



**COLORADO OUTDOOR
STEWARDSHIP COALITION**

**Colorado's Public Lands:
Keeping Colorado's Outdoors Special**

**Report on Colorado's
Volunteer Stewardship in 2014**



This report was compiled and publically released in May 2015 through the combined efforts of the Colorado Outdoor Stewardship Coalition, a collaboration staffed and organized by Volunteers for Outdoor Colorado.

The Colorado Outdoor Stewardship Coalition includes representatives from the following participating organizations and agencies:

- Boulder County Open Space
- Bureau of Land Management
- City of Boulder Open Space & Mountain Parks
- Coalition for the Upper South Platte
- Colorado Fourteeners Initiative
- Colorado Mountain Club
- Colorado Parks & Recreation Association
- Colorado Parks and Wildlife
- Colorado State Forest Service
- Colorado State Trails Program
- Colorado Youth Corps Association
- Continental Divide Trail Coalition
- Douglas County Open Space & Natural Resources
- HistoriCorp
- International Mountain Biking Association
- Jefferson County Open Space
- Larimer County Department of Natural Resources
- National Park Service
- Roaring Fork Outdoor Volunteers
- Rocky Mountain Field Institute
- U.S. Forest Service
- Volunteers for Outdoor Colorado
- Wildlands Restoration Volunteers

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Executive Summary

Colorado's outdoors continue to face growing threats on a number of fronts. Increasing population and development pressures, declining budgets in public agencies and environmental stressors such as historic floods and fires, challenge the effective management of our public lands. As these threats grow, the possibility exists that increased degradation of these lands will make them less inviting and decreasingly relevant to future generations, eroding the very constituency needed to protect them. Insufficient stewardship of these lands could have a real and significant impact on Colorado's economy. Indeed, the condition of our public lands impacts every Coloradan.

The good news is that more people than ever are demonstrating that they care about our public lands. From communities throughout the state, volunteer stewards are giving back at the federal, state, and local levels – donating **1.38 million hours** of volunteer labor in 2014. Volunteers cared for habitats, restored burn areas, built and maintained trails, preserved historic structures, educated the public about the environment, acted as trail ambassadors, served as campground hosts, staffed visitor centers, and much, much more. In 2014, thousands of volunteers also assisted in the aftermath of historic flooding along the Front Range. The combined value of these volunteer stewardship efforts equates to more than **\$34.8 million** added to increasingly tight budgets.

The Colorado Outdoor Stewardship Coalition – a partnership of stewardship organizations and land management agencies at the federal, state, and local levels – came together to prepare this report

Colorado Outdoor Stewardship Coalition – Identifying Needs within the Stewardship Community

A collaboration of nonprofit stewardship organizations and federal, state, and local land managers have been convening for nearly five years as members of the Colorado Outdoor Stewardship Coalition. This group organized the November 2010 Stewardship Forum where participants noted several ongoing areas that stewardship efforts will need to focus on in the coming years – primarily ensuring sufficient skilled volunteer capacity that is effectively coordinated across the state, public awareness, and education about stewardship work.

The Coalition commissioned OMNI Institute to assess the gaps that volunteer stewardship organizations can help fill within public land management. The study – *Caring for Colorado Public Lands* – was released in April 2014 and identifies conditions facing both Colorado public land managers and volunteer stewardship organizations in their collective efforts to maintain the state's outdoor resources and residents' quality of life. Implementing strategies related to the report that expands Colorado's public lands stewardship capacity remains a top priority for the Coalition.

about volunteer stewardship in 2014. We continue working together to enhance community partnerships that will benefit Colorado's outdoors, to highlight the importance of volunteer stewardship efforts, and to find ways to build our collective capacity to engage communities in caring for our public lands and natural resources. We are also working to increase the visibility and appeal of public engagement in stewardship activities.

This Coalition report expands beyond the first three reports produced for 2010, 2011, and 2012 – covering 2014's volunteer stewardship more broadly. Key to the success of this report has been the analysis of survey data collected from public land agencies and stewardship organizations throughout Colorado. Despite good responses, the data continues to have limitations – preventing us from truly understating the impacts of volunteer stewardship on public lands beyond total volunteers and hours. Developing common, meaningful metrics that will make sense to all agencies and organizations remains a considerable need.

Along with a summary of statewide volunteer data gathered for 2014, the report addresses other significant steps toward greater collective stewardship impact across Colorado. Most specifically, the report summarizes the *Caring for Colorado Public Lands* comprehensive study published in spring 2014, and the strategic work undertaken primarily by a group of Outdoor Stewardship Organizations (OSOs) to better position volunteer stewardship with the philanthropic community and with existing and potential land management agency partners. Finally, this report highlights a number of next steps toward a culture of stewardship in Colorado, any of which can help better engage more Coloradans in stewardship and increase the effectiveness of volunteer stewardship on our public lands statewide.

Colorado's Public Lands and the Need for Volunteer Stewardship

Everyone who lives in, or travels to, Colorado knows that it is a one-of-a-kind state. From our expansive plains and our mountains that have inspired patriotic songs, to glacier-carved valleys and river canyons, as well as more than 300 days of sunshine, Colorado inspires awe in visitors and residents alike. Each year, tens of millions of people travel to Colorado in order to recreate in our parks and national forests, on our trails, on our high peaks and in our urban green spaces. The total economy associated with Colorado's outdoor recreation is staggering – amounting to \$34.5 billion per year and supporting more than 313,000 jobs in the state – more than 13% of Colorado's entire labor force¹. Outdoor recreation is also a key driver for the state's second largest industry – tourism – and accounts for 25% of all overnight visitors and 51% of key marketable overnight trips. The health of our public lands is critical to this economic story, and serves an even more important role in the well-being of everyone in the state.

But, in 2014 and beyond, the ability to properly care for Colorado's public lands faces ever increasing challenges.

Colorado has seen significant growth over the past several decades with 5 million residents reported in the 2010 census. Forecasts now estimate we'll reach almost 7 million by 2030. At the same time, Colorado has been experiencing increasing natural disasters – most recently devastating flood damage along the central and northern Front Range that will require years of ecological and infrastructure restoration. With these pressures, it is increasingly important for Coloradans to contribute to the protection of our state's natural resources and public lands

Colorado's 2013 Flood – Volunteer Stewardship Role in the Recovery

Unprecedented rains in September 2013 along the Front Range, from Colorado Springs to Ft. Collins, dumped as many as 17 inches of rain in some places, causing flood damage never seen before in Colorado's recorded history. Flows in some drainages not only destroyed dams, roads, recreation facilities and other infrastructures, but also re-channeled the flow of some rivers.

Although the damage in many areas will take years to repair, the restoration needs and desire by residents to help has created a fantastic opportunity for volunteer stewardship. Initial stewardship work in 2013 and throughout 2014 – primarily to remove flood debris, rebuild trails, restore riverbanks, re-plant riparian and upland areas – has been nothing short of amazing.

Over the coming years, more volunteers will be needed to spend many hours restoring these areas. The formation of new coalitions to aid in the recovery, such as the St. Vrain Creek Coalition, will help ensure volunteer stewards play an important, widespread role in the ongoing flood recovery efforts.



Volunteers clean up flood debris in the Town of Lyons' Bohn Park, March 2014.

¹ Colorado Parks and Wildlife -- 2014 Colorado Statewide Comprehensive Outdoor Recreation Plan -- <http://cpw.state.co.us/Documents/Trails/SCORP/2014/Sections3through6Appendix%20A.pdf> p 60

through volunteerism, advocacy efforts, voting for conservation measures, and financially supporting local stewardship groups.

As governmental budgets struggle to keep pace with demands, new strategies for managing lands for the public benefit must be developed based on prioritization of needs and assessment of the current environment. As we face ongoing financial challenges and competing priorities, non-governmental place-based stewardship organizations are needed to fill the gaps. However, it is often challenging for these organizations to raise the needed finances to take on this work.

The importance of public land stewardship and the vital role volunteers play was highlighted as one of five goals in Colorado's five-year Statewide Comprehensive Outdoor Recreation Plan, released in 2014².

In early 2011, the Colorado Outdoor Stewardship Coalition worked to establish the first aggregated baseline of annual volunteer information and data from federal, state and local public land agencies, non-government organizations (NGOs), and recreational user groups working for the protection of Colorado's public lands. The Coalition collected information for three years – 2010 to 2012. This new 2014 report shows an increase in total volunteer hours for the third straight time with well over 60,000 people **volunteering more than 1.38 million hours**. This year's report builds on past reports, and addresses the importance of volunteers stewarding on our public lands. All of this year's survey participants understand and appreciate the heightened need to manage public demand and provide access to our vast natural resources with sustainable practices and methods, with engagement of the public and with creativity. There are no easy solutions; particularly as public land management agencies and NGOs continue to experience diminishing resources that force decisions resulting in workforce reduction, fewer dollars for materials acquisition, and the need to engage more volunteers without the required internal resources to do so. Narrowing this capacity gap is critical for all of us and there are no easy or "free" ways of doing that. Volunteers are valuable, but they are not free.

This year, we also address the Coalition's much awaited gap and capacity report – *Caring for Colorado Public Lands* – that was completed in April 2014. Findings and recommendations have helped catalyze productive work over the past year to develop strategies to enhance volunteer stewardship capacity in Colorado, primarily through collaboration with the Coalition, outdoor stewardship organizations, and the philanthropic community.

Stewardship Strides in 2014

Collective Impact Study: 2014 Outdoor Volunteering in Colorado

Widely disparate groups currently comprise the stewardship movement in Colorado. Through an annual report and statewide survey of public land managers and OSOs by the Colorado Outdoor Stewardship Coalition, a small number of statewide volunteer stewardship data has been tracked for three consecutive years, beginning in 2010. This is an ongoing effort to provide a clear picture of how many people are volunteering, and how much. Data was collected again for the 2014 season to learn the total number of volunteers, number of volunteer hours, and how those volunteers spent their time in the field. Through all of these reports, one finding remains the same – the differences in the data collection processes for many stewardship groups, and federal, state and local agencies limit our ability to have a

² SCORP Goal 5: *Increase the capacity of land managers to effectively maintain and manage natural resources and recreation infrastructure through a shared understanding and commitment to stewardship*. For more information about this goal and objectives, see page 81 of the SCORP online at <http://cpw.state.co.us/Documents/Trails/SCORP/SCORPOnlineReport.pdf>

completely accurate picture of what type of specific work the volunteers completed; however, they do provide a good estimate of what is happening across agencies.

Data Collection Process

Similar to data collection completed for the 2012 report, a brief survey was developed to assess volunteer activity on public lands; surveying land managers, stewardship and volunteer organizations, recreational user groups that actively use volunteers, as well as youth corps and AmeriCorps programs engaging community service stipended³ individuals for outdoor stewardship work. Survey questions were distributed electronically with follow-up phone research to:

- Federal, state, and local county and municipal land management agencies that utilize volunteers directly and/or who rely on volunteer groups as part of their management functions;
- Non-governmental organizations including non-profit volunteer organizations whose missions are to engage the public in acts of stewardship and who work primarily in partnership with public land management agencies;
- Public and private agencies that use paid volunteers such as AmeriCorps and youth conservation corps, whose members are paid small stipends as part of their national or community service efforts.

Measures

The most useful data collected from participating agencies based on 2014 volunteer activity included⁴:

- Number of total volunteers (*ideally broken out by adults and youth*);
- Number of volunteer hours;
- Number of hours worked in different kinds of stewardship volunteerism, such as trail building, flood or fire restoration, environmental education, historic preservation and habitat management.

One of many facts this annual survey continues to highlight: **there is no standardized process across agencies or organizations for how and what volunteer data is collected** – even ones within the same governmental department. Volunteer hours and the number of volunteers are the most accurate of all data as these two measurements are the most widely reported and collected across almost all agencies and organizations. Some agencies use volunteers, but do not collect any data about them and their work. Other agencies did not respond to requests for information or the correct person may not have received the data request.

The data collection process also demonstrates the very real challenges of organizational capacity: most agencies and organizations struggle in their ability to effectively record data as they prioritize internal resources to get work done on the ground. Even collecting the data and accurately reporting takes time and capacity. One particularly disappointing aspect of this deficiency was the inability to gather a complete, reliable quantification of natural disaster relief work undertaken in 2014. Anecdotally and through specific data provided by some survey respondents, we know 2014 saw a significant increase in

³ “Stipended” individuals refer to people – primarily youth – who are monetarily compensated for their time and efforts, usually through an AmeriCorps or Youth Corps program.

⁴ The survey included other questions about unique volunteers, breakdown of adults vs youth volunteers, total projects and where the projects occurred. The responses to these questions were not sufficient enough to be included in this report.

fire and flood restoration work on our public lands, especially in response to the September 2013 Front Range flooding.

Despite data collection and reporting challenges, we were able to gather sufficient data to extrapolate and apply some uniform findings.

Primary Survey Respondents

Federal Agencies: *Bureau of Land Management (BLM); National Park Service (NPS); USDA U.S Forest Service (USFS); US Fish and Wildlife Service (USFWS)*

State Agencies: *Colorado Parks and Wildlife (CPW); Colorado State Forest Service (CSFS)*

26 Municipal and County Government Agencies

47 Non-Governmental and Nonprofit Stewardship Organizations⁵

National and Community Service Stipend Volunteer Programs: *AmeriCorps National Civilian Community Corps (NCCC); Colorado Youth Corps Association (CYCA)*

Survey Data Highlights

Total Volunteer Hours

Respondents reported **1,386,341 total volunteer hours on all public lands in 2014**. Using the Independent Sector volunteer labor rate for Colorado of \$25.10/hour, ***the total volunteer labor value for stewardship work in 2014 was \$34.8 million⁶***. Total volunteer hours is one metric that has been consistently reported by agencies and nonprofit organizations since the initial 2010 survey. Table 1 illustrates hours of volunteer labor organized through agencies by year. Total volunteer hours in 2014 grew by 10% over the 2012 report and have seen steady growth since 2011. Approximately 50% of the 1,386,341 recorded volunteer hours in 2014 occurred on federal lands with the remaining hours split between state and local land management agencies.

Table 1: Total Recorded Volunteer Hours during the 2014 Volunteer Season

AGENCY	Total Volunteer Hours 2014	Percentage of Total	Total Volunteer Hours 2012	Total Volunteer Hours 2011	Total Volunteer Hours 2010
Federal Land Agencies	697,896	50%	637,772	610,201	721,075
State Land Agencies	355,046	26%	342,749	320,872	271,304

⁵ Note: some of these organizations represent multiple smaller clubs and chapters throughout the state. This represents an increase over 2012 participation by these organizations.

⁶ Independent Sector volunteer labor rates nationally and by state are adjusted on an annual basis. For more details visit the websites at https://www.independentsector.org/volunteer_time

Local and County Municipal Agencies	333,399	24%	284,975	274,105	310,290
TOTAL	1,386,341	100%	1,265,496	1,203,927	1,302,669

The three different primary sources of volunteers – those organized by non-profit stewardship groups, direct agency volunteers, and NCCC/CYCA stipended volunteers – are all important to the public land agencies with which they work. These groups and individuals do a wide variety of stewardship work. As evidenced by Table 2 below, the stipended volunteer hours organized by NCCC and CYCA represent the largest number of volunteer hours contributing to public lands work (39%) followed by direct agency volunteer hours (32%) and those organized by non-profit stewardship organizations (29%). Hours provided through nonprofit stewardship organizations were markedly lower in 2014, both in actual hours as well as a percentage of the total hours. It is difficult to explain all of the reasons for this, but it likely stems from a number of factors. Reduced direct assistance to federal land managers, particularly through Volunteers for Outdoor Colorado field offices, provides a partial explanation. Stipended volunteer hours were up dramatically by 54,856 hours, or over 11%. This jump is likely due to significant increased federal funding available only for stipended volunteers – through programs like the 21st Century Conservation Service Corps – to put youth and veterans to work in the outdoors.

Table 2: Source of Volunteer Hours⁷

Volunteer Source	Volunteer Hours for 2014	Percentage of total	Volunteer Hours for 2012	Volunteer Hours for 2011	Volunteer Hours for 2010
Nonprofit Stewardship Organized	395,710	29%	409,576	475,470	360,332
NCCC and CYCA Stipended	544,791	39%	489,935	486,012	685,675
Direct Agency Volunteers ⁸	445,840	32%	366,168	242,445	256,662
TOTAL	1,386,341	100%	1,265,496	1,203,927	1,302,669

Number of Volunteers

⁷ Includes stipended (paid) and non-stipended volunteers. Some hours reported by NCCC and CYCA were also reported by nonprofit stewardship organizations and agencies.

⁸ Direct Agency Volunteer hours were calculated by subtracting the hours completed by stewardship organizations and by NCCC/CYCA volunteers from the total number of hours. Although some of these remaining hours may be attributed to smaller non-profit volunteers and others that didn't respond to this year's request for data, a majority of these hours were completed by agency organized volunteers.

Total number of volunteers is the aggregate number of times a volunteer showed up to participate in a volunteer project. An individual that volunteers more than once, therefore, is counted for each time that he/she volunteers. This is different than unique volunteers, which is simply the number of different individuals who participated with an agency or organization over the year. The survey respondents primarily provided a total number of volunteers. The total number of volunteers in 2014, including both stipended and non-stipended volunteers, is reflected in Table 3. An estimate had to be applied to a very small percentage of the local agencies numbers to derive these total numbers.

Table 3: Total Recorded Volunteers for the 2014 Season

Agency	Total Number of Volunteers	Percent of Total
Bureau of Land Management	4,897	7.8%
National Park Service	2,869	4.5%
US Forest Service	9,504	15.0%
US Fish & Wildlife Service	263	0.4%
Colorado Parks & Wildlife	6,417	10.2%
Colo. State Forest Service	929	1.5%
Local and County Municipal Agencies	38,295	60.6%
Total	63,174	100%

Caring for Colorado Public Lands Report

The *Caring for Colorado Public Lands*⁹ report was published in April 2014 after taking a close look at public land stewardship needs in Colorado. Commissioned with generous funding from Great Outdoors Colorado and the Colorado Department of Natural Resources, the report’s findings and recommendations were intended to address:

- Gaps faced by public land managers between their requirements and available resources;
- Capacity – both human and financial – available within public land management agencies and our communities to help meet these gaps in the future.

The study’s data collection included two online surveys with participation by 107 public land managers and 90 volunteer stewardship organizations. This was supplemented by additional phone surveys, focus groups, and a stakeholder meeting attended by more than 50 of Colorado’s stewardship leaders.

⁹ *Caring for Colorado Public Lands: A Statewide Assessment to Inform Partnerships between Public Land Agencies and Volunteer Stewardship Organizations* was produced in April 2014 by the OMNI Institute in collaboration with the Colorado Outdoor Stewardship Coalition. Electronic copies of both the full report and its executive summary can be found online at <http://www.voc.org/colorado-outdoor-stewardship-coalition>

The study’s findings highlighted, more than ever, the gaps in public land manager capacity to meet agency stewardship priorities (budget, staff, etc.), referring to this as the “new reality”. The report found that volunteer stewardship organizations, including youth corps, are natural partners to help fill these public land management gaps. Additionally, the report makes the case for strengthening partnerships between public land managers and volunteer stewardship organizations, as both share many common goals. Recommendations in the report focused on:

- Reinforcing capacity of volunteer stewardship organizations;
- Strengthening volunteer skills and long-term investment;
- Strengthening collaboration between the land managers and volunteer stewardship organizations; and
- Enabling administrative and funding approaches between land managers and volunteer stewardship organizations that are mutually beneficial.

Findings and recommendations in this report have significantly helped stir discussion and development of needed actions to enhance public engagement and stewardship around the state. The Coalition remains eager to play an ongoing and effective role to pursue strategies in response to the study’s recommendations.

Other Recent Developments

Outdoor Stewardship Organization (OSO) Planning Effort

Colorado’s Outdoor Stewardship Organizations (OSOs):

OSOs work in creative and highly effective ways with natural resource managers and are capable of engaging thousands of people each year on important stewardship projects. These organizations vary from very small, “place-based” volunteer-run organizations working with a handful of volunteers, to regional and statewide organizations with professional staff and year-round volunteer engagement programs. As stewardship needs of our public land management agency partners have increased over the decades, these organizations have been filling important gaps left by too few dollars and growing natural resource challenges.

Based on recommendations from several recent key reports highlighting the importance of volunteer stewardship, a number of important funders have started to look closely at incorporating citizen stewardship in their own initiatives. In November 2014, the Gates Family Foundation and Great Outdoors Colorado (GOCO) convened 10 leaders from outdoor stewardship organizations (OSOs) for a series of facilitated meetings to explore how these organizations might work more collaboratively to scale their activities, reach more people, and support outdoor stewardship at a landscape level across the state of Colorado.

Although certainly not representative of the collective stewardship movement, the OSO group made some impressive progress. The group acknowledged that, given the disparate nature of stewardship organizations, a coalition-management approach going forward is critical in order to scale up the amount of work that needs to be done and the level of public engagement required.

Their work helped to further prioritize and shape next steps toward a culture of stewardship – not just for OSOs, but for everyone involved in Colorado’s stewardship movement. These OSO ideas as well as other important suggested next steps for Colorado are reflected in the following section.

Priority Next Steps for Colorado’s Stewardship Movement

Establishing a Shared System of Measurement

Data from the annual Volunteer Impact Report has its limitations – evaluation and metrics are still lacking to demonstrate the effectiveness of regional or localized stewardship (let alone statewide). If funding and broad participation can be secured, there remains a need for a coordinated statewide evaluation system, with common reporting criteria that is useable and available to OSOs and agencies statewide. This could include an asset “map” that provides statewide baseline data as well as the ability to spatially track progress on many different levels. Ideally, using such a system would be tied to grant funding eligibility, creating an industry standard.

Volunteer Leadership Training

Clearly, the need for trained volunteer leaders has never been more important here in Colorado, as highlighted in the findings and recommendations in 2014’s *Caring for Colorado Public Lands* study. Land managers do not have adequate time to train and manage volunteer stewards; many OSOs report a lack of trained volunteers and the need for additional training resources. Further, a strong case for improving the system of training volunteers and leaders has been made over recent months in several other reports.

The most important ingredient in being able to mobilize hundreds of thousands of volunteers is trained volunteer leaders. These technically skilled individuals are the most cost-effective link in building the level of capacity increasingly demanded by land managers as they continue to rely on the public for labor support. Additional training resources are needed to significantly strengthen the current Outdoor Stewardship Institute’s¹⁰ program and significantly increase its reach and standardization of its curriculum. Funding is needed to invest in establishing data collection systems that establish important baseline data to ascertain the scope of existing trainings, including who is benefiting (OSOs and public agencies alike), and what training needs to be modified and/or developed to meet emergent land management needs. Offering standardized trainings, such as technical certifications including chain saw certifications, to better address land manager needs at a larger scale, is a primary objective to achieve greater and more coordinated stewardship efforts.

A Collaborative Focus on Important Landscape Level Stewardship Projects

A popular strategy discussed over the past year in the stewardship community is the importance of identifying a few landscape level projects in Colorado on which many agencies and organizations could work. Such projects could provide many benefits, including faster completion of the stewardship project, the ability to measure effectiveness and progress due to stewardship, and an enhanced ability to attract funding from agencies and philanthropic organizations.

¹⁰ The Outdoor Stewardship Institute (OSI), housed within Volunteers for Outdoor Colorado, has been a leading source of training programs that prepare people to be outdoor stewardship leaders since 1986. OSI trains hundreds of leaders every year, not only to lead VOC and other OSO volunteers, but also for government agencies and stewardship organizations across the U.S.

Stewardship Awareness Campaign

A broad, sustained statewide awareness campaign to inspire and educate the public about caring for Colorado would be highly beneficial to the collective stewardship movement. An effective campaign would have the objective of galvanizing, during a targeted time period, a broad cross section of the public to undertake acts of stewardship in their local communities, in their backyards, and in the backcountry. The campaign would also allow for testing the effectiveness of messages to inspire engagement of new, younger, and more diverse urban populations.

Increased Ability to Partner with Public Land Managers

Surveys, focus groups and the stakeholder meeting elements of 2014's *Caring for Colorado Public Lands* report highlighted many real obstacles to strengthening the critical partnerships between OSOs and public land managers. Government agencies typically lack the flexibility enjoyed by the nonprofit organizations. Institutional barriers, such as overly complex or rigid contracts, can prohibit productive partnerships and work from occurring. Additionally, there are land managers who do not have a level of confidence in volunteer stewards. This creates a reluctance to consider partnering with an OSO and inhibits possible stewardship work and connecting more Coloradans to the outdoors. Although there are no easy solutions to these barriers, solutions must be found.

Engage Youth, Urban Residents, and Diverse Populations

A sustainable, widely-supported culture of stewardship must be inclusive and relevant to all Coloradans. Colorado's population profile is rapidly changing, growing more multi-cultural and urban with widely differing experiences in the outdoors, including attitudes toward the natural world. More organizations such as GOCO are adopting strategies to engage these Coloradans, and members of the collective stewardship movement should as well.

With adequate funding, there is vast opportunity to increase the capacity of OSOs to better connect with and more effectively engage these populations by partnering with existing community organizations. Such collaborations should likely be multi-year efforts, with engagement strategies for volunteer stewardship opportunities.

Technical Assistance to Reach a New Audience for Stewardship

The statewide stewardship community has demonstrated its passion for preserving and protecting Colorado. They have also expressed the desire to engage new audiences, strengthen existing partnerships, and develop new collaborations in order to scale their efforts. Despite this desire, many lack the expertise they need to identify and implement effective strategies to achieve these goals. Engaging new audiences, increasing capacity, and scaling stewardship in a significant way will require additional resources for technical assistance, especially for OSOs. Technical assistance can take many forms, such as: 1) inclusivity training; 2) technical assistance grants; and 3) a database of consultants with stewardship expertise.

Capacity to Sustain Ongoing Collaborative Stewardship around Colorado

As exciting as many of these strategies are, very real financial barriers prohibit more effective, ongoing collaboration in Colorado's stewardship community. Ideally, the support of a backbone organization would greatly increase the likelihood of successful long-term collaboration. While such a support structure can start small and grow over time, assistance from funders to help create and sustain a backbone function could be an important element of new funding models that develop over time.

APPENDIX

Agencies and Organizations Participating in the Collective Impact Study: 2014 Outdoor Volunteering in Colorado

Total Recorded Volunteer Information during the 2014 Volunteer Season			
Federal Agencies	Total Volunteers	Total Hours	Total Value
Bureau of Land Management	4,897	193,696	\$4,861,770
National Park Service	2,869	167,385	\$4,201,364
US Fish and Wildlife Service	263	25,956	\$651,496
US Forest Service	9,504	310,859	\$7,802,561
Subtotal Federal	17,533	697,896	\$17,517,190
State Agencies	Total Volunteers	Total Hours	Total Value
Colorado Parks and Wildlife	6,417	345,445	\$8,670,670
Colorado State Forest Service	929	9,601	\$240,985
Subtotal State	7,346	355,046	\$8,911,655
Local / County Programs	Total Volunteers	Total Hours	Total Value
County Programs			
Arapahoe County	21	129	\$3,238
Boulder County Parks and Open Space	3,955	33,172	\$832,617
Douglas County Division of Open Space and Natural Resources	1,109	7,104	\$178,310
El Paso County Parks	4,331	34,497	\$865,875
Jefferson County Open Space	2,143	29,000	\$727,900
Larimer County	545 ⁺	23,478	\$589,298
Summit County Open Space and Trails	208	2,336	\$58,634
Local Municipalities			
City of Aurora Parks, Recreation and Open Space	605	5,994	\$150,449
City of Boulder Open Space and Mountain Parks	2,039	24,018	\$602,852
City of Boulder Parks and Recreation	2,700	11,235	\$281,999
City of Colorado Springs Regional Parks, Trails and Open Space	5,003	66,000	\$1,656,600
City of Denver Parks, Recreation and Mountain Parks	7,787	38,640	\$969,864
City of Fort Collins Natural Areas Dept.	1,521	13,849	\$347,610
City of Golden	153	1,084	\$27,208
City of Greeley Culture, Parks, and Recreation Department	255 ⁺	1,410	\$35,391
City of Lakewood Regional Parks	702	10,314	\$258,881
City of Longmont	1,343 ⁺	2,082	\$52,258
City of Louisville	174	1,644	\$41,264

City of Loveland Parks and Recreation	221	902	\$22,640
City of Northglen	600	6,100	\$153,110
City of Pueblo Parks and Recreation	71	2,276	\$57,128
City of Wheat Ridge	20	256	\$6,426
City of Westminster	1,563	6,891	\$172,964
Foothills Park & Recreation District	500	2,500	\$62,750
South Suburban Parks and Recreation	109	4,065	\$102,032
Town of Breckenridge Open Space Division	617	4,423	\$111,017
Subtotal Local / County	38,295	333,399	\$8,368,315
Grand Total for Land Managers	63,174	1,386,341	\$34,797,159
Sources of Volunteers			
Stipend Volunteers	Total Volunteers	Total Hours	Total Value
*Colorado Youth Corps Association (CYCA)	1,507	399,040	\$10,015,904
AmeriCorps NCCC	242	145,751	\$3,658,350
Subtotal Stipend Volunteers	1,749	544,791	\$13,674,254
Non-Government Stewardship Organizations	Total Volunteers	Total Hours	Total Value
*Adopt a Trail (Colorado Association of 4WD Clubs)	281	2,697	\$67,695
Backcountry Hunters and Anglers	100	8,000	\$200,800
Big City Mountaineers	914	42,500	\$1,066,750
Bluff Lake Nature Center	689	4,163	\$104,491
Boulder Area Trails Association	7	80	\$2,008
Boulder County Horse Association	20	500	\$12,550
Coalition for the Upper South Platte	3,171	8,681	\$217,893
Colorado Canyons Association	145	1,357	\$34,061
Colorado Fourteeners Initiative	591	13,170	\$330,567
Colorado Mountain Club	266	2,447	\$61,420
*Colorado Off Highway Vehicle Coalition	Did Not Report	49,201	\$1,234,945
Colorado Plateau Mtn Bike Trail Association	50	402	\$10,090
Colorado State University Extension	356	1,489	\$37,374
Colorado Youth Corps Association	1,616	7,335	\$184,109
Continental Divide Trail Coalition	159	11,834	\$297,033
Environmental Learning for Kids	461 ⁺	1,979	\$49,673
Evergreen Audubon	46	2,564	\$64,356
Four Mile Historic Park	311	10,274	\$257,877
Friends of Fourmile	50	829	\$20,808
Friends of Mt. Evans and Lost Creek Wilderness	115	2,473	\$62,072
Friends of the Dillon Ranger District	491	2,988	\$74,999
Friends of the Peak	160	2,200	\$55,220
Groundwork Denver	564	3,452	\$86,645
Grow Local Colorado	1,078	1,078	\$27,058
Headwaters Trails Alliance	800	2,971	\$74,572

High Plains Environmental Center	487	1,630	\$40,913
HistoriCorps	295	3,374	\$84,687
Montrose West Recreation	2	40	\$1,004
Nederland Area Trails Coalition	46	174	\$4,367
Plains Conservation Center	94	4,468	\$112,147
Roaring Fork Outdoor Volunteers	2,378	8,561	\$214,881
Rocky Mountain Field Institute	2,367	26,392	\$662,439
Rocky Mountain Raptor Program	242	31,000	\$778,100
Salida-Area Parks, Open Space and Trails (SPOT)	155	3,000	\$75,300
Salida Mountain Trails	323	2,101	\$52,735
San Juan Mountains Association	371	16,219	\$407,097
Sand Creek Regional Greenway Partnership	1,306	3,217	\$80,747
Tamarisk Coalition	84	314	\$7,881
The Colorado Trail	774 ⁺	7,082	\$177,758
The Greenway Foundation	1,650	2,500	\$62,750
Thorne Ecological Institute	1	130	\$3,263
Trails and Open Space	360	1,080	\$27,108
Volunteers for Outdoor Colorado	5,878	38,394	\$963,689
Walking Mountains Science Center	21	4,440	\$111,444
Western Slope ATV Association	85	8,000	\$200,800
Wildlands Restoration Volunteers	4,292	46,675	\$1,171,543
Yampatika	422	2,255	\$56,601
Subtotal Non-Government Stewardship Organizations	34,074	395,710	\$9,932,321
Direct Agency Volunteers	Total Volunteers	Total Hours	Total Value
Subtotal Direct Agency Volunteers¹¹	27,351	445,840	\$11,190,584

(+) Denotes agencies and organizations for whom total volunteer numbers were estimated based on the ratio of total volunteers to unique volunteers reported by agencies/organizations that reported both numbers.

(*) Organizations that reported information on behalf of other affiliated or member organizations.

¹¹ Direct Agency Volunteers and Volunteer hours were calculated by subtracting the volunteers/hours completed by stewardship organizations and by NCCC/CYCA volunteers from the total number of volunteer hours. Although some of these remaining volunteers/hours may be attributed to smaller nonprofit volunteers and others that didn't respond to this year's request for data, a majority of these were agency organized volunteers.