of Arc and may be able to help coordinate a few hikes this year.
  - Carol thanked Jeanne for her assistance with getting their committee started.

### **OLD BUSINESS**

- Karl Ritters took a moment to recognize Joe Cox after attending his First Aid/CPR class last weekend. Karl said he is fantastic, very professional, and the class was well done. Karl commends the Board for funding the training. He's impressed with what he learned, and the skills can be life-saving. Karl also signed up for the Wilderness First Aid class and looks forward to that as well.

### **NEW BUSINESS**

- **STRATEGIC PLANNING UPDATE**
  - Bruce Williams started by explaining that there is a change to the Strategic Planning workshop. Initially, it was planned as a 4-hour live in-person meeting, however, due to Covid, the meetings will continue virtually. Some discussion will occur during tonight's meeting, then a 2-hour workshop will be held via Zoom in August, and the wrap up will be done in September.
    - Tonight, we'll walk through the strategic themes that have been identified. These are not really up for discussion—this is an opportunity for people to familiarize themselves with the themes and ask any clarifying questions. The heart of the discussion as to whether we want to adopt these themes as part of our Strategic Plan, will occur at August's Zoom workshop.
    - In August, we'll discuss each of the 12 themes and determine which we want to have in our Strategic Plan. We'll use the September Board meeting to refine and discuss metrics.
  - Bruce explained that the Committee has developed possible themes for us to evaluate. These themes were based on the results from the 2022 PWV survey that went to Board, Advisory Board, and Committee Chairs. There were over 257 comments in the 41 responses received. The committee did their best to reflect

what they heard in the feedback. The Committee also reviewed the prior analysis done by the 2018 Strategic Planning Committee, to identify weaknesses and opportunities. Finally, the Committee spoke with Matt to find opportunities with the USFS.

- Bruce explained that the PWV Strategic Planning Themes document includes the weakness or opportunity that the Committee has identified based on the survey feedback. They provide verbatim quotes from the surveys to add color and context. In some cases, survey respondents provided possible actions, in other cases the Committee came up with potential actions—these are not mandated or required. Input was requested from direct stakeholders within the organization to be helpful and add additional context.
  - Bruce noted that the 12 themes that the Committee identified are what they think accurately reflects the comments from the survey respondents. These should not be read as recommendations from the Committee.
- Each theme was reviewed to allow an opportunity for questions and clarification:
  - **Recruit:**
    - *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.*
  - **Member Retention:**
    - *Many members expressed concerns about PWV's attrition. 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 contacts with other members.*
  - **Train:**
    - *Lack of organizational orientation for new BOD members and Committee Chairs.*
    - *Some members may benefit from additional basic skills training.*
    - *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 determine any improved approaches.*
      - Joe Cox shared that some KIN members recently discussed how they got into PWV and wondered if there could be a mentor program for people who want to join but missed/can't attend Spring Training.
        - Guest Anne Yakos shared that she wished she could join now instead of having to wait until next year. Alan Meyer told her she can join now as a Non-Patrolling Member. Bruce added that she can patrol as a guest. Anne said she wasn't aware of this and asked how she can do this. Alan said that the Non-

Patrolling Committee does not currently have a Chair. Bruce said he would follow up with her.

- **Field:**
  - *While expressed in a number of different ways, there is some concerns about the proper balance of PWV focus on various field related activities (restoration, patrolling, trailhead hosting, stock).*
- **Support/Admin:**
  - *PWV has done exceedingly well managing the budget, however currently there is a lack of defined income and funding goals. Opportunities include developing a longer-term fund-raising strategy with goals including longer term views such as 1-5 year fundraising goals.*
    - Karl Riters pointed out that we had a GoFundMe goal of \$25,000. Jerry Hanley noted that the fundraiser was not a part of the budget process.
  - *USFS proposal: As result of an Environmental Assessment at the Lady Moon area near Red Feather USFS has asked if PWF would like to assist with design of new trails near Lady Moon.*
  - *Consider increasing subsidizing of training, communication devices, uniforms. Make more fund available for supplementing member equipment (Spots, uniforms, etc.)*
- **Educate:**
  - *There is no formal, coordinated and planned effort to manage the PWV message in order to support recruiting and fundraising, and to help educate the community on issues around our public trails and understanding available PWV resources.*
  - *There is a lack of an ongoing process to engage with local businesses.*
- **Other:**
  - *Consider some form of interaction/activities with other/similar organizations to both learn from others and share PWV best practices. Export our organizational model. Help other similar organizations get started around the region/country.*
    - Chuck Bell pointed out that PWV has helped organizations around the state by hosting and participating in many events throughout the years.
    - Alan Meyer explained that he's been in meetings with representatives from 5 or so other groups. He said it helps our visibility and outreach, even if we don't necessarily have as much to learn from these newer emerging organizations.
      - Jerry Hanley shared that were able to have significant takeaways on creative fundraising strategies that other groups have.
    - Sean Orner shared that she and Jeff Randa have chatted about the possibility of finding ways to partner with other

locally active organizations like CPRW and VOC that aren't necessarily like PWV in structure or operations but have shared missions and possibly shared members.

- Jim Branch explained that members should read through the PWV Strategic Planning Themes to prepare for the August workshop. During the workshop, we'll dig into the themes and decide if they are where we want to focus our efforts. The BOD will be able to vote on the themes. We will also establish the owners and Board sponsors, adding Ad Hoc committees as needed. In September, we will develop a process for periodic reviews of the Strategic Plan. We'll also come up with strategic metrics and possibly shift some existing metrics to better evaluate our progress. We'd like to have something measurable for each outcome.
- Bruce closed with a few comments. He understands that the August workshop planned for 2-2.5 hours sounds like a lot of time, but it's necessary to allow for discussion time for each of the 12 themes. He encouraged members to review the document, formulate opinions, prepare questions so we can progress efficiently during the meeting.
  - Bruce explained that we not only have to identify themes that we feel are valuable, but we must be pragmatic to determine if we have the capacity to take them on. In his experience, Strategic Plans fail when they are overly ambitious. Also, if we don't have people who raise their hand to volunteer to take these themes on, then nothing is actually going to get done.
  - Bruce gave another reminder that these themes are not endorsed or recommended by the Committee. Further, he thinks we can and should only adopt a select few. The Strategic Planning process can be valuable to give the organization a bit of a steer towards opportunities that we haven't quite been hitting. We're not trying to reconfigure everything about PWV, only find small adjustments that we can implement to continue towards our mission.
  - Alan Meyer thanked the Committee members for their efforts. He noted that there are some commonalities from prior Strategic Planning cycles but that he appreciates the high-level view of the themes the Committee has identified and presented for our consideration.
    - Bruce noted that there were some ideas presented that were more tactical than strategic which were omitted. He believes these can be addressed directly rather than being included within the plan. He again thanked everyone for their survey responses and comments.

## **CLOSING**

Joe Cox took a moment to give kudos to Jeff Randa and the Photo/Video team for their involvement in the Emmy-winning productions.

Bruce Williams thanked everyone in attendance.

The meeting adjourned at 8:04 pm.

Next Board Meeting: **August 18, 2022, 6:30 p.m.**

**S Orner, Secretary  
8/16/2022**