

WOOD RIVER TRAILS COALITION

STRATEGIC PLAN 2021 - 2023

QUARTER 1 UPDATE 2022



A LITTLE BIT ABOUT US...

We are a 501c3 nonprofit trail stewardship group based in the Wood River Valley, Idaho. Our trails make our valley a fantastic place to live and visit, and we work hard to keep them maintained and constantly improved.

We are driven by hard working professional staff, a diverse Board of Directors and hundreds of passionate volunteers. We execute our mission by harnessing volunteers, supporting professional trail crews and stewarding trail projects. We collaborate with local and regional stakeholders to get stuff done.

We strive to get more tools in the dirt and boots on the ground. We aim to become a leader in the trail stewardship industry and want to ensure our trails are some of the best in the nation.

Our road map towards these goals are found in following pages. Our focus areas are designed to achieve success in implementing our mission. We hope you join us!

OUR MISSION
TO CREATE, MAINTAIN
AND SUSTAIN OUR TRAIL
NETWORK FOR ALL USERS

FOCUS AREA
PROGRAMS

FOCUS AREA
MEMBERSHIP

FOCUS AREA
FUNDRAISING

FOCUS AREA
STAFF

FOCUS AREA: PROGRAMS



SUB AREA: EDUCATION & AWARENESS

GOALS

1a) Make the WRTC a household name in the Wood River Valley

1b) Create an educated and engaged trail community

OBJECTIVE

Increase awareness of the WRTC

Establish trail etiquette education outreach and programs

STRATEGIES

- Educate the public on who we are, what we do & why it matters
- Spotlight members on social & print media
- In-person trailhead presence
- Lecture series

- Social media outreach on trail etiquette
- Improved trailhead signage – emphasis on bilingual resources
- In-person trailhead presence – explore Trail Ambassador program
- Tie into existing youth programs to educate local youth

BENCHMARKS

- Spotlight one member per month (2022)
- Host trailhead tent at major trailhead at least 6 times per summer (2022)
- Host shoulder season/winter lecture series (2022)

- Launch trail etiquette & backcountry safety social media campaign (2021) with trailhead physical signage component
- Work with USFS, BLM and BCRD on improved signage
- Survey existing volunteer base & partners for interest in Trail Ambassador program (2022)

STATUS UPDATE

Q1 update:
COVID derailed in-person events this winter, did not do online lecture series. Trailhead tents over the summer of 2021 were a success.

Q1 update:
Spanish Mountain Manners created. Broad inter-agency/org interest identified in Trail Ambassador Program (ERC, BCRD, USFS, WRLT, WRTC, BLM?). Engaging new youth partners.

FOCUS AREA: PROGRAMS



SUB AREA: TRAIL PROJECTS, MAINTENANCE & AGENCY SUPPORT

GOALS

2a) Develop and improve our local trail system

2b) Maintain our trails

OBJECTIVE

Fundraise for project-specific needs

Continue support and collaborations with Sawtooth National Forest - Ketchum Ranger District trail crew

STRATEGIES

- Fundraise \$20,000 for Adam's Gulch Adaptive Sports Enhancement Project (2021)
- Conduct initial trail use survey
- Identify future project needs with USFS & BLM

- Continue Collection Agreement for \$10,000/year for trail crew salaries
- Continue coordinating volunteer and staff trail work with KRD crew
- Improve down tree removal communications between all parties
- Explore potential hybrid trail crew positions (2022 - beyond)
- Maintain open lines of communication with USFS on future plans

BENCHMARKS

- Hit \$20,000 for Adam's project by summer 2021
- Professional report from trail use survey completed and distributed to interested partners and the public (2021)
- Develop potential project list for 2022 and beyond

- Fundraise \$10,000 yearly for CA
- Establish and maintain yearly staff and volunteer hour benchmarks for trail work
- Implement better website trail work reporting and streamlined reporting to USFS, BLM, BCRD and WRTC from field reports
- Maintain 6-person professional trail crew in the valley

STATUS UPDATE

Q1 update:
-Executive Summary complete, published on website and shared with partners
-General project list for USFS and BLM assembled, need to confirm exact human and dollar needs, timelines for USFS

Q1 update:
-Consistent communication with BLM established, recurring meeting in progress
-Growing partnership with SNRA through deployment of trail counters at Tin Cup/Alice Tox Loop

FOCUS AREA: PROGRAMS



SUB AREA: TRAIL PROJECTS, MAINTENANCE & AGENCY SUPPORT

GOALS

OBJECTIVE

STRATEGIES

BENCHMARKS

STATUS UPDATE

Continue to cultivate relationship with Bureau of Land Management – Shoshone Field Office

Continue to cultivate relationship with Blaine County Recreation District

- Facilitate more volunteer work events on South Valley BLM trails
- Pre & post season meetings with BLM staff

- Continue collaborating with Wood River Valley Trails Coordinator on volunteer and staff trail work

- Volunteer participation in new trail building on BLM land

- Include WRV Trails Coordinator on trail work communications with USFS & BLM

Q1 Update:
-pre season meeting occurred, working on setting up 6 week recurring meeting with BLM

Q1 Update:
-Working with BCRD/Chris Leman and assisting with their trail counter implementation; discussions had of integrating data sets as season progresses

FOCUS AREA: PROGRAMS



SUB AREA: VOLUNTEERS

GOALS

3a) Create an engaged and well-trained volunteer base

OBJECTIVE

Grow our volunteer capacity

STRATEGIES

- Diversify trail work locations
- Diversify type of work
- Diversify communication of volunteer opportunities
- Create and continue opportunities for a diverse range of volunteers

BENCHMARKS

- Hit appropriate ratio of frontcountry/backcountry, South Valley/North Valley volunteer trail work locations
- Maintain appropriate balance of entry level/strenuous trail work events
- Develop non-trail work volunteer opportunities
- Develop non-social media outreach for events, explore text message reminders
- Continue and develop more Women's Only, youth and other underrepresented group volunteer opportunities
- Develop corporate volunteer program
- Re-hire part-time seasonal Volunteer Coordinator (2021)

STATUS UPDATE

Q1 update:
-Set up and outlined a Trail Stewardship Program w/ taskbook and path for trail bosses to lead events w/o staff in attendance.
-adding text/call sign-up to waivers
-Have a women's only event planned
-reaching out for more school tie-in events
-set schedule for the summer
-adding in corporate events (Idahound)
-MTN bike team events continue and adding Community School Events

FOCUS AREA: PROGRAMS



SUB AREA: VOLUNTEERS

GOALS

OBJECTIVE

STRATEGIES

BENCHMARKS

STATUS UPDATE

Improve volunteer retention

- Create volunteer incentives (2021)
- Cultivate engaged volunteers as WRTC ambassadors in the community
- Publicly thank volunteers

- Launch volunteer raffle (2021)
- Hold volunteer thank you BBQ (2021)
- Individual volunteer social media spotlights

Q1 update:
- planning volunteer appreciation event/awards for fall
- Started sending out post event Thank You's with membership and newsletter sign-ups.

Improve volunteer training

- Create Trail Boss program (2021)
- Continue to integrate KRD trail crew members and Wood River Valley Trails Coordinator into volunteer events

- Recruit and train 6 -8 Trail Bosses (2021)
- Recruit 5 volunteers for USFS Chainsaw S-212 certification

Q1 update:
-Trail Boss Task Book in play
- Using Trail bosses to guide smaller groups, allowing for training
-working on setting up an S-212 for Trail Bosses

Continue to cultivate motorized volunteer program

- Maintain Lefty's tab
- Sawtooth Wood Products account
- Continue to spread the word and recruit reliable motorized volunteers

Motorized volunteers reporting hours annually

Q1 update:
- Paid for saw supplies at Sawtooth for vols. Vols are reporting hours.
- Maintaining relationships

FOCUS AREA: MEMBERSHIP



GOALS

4a) Make WRTC membership standard practice for trail users

OBJECTIVE

Increase membership numbers

STRATEGIES

- Explore business partnerships to drive sign-ups, i.e., membership included with purchase at local gear shops, etc.
- Staff trailhead tents to drive sign-ups
- Incentivize members recruiting new members
- Hire staff to build membership program (2021)
- Leverage bike raffle and giving days to drive sign-ups
- Utilize social media to expand base

BENCHMARKS

- 117 new members by end of 2022 (475 total)
- Create incentive program for peer-to-peer recruiting

STATUS UPDATE

- Q1 update:
- Hit 350+ member total by year end of 2021
 - Shortening bike raffle to increase urgency
 - Following social media strategy
 - Brainstormed for next year's membership roll out: change to yearly member stickers

Maintain member retention

- Improve member-specific communication
- Trail specific/non-user specific swag recognition
- Improve CRM utilization
- Explore other membership incentives & perks

- Keep retention rate at 85%+ (94% in 2021)
- Create "Member Monthly" or similar content creation
- Use Salesforce reports to inform program strategy
- Create member specific swag
- Create long term retention strategy

- Q1 update:
- Salesforce custom reports
 - Monthly Member features on social media
 - Created long term retention strategy

FOCUS AREA: MEMBERSHIP



GOALS

OBJECTIVE

Diversify membership

STRATEGIES

- Capitalize on peer-to-peer recruitment
- Identify and recruit “keystone” members of all user types
- Broaden communication types and use of photos
- Integrate Diversity, Equity & Inclusion work to become the foundation of outreach and community building
- Survey membership annually

BENCHMARKS

- Implement new communication strategies
- Track and report on communication strategy effectiveness
- Use survey data to design recruitment and retention strategies
- Report on Diversity, Equity & Inclusion activities and communicate those to public

STATUS UPDATE

- Q1 update:
- Held several DEI meetings
 - Bilingual social posts

FOCUS AREA: FUNDRAISING



GOALS

5a) Create a sustainable organization with long-term viability

OBJECTIVE

Develop robust donor relationships

STRATEGIES

- Create and implement annual fundraising plan that builds strong donor relationships
- Maintain year-round presence in community, online and in-person
- Create strategies for different donor types
- Hire fundraising staff

BENCHMARKS

- Meet or exceed fundraising goals
- Meet or exceed donor retention goals
- Improved revenue streams for shoulder seasons

STATUS UPDATE

Q1 update:
- Finalized annual fundraising plan
- Created donor cultivation list
- Created donor-based monthly goals for ED

Create long term revenue streams

- Explore endowment
- Explore for-profit ventures to support non-profit programs
- Implement 1% for the Planet style funding stream

- Begin exploring endowments in 2024
- Begin exploring 1% for Planet style funding stream with partners

Q1 update:
-WRTC "Trail Services" created, pitched to Board and received approval. First contract set to be signed early summer 2022 with WRLT (~\$1000)

Expand sponsorship program

- Recruit local companies, emphasis on non-bike specific businesses
- Utilize multi-year agreements
- Customize asks to business type

Launch official sponsorship program in 2022

Q1 update:
- Increasing Business Member numbers (43 currently)

FOCUS AREA: STAFF



GOALS

6a) Recruit and retain highly qualified professional staff

OBJECTIVE

Build staffing to support mission and needs

STRATEGIES

- Create positive and empowering work environment
- Create more full-time roles as needed
- Create and implement benefits package
- Improve office and shop space as needed
- Competitive compensation

BENCHMARKS

- Hire Membership Coordinator in 2021
- Continue re-hiring seasonal staff
- Implement health insurance benefits in 2021
- Implement retirement plan in 2022

STATUS UPDATE

Q1 update:

- Have 4 FT staffers for summer 2022
- Budgeted for retirement benefits to start in fall 2022
- Staff raises in early 2022
- Actively looking for new space
- ED continuing to work on leadership and people management skills

HOW YOU CAN HELP

BECOME A MEMBER

Members are the backbone of our organization! Being a member helps us:

- Fund the trail crews that maintain our trail network
- Organize and facilitate volunteer nights and projects
- Finance new trails and trail projects
- Support WRTC operating and administrative costs, which allows us to raise more money to build more trails, pay more trail crews and fund more volunteer events

Sign up for a membership at <https://woodrivertrailscoalition.org/individual-membership> and join your trail community today!

VOLUNTEER

Our volunteers get a lot done! They are the boots on the ground and get tools in the dirt. Volunteering is a great way to steward the trails you love, learn how they are maintained and designed and meet other rad people! We also have non-trail work related opportunities, so don't hesitate to reach out!

Go to <https://woodrivertrailscoalition.org> to sign up for our volunteer list and see our event calendar!

DONATE

The WRTC is a 501c3 non-profit trail stewardship organization. Our EIN is 01-0975346. All donations are 100% tax-deductible and directly benefit our mission: *to create, maintain and sustain our trail network for all users.*

Donations can be made on our website, woodrivertrailscoalition.org, or via check to our mailing address.

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