

MINUTES
PWV BOARD OF DIRECTORS' MEETING
January 21, 2021 – 6:30-8:00 p.m.
Conference Call due to Covid-19 concerns

ATTENDANCE

Board Members: Jim Branch, Mike Corbin, Jeanne Corbin, Elaine Green, Bob Hansen, Janis Brady, Sean Orner, Pete Ramirez, Mike Shearer, Mark Snyder, Sandy Sticken, Bruce Williams, Karen Roth

Board Members absent: Katina Mallon

Advisory Board Members: Tom Adams, Fred Allen, Kevin Cannon, Jerry Hanley, Alan Meyer, Jack Morgan, Janet Caille, Karl Ritters, Chuck Bell, Dave Cantrell, Jim Zakely

PWV Members, Other: Tom Collins, Jeff Randa, Cathy Morgan

Guests: Jared Smith, USFS (Acting) North Zone Recreation Staff Officer, Matt Cowan, USFS

ESTABLISHING QUORUM AND MEETING GROUND RULES.

Mike Corbin welcomed everyone to the meeting and confirmed with Sean Orner that enough members were present for a quorum.

Mike Corbin welcomed the guests who were present, including Matt Cowan with USFS. Matt explained that he'll be starting February 1st to fill in behind Kevin Cannon and Kristy Wumkes.

AGENDA.

The meeting agenda was adopted with no changes.

MINUTES.

The December 2020 meeting minutes were adopted with no changes.

REPORTS OF OFFICERS

(A) CHAIR REPORT.

- Mike Corbin began by saying he was informed that the price of the PWV shirts and patches have gone up, by about \$7.50/shirt. He noted that he doesn't expect it to be a problem budget-wise.
- Mike recognized Cathy Morgan for all of the work she's put into the new PWV.org website. Mike noted that the interactive trail map is especially useful.

(B) CHAIR ELECT REPORT.

- Bruce Williams said that a Mentor recruiting letter will be going early next month, seeking mentors for new recruits. It's an important role to fill and he appreciates any volunteers who are interested.

(C) IMMEDIATE PAST CHAIR.

- Elaine Green had nothing to report.

(D) USFS REPORT.

- Jared Smith said that fire crews have been out and about up in the Jack's Gulch area. He said they still have regular hazard tree work along Campground Road and that they are looking at the next phase of reopening near the Chambers Lake area. He also expects this week that the Joe Wright ski trail will be prepped for work to continue, as well as Long Draw Road to be opened for OSV's—the road access would cherry-stem into the closure. After these initial 3 areas open would probably come Saw Mill where there's quite a bit of work to do, but there's hope it will reopen this winter.
- Jared also introduced Matt Cowan who will soon begin in his new position as Jared begins to transition out. Jared explained that there is no new detailed Rec staff yet planned to come in behind him so he will likely remain as our contact in a cursory role in the meantime.
- Fred Allan asked Jared about the unburned slash piles up near Stub Creek that were not burned last season. Jared confirmed that these will continue to be delayed as a result of the Cameron Peak fire and suppression repair continues to be done right now as the priority. Jared also noted that right now there's not sufficient snow on the ground (yet) to support any burning. Jared expects that it could be until February or March before the fire suppression works begins to wrap up, but he does not expect much will be burned this year. Jared then encouraged Fred to follow up to make sure it does not get overlooked.
- Mike Corbin offered a word of thanks to Jared in appreciation of his assistance over the last several months and encouraged him to visit again. Jared acknowledged that he had enjoyed the experience being back at his home unit and thanked us for welcoming him in his new role. He said he knows we'll also welcome Matt Cowan and Geoffrey Godfrey as they come aboard. He thanked PWV for what we do for the district and the numerous people on the ground.

(E) TREASURER'S REPORT.

- Sandy Sticken sent out a copy of the latest financials to the Board. Sandy mentioned that based on the recent donations, the budget seemed to be in good shape. Upon reviewing the financial reports, she noted that December income was about \$30,000, as there were some additional contributions in addition to Colorado Gives. Sandy explained that a significant portion of the funds had been moved to the Money Market account so it could accrue interest. Sandy feels that things look good at year-end, and that two different donations of \$10,000 had been received, one from the Clinton Family Fund and another from a PWV member.
- Sandy also provided a Budget vs. Actuals report to show that last year we were about 80% under budget.
- Sandy explained that the financials for 2020 are not yet finalized, due to pending reporting from an endowment fund as well as final inventory counts.
- Chuck Bell commented that while reviewing the financials for last year and seeing that they were lower than normal, he was impressed with how much impactful work the organization produces. He noted that he thinks it is one of the leanest running organizations, possibly nationwide. He commended the number of volunteers and amount of work that gets done on a limited budget.
- Sandy Sticken made a motion for the financials to be accepted. Bruce Williams seconded the motion. It was passed with no objection.

REPORTS OF COMMITTEES.

(A) FUND DEVELOPMENT COMMITTEE.

- Tom Collins reported that in 2019 we raised about \$46,400 from 109 donors. In 2020, \$48,900 was raised with 127 donors, which was a positive increase. He also referred to the two year-end donations Sandy previously mentioned, which are fortunately not atypical that provide a lot of operating capital for the organization.
- Tom also noted that the planning for the GoFundMe campaign is moving along nicely and said it is planned for late March/early April.
 - Jerry Hanley explained that there's a lot of detail in the marketing plan for the campaign, and that details will go out in emails to outside partners as well as PWV members. He explained that we have about 30 partner organizations that will be asked to share information with their contacts about the fundraiser.
 - Jerry acknowledged that Grace Wright, an outside consultant, has been extremely helpful, and a meeting is planned tomorrow to flesh out the rest of the detail for the marketing campaign.
 - Jerry also noted that Peter Skiba is working with a team of volunteers to prepare a script and video for the effort, and the kick-off of the fundraiser is March 30th.
 - Chuck Bell asked if the funds were to be used for Trail Restoration. Jerry confirmed the funds would be used exclusively for that purpose.
 - Tom echoed that Grace, who is Jerry's daughter, has been fantastic as a resource and has volunteered much of her time to this effort. Tom thanked Jerry for leading the endeavor as well.

(B) STRATEGIC PLANNING COMMITTEE.

- Jerry Hanley revisited the discussion that was tabled at last month's meeting. Some members felt that it would be premature to dissolve the committee without a planned process to move forward with. Jerry explained that he and Bruce Williams had a follow up discussion.
- Jerry explained that he is proposing the dissolution of the Strategic Planning Committee, while secondarily offering a recommendation to move to an Ad-Hoc committee for future Strategic Plans, primarily due to the fact that the standing committee is only used for a few months every three years and because the standing committee feels that the Board should be more engaged in the process than it has been in the past—both in the development and management.
 - Jerry reviewed the 11 members who had been active members of the committee (Jerry Hanley, Chair; Margaret Shaklee; Jim Shaklee; Nancy Casadevall; Jim Casadevall; Tom Adams; Randy Ratliff; Yolanda Sarason; Russ Smith; Elaine Green; Tom Collins).
 - *Reflections*
 - *The burden of the development of the Strategic Plan fell upon this committee.*
 - *Which was the original intent for establishing this permanent committee,*
 - *But it effectively left the management of the on-going process to this committee,*
 - *Rather than to the BOD.*
 - *There has been a feeling of “out of sight, out of mind” with the BOD.*
 - *There is strong opinion among several of us that the BOD must be very engaged*
 - *In the development of the plan,*
 - *And the management of the plan.*
 - *They need to own the process and the plan.*

- *The work we did this year on the operational plan is an anomaly.*
 - *Consequently, this type of work will not be repeated by this committee.*
 - Jerry noted that the committee was just involved in developing the operational planning and moving it so it coincided with the budgeting process but going forward it will be Sandy and the Board that will drive the process from now on.
 - *Some of these recent committee activities have raised concerns by some that this committee might be overstepping its objective as a committee.*
 - *Fair enough.*
 - *Given that a Strategic Plan will only be developed every 3 years, there is not much for this committee to do in the intervening years.*
 - *PWV has 30+ committees, which can sometimes feel almost unmanageable.*
 - *Does it really make sense to have a standing committee that is only active every 3 years?*
 - *Given the unknowns surrounding the consequences of the Cameron Peak fire, the BOD and membership will probably be primarily focused on restoration activities and might not have the bandwidth nor energy to wade through a strategic planning process next year (2021).*
 - *If a strategic planning process is deemed “over-kill” for [an organization like] PWV, this would be another reason to dissolve the committee.*
 - Jerry noted that he’s heard comments that PWV has been successful without being heavily involved in the Strategic Plan.
 - Jerry made a motion that the permanent Strategic Planning Committee be dissolved. Janet Caille seconded the motion.
 - Jerry acknowledged that there are many ways that the Strategic Planning process could occur—the standing committee followed one process in the past.
 - *What could an alternative to a standing committee look like?*
 - *The BOD/Executive Committee is responsible for initiating the Strategic Planning process every 3 years.*
 - *Plan development would take place the year prior to initiation of the plan.*
 - This would occur generally in the fall, every 3 years to start the process and develop the plan.
 - *2021, 2024, 2027, etc.*
 - *The BOD creates an ad hoc committee and charges it with doing the strategic planning legwork in cooperation with the BOD. Example of ad hoc activities:*
 - *Determine process to be used*
 - Because there are several ways to do it.
 - *Conduct a SWOT analysis*
 - If that is to be part of the process. SWOT is Strengths, Weaknesses, Opportunities, Threats—you would identify those at a high level for the organization.
 - *Distribute a survey to select members of the organization or entire organization*
 - The first time this was done back around 2015, a questionnaire was sent to the entire organization. Not all of the responses were relevant for the Strategic Plan, but there was a lot of data captured.

- In 2018, the survey just went out to the Board, Advisory Board, and Committee Chairs. These were the members who had the most knowledge about how the organization actually functions.
- *Consolidate and analyze survey feedback*
- *Develop a list of possible organizational metrics*
 - Jerry explained that 3 specific metrics have been used historically and are tracked and reported on PWV's CLRD site.
- *Provide periodic updates to the BOD as well as the final package*
 - Once the ad hoc committee has the final package, it would be the raw data that the Board would then use in order to determine what the plan looks like.
- *Select Advisory Board members and others should also be invited to participate in the process, as many of them bring with them the "institutional knowledge" that would provide more context to issues.*
- *The BOD would also determine whether an internal facilitator should be used (volunteer), or whether an external facilitator be hired. An external facilitator might be sought who would be willing to volunteer their time (ex. CSU graduate / PhD candidate / faculty, etc).*
 - Back around 2013/2014, the committee considered an external facilitator, but the bids they were receiving were half of PWV's operational budget. Instead, a CSU graduate student was found, who provided a process for the committee. After that, the committee decided instead to move internally to develop the process.
- *Once completed, the BOD would conduct a facilitated workshop where it would select the major initiatives and develop appropriate organizational performance measures.*
 - *How will the organization know whether it is improving or accomplishing its goals?*
- *The BOD could also conduct other business as part of this workshop, such as an orientation for new BOD members, review of the PWV Committee Guide, etc.*
 - Jerry noted that there is a Committee Guide in development that Margaret Shaklee has spent a lot of time on but has not yet been presented to the Board. The hope is that the Board will be willing to consider it.
- *Delegate detailed development and execution of each initiative to the appropriate committee or individual to be investigated, planned, and executed.*
- *Any strategic initiative delegated to a committee would be reflected in said committee's annual operational plan in the year that the initiative would be addressed.*
 - For example, if a committee was delegated a particular issue that would take 2 years to implement, it should be a line item each year in the operating plan and would be a part of the budget.

- *The BOD would actively manage and review the strategic plan and appropriate performance metrics every quarter during the 3-year planning cycle and ask the responsible committees to provide a brief update.*
- *If the Board decided to use a workshop to facilitate the process, Examples of additional issues that could be addressed at a workshop*
 - *The fire this year may well alter what we (PWV) need to do to fulfill our mission. Strategic planning is exactly designed to address big issues like this and the impact on the entire organization.*
 - *Likewise, with the retirement of Kristy and the unknown surrounding her replacements, holding a strategic planning session after her replacements arrive could be very beneficial for both the USFS and PWV.*
 - *It's also a good way to provide an orientation to new committee chairs or board members*
 - *Future funding requirements*
- *Activities tracked and completed as part of a strategic plan (select suggestions)*
 - *Implement an internal financial audit*
 - *Bob Meyers did this a few years ago*
 - *Establish a "Strategic Plan Monitoring" group – Executive Committee w/i context of BOD.*
 - *Standing Committee was an outcome of this effort*
 - *Develop program to encourage more wilderness area patrols; establish measurement process, goals, and recognition. (Has been redesigned recently)*
 - *Request DONATE button on PWV. Org; make donations more visible; user friendly*
 - *Develop organizational metrics to be reviewed annually*
 - *Development of an external donor database*
 - *Committee continuity in face of frequent committee chair turnover (transition process).*
 - *Annual operating plans combined with annual budgeting process*
 - *All Committees (over time) expected to develop annual operating plans, goals, metrics.*
- *There are a number of additional activities Jerry included in the PowerPoint for the BOD to review offline when the file is sent with the minutes.*
- *Jerry reiterated that there are many ways that the process can be done, his suggestion of an ad hoc committee is just one way to consider.*
- *Bruce Williams redirected back to Jerry's motion to dissolve the Strategic Planning Committee, primarily due to the fact that the committee is only active every 3 years. He noted that Jerry's subsequent presentation is secondary to the motion itself and is a response to the question posed at the last meeting's discussion of what the alternative to the standing committee would be.*
 - *Bruce stated that he supports Jerry's motion and thanked him and the committee for offering an alternative plan that contained many good ideas.*
 - *Bruce pointed out that PWV can make this process as simple or complex as we like. He would like, with the guidance from the recommendations of the committee, to use a simple approach to make a forward-looking plan. He acknowledged that our track record shows that we have had some significant accomplishments as a result of the Strategic Plan process, which signals we should continue to stand up and take a longer-term view.*

- Jerry followed up to say that even if an Ad Hoc committee is used, that a facilitator should also be used. He noted that there are several members in the organization that have a background in facilitating processes like this, and it should be straightforward to find a volunteer who can help the Board develop a plan, be it complex or simple.
 - Pete Ramirez asked if the Facilitator would remain more of a neutral party to facilitate others' input, or if he would also offer input and suggestions.
 - Jerry explained that in his experience, the Facilitator offers the process, not content or decision making. He furthered that he would recommend following this standard, with the possible exception of a facilitator who had extensive experience with the organization who may be able to offer valuable insight from that perspective. Jerry noted that you're trying to prevent "power of the pen" through the process.
 - Sean Orner raised the concern that with the Strategic Planning Committee no longer responsible for the process that future planning cycles could be overlooked. She acknowledged that a concern is that the committee is limited to activity only every 3 years but wonders if there's an argument to be made to use the committee to help with things that fell through the cracks in previous planning cycles after the plan was initially developed. Even if we decide on a procedure to replace the standing committee, how do we ensure that we follow through?
 - Mike responded that the Board would take on responsibility, and he would likely delegate to the Chair Elect. Mike agreed that a procedure would likely need to be documented, determining things like quarterly reviews and metrics for example. Mike, as Chair, would need to lead the Board in planning and documenting the process.
 - Jerry confirmed with Mike that last summer it was voted on to maintain a 3-year planning cycle. Mike acknowledged this but reiterated that the process still needs to be determined, documented, and committed to.
 - Jerry noted that he believes it should be the Executive Committee that's responsible for driving the planning process.
 - Jerry suggested that if a fall workshop were to be used to begin the plan for 2022, that the workshop could also be used to develop the planning process. Mike agreed this could be a good approach.
 - The motion passed with 13 members present voting in favor with no objection.

(C) NEW RECRUIT TRAINING COMMITTEE.

- Mike Corbin explained that he would just give a brief summary each month as to how the planning process was going for training the new recruits. He said a very detailed document was being prepared to itemize what exactly the new recruits should be trained on while also planning reading lists, videos, and other materials the AGLs could use prior to the training trail.
 - Mike noted that the training trail will be very straightforward and similar to how we've done it in the past—Saturday will be exclusive to the trail.
 - An initial planning challenge will be replacing Kick Off Night with a Zoom meeting.
 - Mike will begin recruiting AGLs in a week or so. The AGL guide will be different to account for the different training format. A possible alternative to Zoom could be an in-person outdoor meeting with masks as appropriate.
 - Mike is confident that there will be a good training experience for the new recruits, it will mostly be missing the usual social component—which is important but hard to replace under the current circumstances.

- Pete Ramirez asked to confirm if the training will primarily be virtual. Mike explained that he would like to give the AGLs some flexibility but Zoom would likely be the primary format. Mike furthered that the pre-training trail material was broken into four sections, the first being introductory material. The second section would be a virtual training developed by Alan reviewing the webpage and USFS data system. The third and fourth sections mainly cover patrolling (regulations, violations, etc.); these two sections could possibly be combined into one. Mike explained that an AGL could decide to cover all four sections by Zoom or could have some of the sections held in-person at a park with social distancing and masks.
- Jerry asked if there had been any consideration to using the trail up at the Retreat or if it would be done in a city park. Jeanne Corbin explained that the training trail would still be at Buckhorn. Role players and volunteers for on-site logistics will be recruited to assist. The trail groups will be much smaller than normal.
 - Mike said they're planning 6 recruits per Animal Group, with 2 AGLs, though there's some flexibility on this depending on how many new recruits we get. He also explained that recertifications will be dependent on how many recruits there are. We should know the number of recruits in a few weeks.
- Fred Allen asked if there has been any word with regard to the Stock Patrol's challenge course. He also asked if there was any consideration for having the training trail closer to town for convenience since we would not be using the full facility or camping.
 - Mike said the challenge course would likely be up to the Stock Patrol Committee—if they feel it can be done safely, he supports it. If the committee does not feel it can be done safely, that is a decision they can make.
 - Fred acknowledged that he didn't really know if he had sufficient guidance to know if it could be done safely. He requested that if anyone has any firsthand knowledge or recommendations to please share with him. Mike said he wasn't sure there would be anyone with experience, so Fred would have to be the path finder.
 - Mike said the training trail location had been discussed, but the consensus was to keep it at Buckhorn. It would be difficult to find an equivalent facility closer to town.
 - Fred expressed concern that fog or snow could prohibit members from accessing the location.
 - Pete Ramirez suggested the Environmental Learning Center as an alternative. Fred agreed that there could be many options for alternate locations that could be used, including USFS trails, such as Young Gulch.
 - Mike said that using a public trail presents complications that removes it as a consideration. He noted that we know the Buckhorn trail and sticking with that location removes the need to develop a new training trail layout, which is a major project.
 - Fred suggested the Cub Scout trail as a more accessible location. Jerry pointed out that the Cub Scout location could also be affected by weather, as it was the year there was significant snow cover.
 - Elaine Green suggested that weather may be less of a factor if training is held later in the year, as had been previously discussed. Mike explained that although Buckhorn had tried, they were not

able to offer us a date after Memorial Day, so training will be the week before.

- Fred explained that he was just trying to offer other suggestions for locations. Although Buckhorn is a good facility for camping, it can be difficult to access, and members will not be able to carpool as they have in the past. Mike explained that there will be fewer overall attendees this year so parking should still not be an issue.
- Pete Ramirez offered to assist members who are planning and designing PowerPoint content to be covered over Zoom, as he has many years' professional experience preparing training content. He recommends making the presentations as interactive yet as concise as possible in the virtual setting.
 - Mike acknowledged that successfully using Zoom for the trainings is a concern. He explained that Alan is the primary resource, and it is still to be determined how to best support the AGL's. One possibility is to have someone help each AGL with running the Zoom meetings since it can be difficult to manage while leading the training at the same time, or to possibly train one of two AGL's for each group. Zoom seems like the best choice, since most people are familiar with it at this point, although it's entirely possible that some of the new recruits have not used it before. Mike also noted that usually during Kick Off Night, there's not actually that much instruction time with the recruits, so in a way this plan will possibly allow for more overall training, just less social. Because this method is untested, we don't really know how much time to plan for, so it's very likely that more time than necessary will be reserved for training.
 - Kevin Cannon added that a lot of the training content that will be designed, such as Alan's instruction on how to use the website, will not only be beneficial for new recruits, but can also be used as a refresher for returning members and a way to inform members about changes and updates that have been released. Content that can be reused in multiple scenarios is a good outcome of this endeavor.
 - Mike pointed out that the planning process has required that we get really intentional about deciding what exactly people should be trained on and thoughtful consideration on how to best accomplish it. Mike said that in the past, AGL's have not been provided with as much detail on how to actually train their recruits, so they'll be receiving much more support this year that will hopefully be carried forward to future years.
 - Kevin added that consistency among the AGL groups will be positive for the organization. Mike agreed, also pointing out that the quality of the AGL's is important and that recruiting for this year's AGL's will begin soon. This year will require more work and planning from the AGL's than in the past.

UNFINISHED BUSINESS.

(A) PWV BOARD PROCESS

- Mike Corbin shared that Mike Shearer provided some edits to the Board Process document that was presented last month. Mike Shearer explained that he was trying to bring additional clarity to the document, to make sure it really reflects how the Board operates.
 - Mike Corbin made a motion to approve the attached Addition of PWV Board process to the PWV Organization Handbook. Elaine Green seconded the motion.
 - Jeanne Corbin mentioned that she approved of the document and said that

in her experience attending Board meetings over the years that questions frequently come up about the process, so having a document that can be given to new Board members to easily reference will help facilitate meetings.

- The motion passed with 13 members present voting in favor with no objection.

NEW BUSINESS.

(A) TRAIL CREW COMMITTEE – NEW CHAIR

- Mike Corbin explained that Bob Manuel has been Chair of the Committee for quite some time but would like to step away from the role due to personal reasons. Steve Musial has volunteered to be Chair. Mike said that Steve has done trail work with the committee, and admits he has more to learn, but Mike is confident it can be worked out.
 - Mike Corbin made a motion to appoint Steve Musial as chair of Trail Crew Committee. Elaine Green seconded the motion.
 - Mike Shearer spoke on behalf of Steve, explaining that Steve could not attend today's meeting because he was attending to some business back east. He made a request on Steve's behalf, asking if it would be possible for Trail Crew members could get credit and be recognized at the annual meeting [Year-End Event] for the number of trees they cut down. Steve has pointed out to Mike that Trail Crew members should be beating him with regard to the total number of trees cut down, but currently committee members are excluded from the statistic. Steve thinks the recognition could be used as a recruiting tool for the committee.
 - Mike Corbin explained that at the Year-End Event, the member who has cut down the most trees not on Trail Crew is recognized. He noted that Alan Meyer could speak to the statistic.
 - Alan explained that the Member Relations Committee gets together before each season to determine what categories and metrics they want to use to encourage members as motivation for recognition at the Year-End Event. Alan acknowledged that the recognition can be a meaningful motivator for members. He explained that the reason Trail Crew is currently excluded from that statistic is because folks who do trail maintenance are on that committee because it's the work they like to do. Member Relations wanted to encourage the rest of the membership to pay more attention to trees and cut them down while they're patrolling. Alan said they could accommodate Steve's request as the new Chair of the Committee, to which Mike Cobin agreed.
 - Alan followed up to note that due to the nature of the work we'll have this year, there will be a bit of competition between needing all hands on deck to do trail restoration, which would likely include many of the same members who regularly do tree clearing.
 - Mike Corbin said he and Steve had already discussed this a bit and were planning to have a follow up conversation to determine how to utilize the volunteers for both efforts.
 - The motion passed with 13 members present voting in favor with no objection.
- Jerry Hanley requested that Sean Orner send his Strategic Planning Committee PowerPoint presentation with the minutes from tonight's meeting.

- Mike Corbin noted that the Executive Committee had approved the purchase of a gift for Kristy Wumkes' retirement. The gift was a photograph of the mountains mounted on a piece of slate from Illustrated Arts, a local company that does excellent nature photography. Mike delivered the gift to her today, which she seemed to enjoy. He also reminded us that her retirement party is tomorrow at 4:30pm.
- Mike Corbin noted that the agenda incorrectly listed the next meeting as February 2020, and Jeanne Corbin confirmed the meeting would be held on the 18th.

The meeting adjourned at 7:48 p.m.

Sean Orner, Secretary

Next Board Meeting: **February 18, 2021, 6:30 p.m.**