2023

Eagle Valley Outdoor Stewardship Coalition

STRATEGIC PLAN & ORGANIZATIONAL DEVELOPMENT TOOLS

2021-2023

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Background

The Eagle Valley Outdoor Stewardship Coalition (EVOSC) formed in 2019 as a way to facilitate communication between land and trail managers and outdoor recreation/stewardship organizations. The purpose of forming the coalition is to build relationships and partnerships for efficient management of public lands and outdoor recreation.

EVOSC is made up of partner organizations that have specific, individualized scopes and missions related to outdoor recreation, safety, and/or stewardship. These partner organizations facilitate discussions on an “as needed” basis and then coordinate actions to best serve the community regarding matters of outdoor recreation, local wildlife, and public lands. This method of operations stems from the recognition that no single agency/organization has the ability to address county-wide stewardship issues.

Some examples of outdoor recreation challenges within the community of the Eagle Valley include the lack of messaging for responsible recreation, consistent communication about current or future outdoor recreation initiatives or partners, and dissemination of information regarding safety, waste and other policies to protect public lands while sharing them with the public. There is also a lack of common stewardship principles that could be addressed in partnerships through collaborative efforts. The coalition hopes that EVOSC can be a safe place where members can meet and find strategies to address challenges in partnership with others.

Introduction

In order to create an effective coalition that works in partnership, EVOSC identified the need for internal structure and organizational development. In 2021, EVOSC applied to the National Park Services - Rivers, Trails and Conservation Assistance (RTCA) program. That same year the RTCA awarded the Eagle Valley Outdoor Stewardship Coalition (EVOSC) technical assistance to develop a strategic plan that outlines a mission, vision, and goals as well as to provide support for organizational development tools to strengthen the coalition’s structure and build a sustainable coalition.

The goal in completing a strategic plan is to create a sustainable coalition where members have opportunities for collaboration and work with each other on effective outdoor recreation and stewardship projects. The coalition will also be a platform where members can find support to solve recreation and conservation issues through collaboration. Lastly, EVOSC's aspirational goal is to be an established coalition that is a partner to statewide stewardship efforts.

In order to complete a successful strategic planning process for EVOSC, NPS-RTCA consulted with Connected Realities, a firm that focuses on helping groups build the collaboration experiences they need to work together more effectively. Together, RTCA and Connected Realities facilitated EVOSC meetings and workshops to help members meet their strategic planning desired outcomes as well as to share organizational development tools that can be used by the coalition and members overtime. Facilitated meetings and tools shared by RTCA and Connected Realities include: strategic planning, structure, group hopes and agreements, roles and responsibilities, goals and metrics, understanding inclusion, decision making, communication plan and collaboration tools. RTCA and Connected realities also provided recommendations to EVOSC on how to continue to develop overtime.

More information on RTCA - RTCA supports locally-led conservation and outdoor recreation projects across the United States. NPS-RTCA assists communities and public land managers in developing or restoring parks, conservation areas, rivers, and wildlife habitats, as well as creating outdoor recreation opportunities and programs that engage future generations in the outdoors.

NPS RTCA – Maria F. Trevino, Outdoor Recreation Planner

More information on Connected Realities -

Connected Realities – Le'alani S. Boykin, AICP, Community Planner and Engagement Specialist

Acknowledgements

An enormous thanks to every single member of the coalition who constantly participated and committed their time, energy, and brainpower to evolve the strategic plan. A special thanks to Jessica Foulis, Torrey Davis from Eagle Valley Land Trust, Oliver Skelly, and Peter Suneson from Eagle County who committed extra time to organize the meetings and workshops and provided the necessary resources for the success of the meetings and workshops related to strategic planning.

"It was a wonderful experience to work with such a vibrant group of people who are committed to work together and collaborate on important matters related to Outdoor Recreation, Community, and Sustainability. I feel very grateful to be part of their development work." - Maria F. Trevino, RTCA

Plan Purpose

The purpose of this plan is to present the development and outcomes of EVOSC's strategic plan and identify the mission, vision, goals and how the coalition will measure metrics over time. This document is a living-document that EVOSC can change over time to fit the needs of a changing environment. The initial kick-off meeting took place virtually in the summer of 2021 and the

completion of the technical assistance awarded was December 2022. The development of the strategic plan took place in both virtual and in-person settings. This document also includes engagement strategies employed by the members throughout the planning process as well as organizational development and capacity building tools that can be used over time by the coalition as they continue to evolve.

Strategic Plan Workflow

To develop an effective strategic planning process EVOSC members made a commitment to participate in the following strategic planning workflow:

1. Formulate Strategy Meeting:
- Decision Making and process/workshop setup, group agreements
- Develop meeting objectives for 4 workshops

2. Perform an Internal Survey – Collaboration Assessment
- The collaboration assessment was performed by EVOSC members and Managed by Connected Realities from an NPS-RTCA resource tool

3. Develop a Charter
- EVOSC members agreed to use NPS-RTCA charter template (currently in draft mode)

3.Build Trust: Meeting in person
- EVOSC members recognized the importance of working together as a form to build connections and trust through in-person engagement.
- All strategic planning workshops were strategically hosted in person and with a team bonding component to bring partners together.

4. Workshop 1: Vision, Mission
- EVOSC members developed a Vision & Mission for the coalition.

5. Virtual Work: Roles and Responsibilities and Decision Making
- EVOSC members met virtually to work on partner roles & responsibilities and develop an effective method for decision making.

5. Workshop 2: Goals, Inclusion and Metrics
- EVOSC members attended a second in-person meeting where the mission was revised, a purpose was created, and inclusion, goals and metrics for the coalition were identified.

Mission

EVOSC developed a mission statement to describe the team's reason for existing at the first in-person workshop in October 2021. In order to develop a suitable mission for the region, the coalition conducted research on outdoor stewardship coalitions in Colorado, presented in this document in the Planning Tools section. The first revision of the mission occurred at the second in-person workshop in November 2022.

It is encouraged that the coalition revises and re-evaluates the mission as needed to ensure that the mission supports the present and future needs of the coalition and adapts to changing patterns.

In order to develop the mission, EVOSC used the following definition for mission:

"A mission describes a team's reason for existing. In most cases, the team members work together to establish a common purpose and goal for their work together."

For more information on how to develop a Mission refer to the Mission and Vision Prep presentation.

Mission [FINAL]: revised in Nov 2022

"To collectively create solutions for balancing recreation and environmental stewardship through collaboration, leadership and communication."

Developed Oct 2021 - "To collectively create solutions for balancing recreation and environmental stewardship through collaboration, leadership and communication."

Purpose

The coalition developed its first attempt of a purpose statement to encompass within a sentence the aim of the coalition.

Purpose [Final]:

"To gather a group of diverse stakeholders who are committed to balancing recreation and environmental stewardship through collaboration, leadership and communication."

Vision

EVOSC developed a vision statement to describe the desired future they are committed to working toward at the first in-person workshop in October 2021.

In order to develop a vision, EVOSC used the following definition for vision:

"A vision is a description of what your project or program will look like 10 years from now if it's successful and achieves its full potential. It is a statement of the preferred future."

Vision [FINAL]: Vision reviewed in Nov 2022

"An inclusive outdoor community that promotes an equitable balance between environmental stewardship and diverse & responsible recreation opportunities for future generations."

For more information on how to develop a Vision refer to the Mission and Vision Prep presentation.

What we do

EVOSC understands the important role outdoor recreation plays in Eagle County. As Eagle County continues to grow in population, and more people participate in outdoor recreation, natural resources will continue to experience increasing amounts of pressure. EVOSC recognizes the conflation of these trends and aims to develop best practices and guidelines for fostering sustainable outdoor recreation and an engaged, inclusive, and stewardship-literate community. To help EVOSC stay true to its mission and purpose, members listed what EVOSC is and isn't and what it does and doesn't do.

Table 1.1

What EVOSC is/does:	***What EVOSC isn't/doesn't do:***
-Support organizations *-Elevate conversation about stewardship projects* *-Builds awareness* *-Pools resources* *-Supports collaborative identification of issues, projects, and priorities* *-Gather and convenes* *-Provides orgs with the authority to claim a community prioritized project* *-Clearinghouse of information* *-Convenes the right people in the right room for the purpose of collaboration* *-Collaborating on funding opportunities to limit competition* *-Streamlines efforts (funding, projects, etc.)* *-Help to identify funding strategies for projects, including coalition building and capacity building* *-Identify opportunities/issues/solutions* *-Provides a venue/forum for community organizations to engage with EVOSC organizations* *-Reaches all the different partners in the area*	*-Execute projects* *-Run programs* *-Apply for funding* *-Accept and/or distribute funds* *-Not its own entity/formal entity* *-Engage directly with the public (will do through organizations/groups)*

Structure

Functionality/Work Structures

EVOSC convenes monthly meetings in which partners share updates, seek advice, and provide feedback. Additional agenda items include, but are not limited to: notable grant cycles, state/federal happenings and policy developments, hiring needs, and upcoming projects. Meeting notes and action items are recorded and shared with partners sometime before the next meeting.

While there are currently no official roles and responsibilities, meeting attendance is usually high

due to partner interest in discussing local happenings. Meeting conversations are seen as important and beneficial to participating members. Additionally, the coalition is continuously developing a list of high-priority stewardship projects across the Eagle River Valley.

EVOSC Workflow

Projects Identified >> Messaged by EVOSC Orgs >> Public/Constituencies
Interest Group Idea >> EVOSC Org OR EVOSC Steering Committee >> EVOSC meeting

Group Hopes

Description

EVOSC members were asked to identify their general hopes for their coalition to inform where they would focus their efforts during the strategic planning process, including their future goals. EVOSC worked together to identify how the coalition can have productive structure, engagement and projects. The coalition hopes to look at what members need physically and emotionally to feel safe and have a meaningful collaboration among members.

Statements

All Goal Areas (Structure, Engagement & Communication, Projects)

A. Opportunity-oriented
B. Establish ground rules and values (how we communicate, make decisions, resolve conflict)
C. Making plans and implementing them consistently to be inclusive and represent the community's diversity
D. Consistently meeting in person
E. Acknowledge/celebrate successes!

Structure

A. Having structures in place for decision-making and moving forward
B. Understanding agency (government, municipalities, orgs, everyone!) processes and capacity and how our processes interact

Projects

A. Commitments from partners to move forward and follow through with end result
B. Third party facilitation - frees up capacity for folks on the coalition

Group Agreements

Description

"Group agreements are rules, intentions, or guidelines for behavior and interaction that are communally formulated and agreed upon." Group Agreements are a useful tool for fostering participation, inclusivity, and habits of explicit consent and accountability in groups, teams, and organizations. EVOSC members developed Group Agreements to support the culture of the coalition and create a supportive environment for everyone to collaborate.

The coalition group hopes to look at what members need physically and emotionally to feel safe and have a meaningful collaboration among members.

What do you need from one another to have a productive coalition?
Needs: physical, emotional

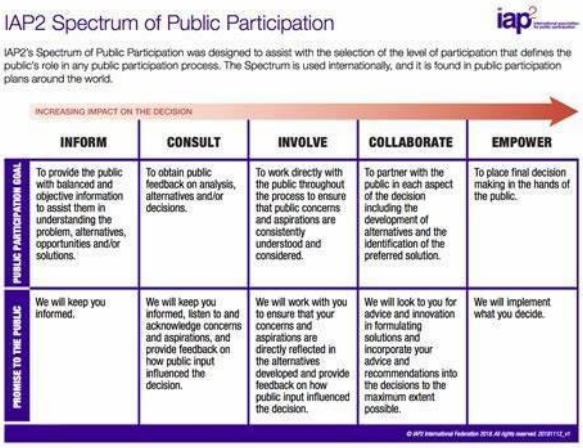
Statements

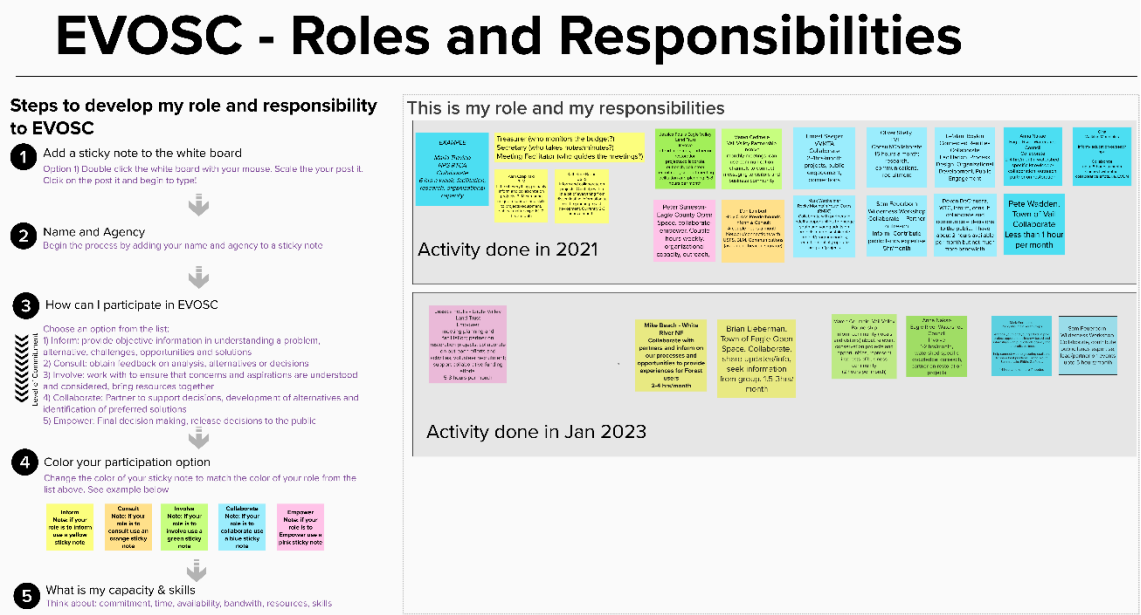
- Positive/Assume – Positive intent
- Being constructive not critical (acknowledge hard truths)
- One-mic
- Respect and be patient with opinions that are different
- Respect and see other points of view (not reacting)
- Ask questions and deconstruct vocabulary and don't make assumptions
- Socializing
- Be present in conversation
- Step up-step back (keep in mind that this can be a helpful method for introverted members)
- Facts as opposed to desires
- Speaking from experience instead of personal
- Awareness on who is speaking
- Value different perceptions and levels of knowledge

Roles and Responsibilities

Description

Roles and responsibilities within a coalition can help identify a partner's position within the coalition, as well as tasks and duties to be performed by the partners. Clear roles and responsibilities promote accountability, achievements and success, and development overtime. In 2021, EVOSC performed their first attempt to identify partner roles and responsibilities. To understand the level of partner participation, the coalition used guidance from the International Association of Public Participation's Spectrum on a virtual board facilitated by RTCA.





Click the link to access virtual board:
https://app.mural.co/invitation/mural/npsrtcasero5507/1639612927888?sender=u6fb95d96fe1b6bf37a012911&key=114ea663-6d7c-4b08-8aee-12271d34a198

Task-Specific Roles

Tasks that require collaboration or coordination among multiple team members benefit from a clear understanding of specific roles related to those tasks. RACI matrices can be helpful in identifying the roles of each team member in completing a single task.

https://docs.google.com/document/d/1GcHX6gg-NK5z6ibviFbo2ZeAmmH7MaVo/edit\

Goals

Description

EVOSC developed goals statements to prioritize the direction of the coalition to address coalition structure, engagement and communication, projects and other needs in the present and coming years at the second in-person workshop in November 2022.

In order to develop goals, EVOSC used the following definition for goal:

"Goals are broad, action-oriented statements which identify areas of priority for the next several years and the direction of change. They describe what you need to do to move towards the vision."

Agreed Goals [FINAL]

1. Structure: Establish a steering committee to set agendas
2. Engagement and Communication: Collaborate through communication to increase external engagement
3. Projects: Ensure EVOSC includes diverse representation from community

4. Other: Identify & prioritize collaborative projects & engagement opportunities for EVOSC member participation

Workshop Documentation

Goal 1: Structure	
An organization's structure includes roles, processes, and systems (including decision-making), and internal collaboration and communication	
Brainstorm Question	**Notes**
What do you hope to be able to say about the structure of EVOSC?	● Are we making decisions as a group? Or are we asking for individual organization project or program support? ● Are we asking for general feedback on projects or programs? ● Do we need a steering committee to set agendas, run meetings, drive the conversations? This seems important.
What approaches would you use to make this happen?	● Part of CWR or separate Coalition? ● Do we need to re-evaluate who is a part of EVOSC, are groups missing?
Notes to develop goals	1. Create a standing agenda and annual workplan ○ Include partner updates (build out structure for updates) * 2. Steering Committee to: Set agendas, run meetings, drive the conversations* 3. Partner on Strategic outreach and messaging efforts* 4. Host Meetings on the land* 5. Develop a framework that provides structure on how individual members can engage on projects & fill gaps in the membership roster. *
Draft Goal: Establish Steering Committee to set agenda (partner updates, outreach & messaging, project identification, workplan, etc.)	

Goal 2: Engagement and Communication	
Engagement and communication include coalition membership and community inclusion	
Brainstorm Question	**Notes**

What do you hope will be true in terms of EVOSC's engagement and communication?	● At what point do we want to engage the broad community?
	  ○ Engagement internally
	  ○ Consideration to have each organization host a meeting each month
	● Engage a broader community to create buy in for project implementation
	  ○ Engagement Externally
	  ○ Inviting people to the outdoors so that the community understands the balance, etc.

What approaches would you use to make this happen?	● Communication should be in multiple languages and shared in multiple platforms
Notes to develop goals	1. EVOSC streamlines, encouraging use of methods seeking, sending out resources 2. Community members outside EVOSC are broadly engaged in decision making & feedback 3. Implements a quarterly newsletter that internally and externally informs ongoing efforts
Draft Goal: Collaborate through communication to increase external engagement	

Goal 3: Projects

EVOSC projects include those related to balancing environmental stewardship and responsible recreation

Brainstorm Question	Notes
What do you hope will be true about EVOSC's projects?	● Work with the ECCWR to identify and prioritize 5-10 collaborative landscape scale recreation & stewardship projects to accomplish over 10 years ● Remain flexible as opportunities arise for urgent or new projects based on natural and social changes ● Focus stewardship on recreation (site improvements, trail impacts, etc…) ● Identify collaborative projects/opportunities/engagement ● All projects meet DEI metrics & try to have diverse stakeholder support/goals
What approaches would you use to make this happen?	● Collaborative planning efforts ● Continue ongoing communication between partners ● Identify collaborative opportunities ● Regular community engagement ● Utilize surveys & polls – online w/QR codes available and capture e-mail addresses and share newsletters ● Volunteers empowered to conduct outreach & education
Notes to develop goals	4. Identify and prioritize collaborative projects/engagement opportunities for EVOSC organizations to participate in or not
Draft Goal: Develop project standards - projects have DEI metrics & meet the goals of diverse stakeholders (DEI stakeholder input, etc.)	

Goal 4: Other

EVOSC projects that lead to the success of EVOSC

Brainstorm Question	Notes

What other goals are missing?	• Diversity, equity and inclusion are consistently considered, and DEI strategies are implemented & measured in all EVOSC goal areas • Have a comprehensive stewardship plan including all user groups so volunteers have an option of ways in which they would like to participate
What approaches would you use to make this happen?	• Metrics to be able to evaluate effectiveness & inform prioritization moving forward • Compile local user groups ethics/best practices to inform a locally based framework for recreation users to adhere to. • Sustainability of EVOSC is regularly on the sustainability of partner organizations
Notes to develop goals	1. Develop comprehensive stewardship ethics overview for local messaging (don't recreate what already exists) 2. Assess who is not currently at the table 3. Identify gaps 4. Support the capacity & sustainability of the individual organizations that participate in EVOSC – Expectations of orgs/agreements* 5. Learn from other coalitions – not reinventing the wheel*
Draft Goal: Ensure EVOSC includes diverse representation from community	

* - This can be further developed or implemented as a principle

To develop goals refer to the Goal Prep Presentation and Goals Worksheet. For more information on how to develop goals refer to the document - WHAT MAKES FOR A GOOD GOAL STATEMENT?

Metrics

Description

Metrics are measures of quantitative assessment commonly used for comparing and tracking performance or production and can be used in a variety of scenarios to measure success overtime. EVOSC members developed metrics for the coalition at the in-person workshop in November 2022. EVOSC used the questions below to develop metrics that support the coalition's Structure, Engagement and Communication, Projects and Inclusion.

1. How will we know when we reach our goal? What are the indicators?
2. Is this goal best measured quantitatively or qualitatively?
3. How can you make this goal measurable and time bound?

Agreed Metrics

Goal 1: Establish a steering committee to set agendas

- **Metric 1: Committee is formed & meets monthly by January with 3-5 members**

Goal 2:Collaborate through communication to increase external engagement

- **Metric 2: EVOSC members satisfied with levels of communication**
    a. Listserv is established & used (especially related to external engagement)
    b. Use mailing list, agendas, check-ins

Goal 3:Ensure EVOSC includes diverse representation from community

- **Metric 3: Biannually identify gaps in representation**
    a. Underrepresented groups represented by June 2023
    b. Groups repeatedly attend

Goal 4: Identify & prioritize collaborative projects & engagement opportunities for EVOSC member participation

- **Metric 4: Projects informed by ROP grant**
    a. 5-10 large landscape scale by the end of 2024 & engagement opportunities as needed/pop-up
    b. 5-10 site-specific and annually implemented projects

Inclusion

Description

The intent of this section is to understand EVOSC's intention for an inclusive outdoor community, unpack the realities of recreation and stewardship access, and develop strategies for achieving inclusion. EVOSC members participated in a presentation and facilitated conversation by Connected Realities on inclusion and what inclusion means for the coalition. The following exercises focus on access opportunities and barriers when accessing the outdoors and strategies to overcome barriers to create an inclusive outdoor community.

Workshop Documentation

Factors or Outdoor Recreation & Stewardship (Opportunities and Barriers)	
In this section, members identified opportunities of accessing the outdoors, which can also be seen as barriers for others	
Categories (People)	**Comments**
Physical (7)	Physical Health, Ability (Financial and Physical), Health/Ability, Healthy & Strong Body, Health, Fitness, Physically/Mentally Healthy Enough for Physical Activity
Weather (4)	Nature/Weather, Weather, Good Weather (2)
Equipment (6)	Having the equipment/gear, River Rafts, Equipment, Gear/Equipment, friends that had equipment/gear, ATV or FWD
Community (10)	Community Pride, Community (2), Supportive Family, Good relationships with family, someone to share the experience with, family, Group Cohesion/Participation, , Partnerships, Friends/Partners,
Safety (3)	Safety, Safety & Feeling Safe, Feeling Safe

Access (8)	Access to public lands (2), access, knowledge of how to access, living close to outdoors/trail, proximity to nature, Proximity to Outdoor Destinations, Access to Hiking/Backpacking/Gear/Food/Etc, Access
Language (1)	Language
Natural Resource (4)	Natural Parks, Presence of Wildlife, Invasive Plants, Natural Conditions
Time & Money (17)	Disposable Income for Recreation, Time Off of Work, Financial Resources for Gear, Time Outdoors with Family, Money to Buy a Bike, Being Able to Afford a Plane Travel, Family Had Vacation Time, Ability to Travel, Ability to do Seasonal Work, Timing, Parents Could Get Time Off, Timing, Time, Time to Invest, $, Having Time/Resources to do Activity, Flexible Work Schedules, Time/Money/Gen
Comfort (3)	Comfort (2), Comfort in the outdoors instilled in me by my parents
Transportation (3)	Transportation, Car to Get There, Drive for Adventure
Basic Needs (2)	Food, Basic Needs were Met
Shared Interest (6)	Interest in Going, Fun Activities – Camping, Fishing, Campfire, Etc., Parents Interested in the Outdoors, Willingness to Try Knew Things, Friends Interested in Same Activity, having friends who did same activities
Knowledge & Experience (14)	Positive Experience, Experience, Knowledge of What was Needed to Recreate, Parents that had Experience, Knowledge & Experience, Ecological Knowledge, Outdoor Education, Knowledge, Knowledge/Skilled Relative willing to teach, Skills to Participate, Work Experience, hard working colleagues, friends with trip-specific knowledge (stretch at river, shuttle, driver, etc), someone who knew where to go what we needed etc.,
Other (8)	Interest in the Outdoors, Supportive Boss, Luck (2), Recognizing a Problem, Litter!, Desire to do Good, Privilege,

How will EVOSC overcome barriers?
Focus groups/asking people/getting info
Use EVOSC network to troubleshoot/respond to issues
Use community-based programs - Connect partners to community (EVOM connector)
Pull information from organizations already doing the work
USFS: language access, permitting flexibility
VVMTA: bringing trails to the people, soft surface
Physical connections
Bilingual hiring, messaging
EVLT: diversifying board & staff, creating a peer group and compensating people for time
Meeting people where they are
Realistic giving expectations for np ● Board members -> community advisory committee
Use EVOM resources, lessons learned ● Authentic engagement w/a bridge
EVOM connection to help community to sit at EVOSC table stakeholder engagement

Providing range of programs w/clear messaging to help build access for different abilities
Maintain & keep roads open (diff. abilities, age)
Mountain pride – LGBTQ pop. In Eagle County
Outdoor Afro, Latino Outdoors, Etc
Building off wilderness workshop's, Latino Conservation Week, Fiesta Americas

Decision Making

A decision making process within a coalition can help the team come to agreement on impactful and urgent matters. The importance of the decision making process can also help structure who, how, and when a decision should be made based on high or low impact matters. To be effective, a decision making process should include the following categories:

- **Voting process.** Specify how decisions will be made (for example, by simple majority vote, supermajority, or some form of consensus).
- **Procedures.** Describe the procedural systems you will use (for example, Robert's Rules of Order).
- **Quorum.** Define what proportion of the group needs to be present for a vote to be held.
- **Record-keeping.** Describe How decisions will be documented

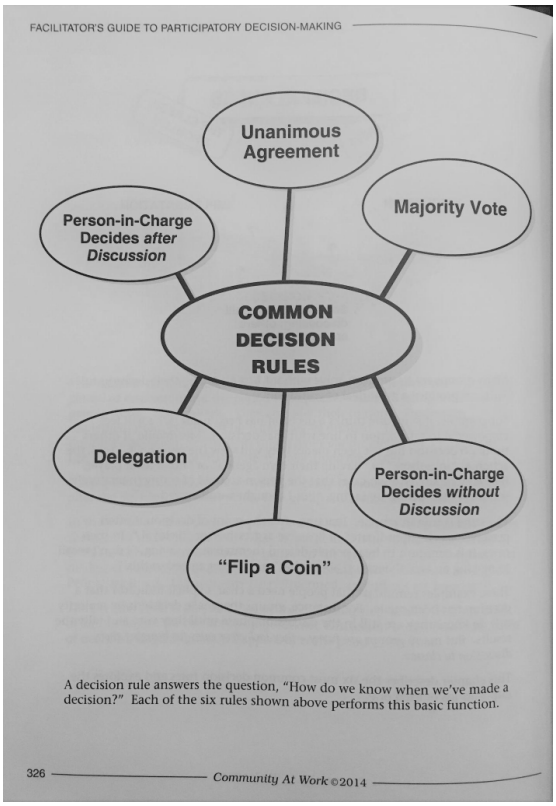
*This information can be also found in the Charter

In 2022, EVOSC members participated in a virtual facilitated workshop that analyzed and presented **Decision Making** methods and identified the types of decisions that EVOSC could potentially have overtime. Below are the results from the workshop:

EVOSC Decision Making	
What kinds of decisions will EVOSC need to make?	Remain a place for discussion about issues. Place to share ideas and provide feedback.
	Resources, if there is need from partners to support with funding, advocacy, commitment of Coalition
	Advocacy - provide letters of support by "All partners"
	Coordinating grants with members
	Decision to apply to a grant or send letter of support/other
	Decision to write a letter

	Working on comprehensive conservation and recreation plan will involve decision making
Other decisions that may arise	Vision/Mission/Strategic Plan - Internal decisions being made from EVOSC
	What to talk about/focus on ● Meeting agendas ● Projects to prioritize ● Projects to support
	How to partner with/combine with Wildlife Roundtable
	Best practices/guidelines for fostering sustainable outdoor recreation
	Resources to pursue (i.e. grants)
	Communications/outreach/branding
	Roles/officers

Refer to EVOSC Decision Making Activity worksheet for workshop results. This information is not final and can be modified to adapt to EVOSC's needs in the present and future. Decision Making Methods is another tool that can be used by the coalition when trying to make a decision that will help analyze tasks and choices in an effective way.



Communication Plan

Procedural and behavioral communication practices are important for group members to live by in order to build trust and proceed effectively. Below are communication statements for effective communication between coalition partners.

Communications ground rules are not final statements and should be reviewed, revised, modified accordingly by partners and facilitators to better fit the communication needs from coalition members.

Communications ground rules: spell out guidelines for how members of the collaborative relate to each other at and between meetings. Considerations for ground rules include:

- Respectful behavior (timeliness, cell phone use, etc.)
- Confidentiality
- Protocols for use of email and other forms of communication to discuss issues between meetings.
- Share events through the listserve and drive
    - Partners to populate shared calendar
- Clear communication among partners - no surprises
- Fall meeting in person (1 per year) to celebrate successful season
- Monthly meeting schedule, people joining depending on availability of partners

    - Those not attending shall email updates prior to the monthly meeting
- Shared Drive for shared information information
- Newsletter idea - is there a need to create a newsletter and who will make use of the newsletter
- Website - is there a need for a central place online - (current landing page EVLT site) EVOSC - Eagle Valley Land Trust (evlt.org)

Collaboration Tools

Charter

The EVOSC charter is a written description of EVOSC that identifies important information about how members will work together. A charter can be a memorandum of understanding, an informal description, or something else. This charter is adapted to serve the needs of EVOSC members and the coalition holistically, and can be modified to the future conditions of the coalition.

For more information on how to plan effective committees refer to the Collaboration Charter Worksheet.

Essentials of Collaboration Explained

Refer to this tool to understand the essentials of collaboration to shape the coalition in three elements: people, plans, and processes. This tool can serve as a guidance to influence collaboration success. This document explains principles of how the coalition can achieve successful collaboration.

Collaboration Assessment

The collaboration assessment is a self-evaluation of the 20 Essentials for Collaboration Success. EVOSC performed a collaboration assessment as an early step of their strategic planning process to help them identify areas to improve, and to help NPS-RTCA and Connected Realities better understand where to strengthen the coalition. EVOSC members completed a survey form to evaluate where the coalition stands in terms of people, process, and and plans to start a conversation about what is working/what could be improved, and to pinpoint where to invest more time through one or more of the collaboration modules. The assessment tool was provided by NPS-RTCA and managed by Connected Realities. The results of the assessment were presented at the October 2021 in-person Workshop #1. Collaboration Assessment details can be found in the appendix.

Collaboration Assessment Outcomes

SAMPLE GRAPH

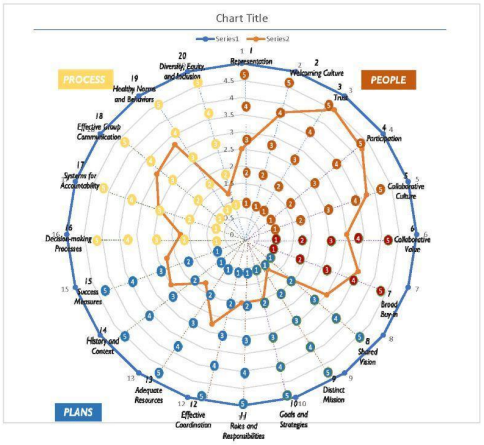
The Essentials	Target	Score	Partner 1	Partner 2	Partner 3	Partner 4
1 Representation	5	2.5	2	4	2	2
2 Welcoming Culture	5	3.75	4	4	3	4
3 Trust	5	4.5	5	4	5	4
4 Participation	5	4.25	3	5	5	4
5 Collaborative Culture	5	3.75	3	3	5	4
6 Collaborative Value	5	3	3	2	5	2
7 Broad Buy-in	5	3.5	4	4	5	1
8 Shared Vision	5	3	5	5	1	1
9 Distinct Mission	5	1.25	2	1	1	1
10 Goals and Strategies	5	2	1	5	1	1
11 Roles and Responsibilities	5	2	1	4	1	2
12 Effective Coordination	5	2.75	4	4	1	2
13 Adequate Resources	5	1.75	1	3	1	2
14 Understanding History and Context	5	2.5	3	2	1	4
15 Success Measures	5	2.25	2	1	1	5
16 Decision-making Process	5	1.75	3	1	1	2
17 Systems for Accountability	5	2.5	4	2	1	3
18 Effective Group Communication	5	3	5	3	1	3
19 Healthy Norms and Behaviors	5	3.25	5	4	1	3
20 Diversity, Equity, and Inclusion	5	1.25	1	1	2	1

WHAT THIS GRAPH SHOWS YOU

This spider graph shows you the results from the data keyed in for four hypothetical partner groups in a collaborative. The facilitator conducted a separate interview with each partner and keyed in the results for each of the 20 Essentials during each interview. The spider graph adjusts with each new data point. The graph is currently filled in with plug numbers with the SOLE PURPOSE of demonstrating what you'll see when you populate the cells in columns E-H, rows 2-21.

If you change any of the numbers in columns E-H, plugging in a digit from 1 to 5, you'll see the graph change accordingly.

Your Collaboration's Results



The results of the Collaboration Assessment reflect that the coalition is strong in relationships among members. The results also reflected that the coalition can improve on plans, which involve coordination, management, and internal planning and structure of the coalition. EVOSC members were not surprised by the results; this was the main reason they requested technical assistance from NPS-RTCA.

Potentially Affected Interests (PAI) Matrix

A PAI matrix is a consent building tool by Bleiker Training for Consent-Building and Guidance. EVOSC used the PAI matrix to identify which challenges and issues may arise in the present and future of the coalition and which organization can provide assistance to overcome those challenges. The PAI matrix can also be used by the coalition multiple times and overtime as they continue to develop collaborative work. It is a tool that can be used to identify which partners are missing at the table and which partners can work together for problem solving.

PAIs / Issues	1. BLM	2. USFS	3. ECOS	4. EVOM	5. WW	6. ERWC	7. CPW	8. VVMTA	9. BFAG	10 WMSC	11 EVLT	12 VVP	13 WTC	14 RMYC	15 TOA	16 TOV	17 TOE	18 HTC	19	20
1. Stewardship messaging								✔				✔					✔			
2. Volunteer projects								✔				✔		✔			✔			
3. River access																	✔			
4. Trail connectivity								✔						✔			✔			
5. Backcountry access/safety								✔						✔						
6. OHV trails														✔			✔			
7. Dispersed camping								✔						✔						
8. Equitable access								✔						✔			✔			
9. Engaging Youth & Young Adults								✔						✔			✔			
10. Environmental Education / Stewardship Development								✔						✔			✔			
11. Employment								✔				✔		✔						
12. Internships/Individual Placements												✔		✔						
13.																				

http://www.ipmp-bleiker.com www.ipmp-bleiker.com or:
HYPERLINK http://www.consentbuilding.com www.consentbuilding.com

Coalitions Database

EVOSC analyzed and researched other coalitions with similar mission, vision, and values. The purpose of this exercise was to provide members with examples of how other coalitions perform and inspire them to think about themselves without the need to recreate the wheel. This exercise was also helpful to help members envision themselves and how they will be part of the landscape of coalitions in the region and state.

Coalitions Research Table

Organization	Website	Location	Mission/Purpose	Takeaways	Notes	Contact Info	Regional Outdoor Partnerships Member?
						MATTHEW MULICA Facilitator, Keystone Policy Center	
Routt Recreation Roundtable	https://routtrecreation.org	Routt County	The Routt Recreation Roundtable is convened to provide non-binding insights and recommendations to land managers engaged in recreational planning processes and/or recreational policy decisions in Routt County. The community forum will represent stakeholders and agencies and work to develop a collaborative environment for information sharing, understanding, discussion, collaboration and input.	- Membership structure: representation is interest-, not organization-, oriented (member list) - Combination of recreation and wildlife groups (i.e. EVOSC and CWR) - Guiding charter	9/16 - Oliver & Matt meeting about RRT; recommended: combining Eagle & Summit for next CPW funding round; charter>strat plan; exec comm w/ CPW, USFS, municipalities, BLM, county; members serve terms	mmulica@keystone.org LAURA SANKEY Facilitator, WZ Local laura@wzlocal.com	Yes
Envision Recreation in Balance	https://envisionchaffeecounty.org/	Chaffee County	Chaffee County is a special place with clean air and water, beautiful landscapes, vibrant small towns, fantastic recreation opportunities and friendly people. Envision enhances our community's ability to collectively create impact by taking action to protect what we have going forward starting now, rather than in another couple of decades.	- Geotagging campsite app - Annual reports with robust survey data			Yes
NoCo PLACES	http://www.nocoplaces2050.com/	Front Range	NoCoPLACES 2050 collaborates to protect and conserve natural and cultural resources while providing equitable access and a quality recreation experience for current and future generations.	- Multi-county representation			Yes
Ouray Recreation & Conservation Alliance	https://ouraycountyco.gov/413/Ouray-Recreation-Conservation-Alliance	Southwest CO	ORCA will collaborate to dramatically expand land, water and wildlife conservation as well as advance their shared goals of outdoor recreation, natural resource management, priority setting, and planning for our surrounding areas.				Yes
San Luis Valley Great Outdoors	https://slvgo.com/	San Luis Valley	Our mission is to provide residents and visitors throughout the San Luis Valley with accessible and inclusive outdoor recreation opportunities that connect communities, improve wellness, encourage stewardship, and contribute to the economic vitality of the region.	- Three FT staff members - Less population density in SLV disallows an easy comparison between coalitions			No
Pikes Peak Outdoor Recreation Alliance	https://ppora.org/	Pikes Peak Region	Pikes Peak Outdoor Recreation Alliance (PPORA) is a collaborative of outdoor businesses, nonprofits, government entities, and individuals who recognize the value of our region's natural and recreation assets to our community both as an economic driver and for our health and well-being and the strength found in working together. PPORA's mission is to strengthen the outdoor recreation industry for the Pikes Peak region through leadership and collaboration.	- Annual reports (strong data collection methodology)			Yes
Outdoor Recreation Coalition of the Grand Valley	https://outdoorrecreationcoalition.org/	Mesa County	Expand and enhance the economy of the Grand Valley through collaborative support and promotion of outdoor recreation businesses.				No
Metro DNA	https://www.metrodna.org/	Front Range					No

For coalition results refer to the Coalition Research Presentation

Recommendations

Category	Recommendation
Structure	Use this strategic plan as a continuous guide for developing work plans for EVOSC projects and members, especially members providing administrative and coordination support to the coalition.
	Complete the **Strategies** (page 15) for each goal as soon as possible so EVOSC has a completed action plan to guide the coalition. Strategies are smaller tasks that are necessary to accomplish a goal. As needed, assign a lead, timeline, and resources necessary to accomplish each Strategy. ● Use the attached **RACI** tool to **clarify roles** across multiple people for single tasks ● **Revisit and update Strategies** on a periodic or ongoing basis. Quarterly tends to work for most organizations.
	Complete the **Charter**, which can be a meaningful governance tool for the structure of EVOSC.
	Perform a **Collaboration Assessment** every year (end of year) or bi-annuallly.
	Roles and responsibilities, revise roles and responsibilities twice per year to allow existing members to update their level of participation and include new members.

	For help with **Decision Making**, use the Decision-Making Methods tool.
	Make tools available to all members.
	Revisit strategic direction
	Revisit Inclusion Workshop Material with members and evaluate where EVOSC stands in terms of inclusion. ● Develop a goal based on inclusion.
Engagement & Communication	Use your Vision, Mission, and Goals to guide your exploration of partnership with the **Community Wildlife Roundtable**. If your Mission statements (your purpose, your main role) are very similar, a merger may be the best course. If they are dissimilar, yet your Visions or Goals are complementary or similar, then a partnership may be best.
	Continue to **identify stakeholders** to engage, partner with, or invite as members.
	For any future **community meetings** that EVOSC may hold or support, consider using the Overcoming Barriers to Participation tool.
	Use the listserv as a way to communicate with partners.
	Explore if a Newsletter is needed and use an agreed upon decision-making process to evaluate if this is something that members need.
	Explore if a central website is needed and decide if it should stay at the EVLT website or form a new one specifically for EVOSC. If a new one is created, identify who will manage this website and how it will be maintained overtime.
	Update contact list 3 times a year, beginning, middle, end to ensure new members are included or removed depending on their status.
Projects	Create a calendar (monthly) of all upcoming events.
	Revise project list every 2 months.
	Meet in person once a year to celebrate project accomplishments.

Eagle Valley Outdoor Stewardship Coalition (EVOSC)

Fact Sheet

Who we are

We are a coalition made up of partner organizations that have specific, individualized scopes and missions related to outdoor recreation, safety, and/or stewardship. We formed in 2019 to facilitate communication between land and trail managers and outdoor recreation/stewardship organizations to build relationships and partnerships for efficient and effective management of public lands and outdoor recreation. We coordinate and facilitate discussions to best serve the community regarding matters of outdoor recreation, local wildlife, and public lands.

Our Mission

"To collectively create solutions for balancing recreation and environmental stewardship through collaboration, leadership and communication."

Our Purpose

"To gather a group of diverse stakeholders who are committed to balancing recreation and environmental stewardship through collaboration, leadership, and communication."

Our Vision

"An inclusive outdoor community that promotes an equitable balance between environmental stewardship and diverse & responsible recreation opportunities for future generations."

Goals/Metrics

Goal 1: Establish a steering committee to set agendas

- Metric 1: Committee is formed & meets monthly by January with 3-5 members

Goal 2:Collaborate through communication to increase external engagement

- Metric 2: EVOSC members satisfied with levels of communication
    a. Listserv is established & used (especially related to external engagement)
    b. Use mailing list, agendas, check-ins

Goal 3:Ensure EVOSC includes diverse representation from community

- Metric 3: Biannually identify gaps in representation
    a. Underrepresented groups represented by June 2023
    b. Groups repeatedly attend

Goal 4: Identify & prioritize collaborative projects & engagement opportunities for EVOSC member participation

- Metric 4: Projects informed by ROP grant
    a. 5-10 large landscape scale by the end of 2024 & engagement opportunities as needed/pop-up
    b. 5-10 site-specific and annually implemented projects

Workflow

Projects Identified >> Messaged by EVOSC Orgs >> Public/Constituencies
Interest Group Idea >> EVOSC Org OR EVOSC Steering Committee >> EVOSC meeting

What EVOSC is/does:	What EVOSC isn't/doesn't do:
-Support orgs -Elevate conversation about stewardship projects -Builds awareness -Pools resources -Supports collaborative identification of issues, projects, and priorities -Gather and convenes -Provides orgs with the authority to claim a community prioritized project -Clearinghouse of information -Convenes the right people in the right room for the purpose of collaboration -Collaborating on funding opportunities to limit competition -Streamlines efforts (funding, projects, etc.) -Help to identify funding strategies for projects, including coalition building and capacity building -Identify opportunities/issues/solutions -Provides a venue/forum for community organizations to engage with EVOSC organizations -Reaches all the different partners in the area	-Execute projects -Run programs -Apply for funding -Accept and/or distribute funds -Not its own entity/formal entity -Engage directly with the public (will do through organizations/groups)