



Collaborative Implementation: The Life and Times of the FYF Partnership



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Marcus Selig
Vice President, Field Programs

National Forest Foundation

Chartered by Congress, the National Forest Foundation was created in 1993 with a simple mission: *bring people together to restore and enhance our National Forests and Grasslands.*



Find Your Fourteener:
*CREATING A NEW PATH FOR
COLLABORATIVE STEWARDSHIP*



Partnership Life Cycle

- Stage 1 -- Visioning
- Stage 2 – Conceptualizing
- Stage 3 – Learning and Thinking
- Stage 4 – Planning and Preparation
- Stage 5 -- Implementation



STAGE 1 -- Visioning a Partnership



- What is the need?
- Why is this need important?
- Who shares this interest?
- What might we accomplish together?

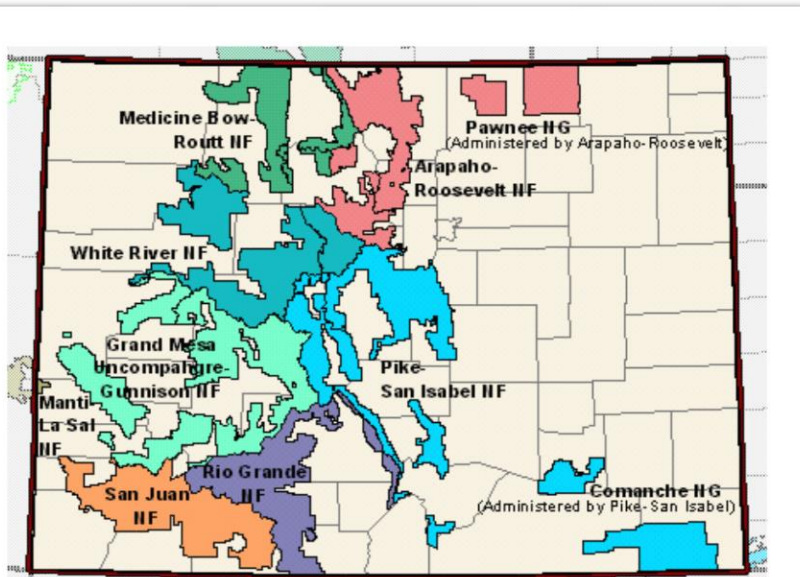
IS PARTNERSHIP THE RIGHT PATH TO TAKE?



Visioning Find Your Fourteener



GATES FAMILY FOUNDATION



2015 Colorado Fourteeners Statewide Report Card

Planned, Constructed 14er Summit Routes (Year Built)	Grade	Cost	Unplanned 14er Summit Routes	Grade	Cost
Blanca Peak & Ellingwood Point - Lake Como*, (2011-12)	A	\$	Mount Elbert - Black Cloud †	C	\$555
North Maroon Peak - Approach, Northeast Ridge, (2012)	A	\$	Quandary Peak - Blue Lakes	C	\$555
Pyramid Peak - Approach, Northeast Ridge, (2005-06)	A	\$	Mount Princeton - Radio Towers †	C	\$555
Mount Harvard - North Hornfork Basin, (1999-2002)	A	\$	Handies Peak - Grizzly Gulch †	C	\$5
Humboldt Peak - South Colony Lakes*, (1997-98)	A	\$	Mount of the Holy Cross - Notch Mtn. †	C	\$
Windom & Sunlight Peaks, Chicago Basin, (2007, 2009-10)	B+	\$	Mount Antero - Baldwin Gulch	D	\$
Mount Yale - Denny Creek, (2008-11)	B	\$	Handies Peak - American Basin †	D	\$55
Mount Evans - Chicago Lakes & Summit Lake, (2005-2006)	B	\$5	Mount Lindsey - Lily Lake	D	\$5555
Tabeguache Peak - Jennings "CLOSED", (2002)	B	\$	Mount Elbert - North †	F	\$5555
Capitol Peak - Capitol Lake, (2002)	B	\$	Mount Evans - Guanella Pass	F	\$5555
Crestone Peak & Needle - South Colony Lakes*, (2001-2005)	B	\$	Mount Shavano - Blanks Gulch	F	\$5555
Mount Massive - East Slopes, (2006-2009)	B	\$5	Redcloud Peak - Silver Creek †	F	\$55
Huron Peak - Clear Creek, (1998,2002)	B	\$5	La Plata Peak - Winfield - SW Ridge	F	\$5555
Mount Bross - Bypass, (2008)	C+	\$	Mount Columbia - North Hornfork Basin	F	\$5555
Mount Massive - North Halfmoon Creek, (2003-05)	C+	\$5	Mount Elbert - East Slopes †	F	\$5555
Quandary Peak - East Slopes, (2001-02)	C+	\$555	Snowmass Mountain - Snowmass Creek	F	\$5555
Mount Democrat - Kite Lake, (2008)	C	\$55	Total Estimated Cost:		\$18 million
La Plata Peak - Northwest Ridge, (1995)	C	\$			
Mount of the Holy Cross - Halfmoon Pass, (2011-12)	C	\$5			
Mount Sneffels - Yankee Boy Basin, (2003-04)	C	\$			
Uncompahgre Peak - Nellie Creek, (2008)	C	\$55			
Mounts Belford & Oxford - Missouri Gulch, (1995-96)	C	\$5			
Wetterhorn Peak - Matterhorn Creek, (2004-05)	D+	\$55			
Grays & Torreys Peaks - Stevens Gulch, (2000-02)	D	\$555			
Missouri Mountain - Missouri Gulch, (2000-03)	D	\$5			
Mount Bierstadt - Guanella Pass, (1999-2002, 2014-15)	F	\$55555			
Total Estimated Cost:		\$6 million			

Peaks/Routes to be inventoried
Castle & Conundrum Peaks - Castle Creek
El Diente Peak - Kippacker & Navajo Basins, (2014-15)
Mount Eolus & North Eolus - Chicago Basin, (2013, 16)
Kit Carson Peak & Challenger Point - North Slope*, (2014-15)
Mounts Lincoln & Cameron - Kite Lake Loop
Maroon Peak - South Ridge, (2013)
Pikes Peak - Barr Trail & Craggs Trail
San Luis Peak - Stewart & Cochetopa Creeks, (2012-13)
Mount Sherman - Fourmile Creek & Iowa Gulch
Sunshine Peak - Redcloud traverse
Tabeguache Peak - Shavano traverse
Mount Wilson - Navajo Basin & Rock of Ages
Wilson Peak - Rock of Ages

Peaks/Routes That Will Not be inventoried
Culebra Peak - Entirely on Private Land
Little Bear Peak - Too Hazardous to Maintain
Longs Peak - Maintained by National Park Service

Cost Notes and Legend:
 †) Cost to bring route to ideal conditions, not including on-going maintenance.
 \$ = < \$125,000
 \$5 = \$125,000 to \$249,999
 \$55 = \$250,000 to \$499,999
 \$555 = \$500,000 to \$999,999
 \$5555 = \$1,000,000 to 1,999,999
 \$55555 = \$2,000,000 and up



STAGE 2 -- Conceptualizing a Partnership

- **What to expect from partners**
 - **Excitement** about: being part of the team; the work ahead; the team experience
 - **Anxiety** about: their role; the effect of the partnership on their own work; whether they will add value; whether the effort will add value
 - **LOTS OF QUESTIONS**
- **Initial gathering**
 - Provide background and context
 - Define mission and goals
 - Build trust, understanding, and ownership
 - Set appropriate expectations re: structure, roles, and processes



Conceptualizing Find Your Fourteener

- **Welcome and Introductions**
- **Proposed Campaign Overview/Discussion**
- **Existing Approaches to 14er Improvements**
- **Brainstorm on Campaign Coordination**
 - Strategies for coordinating on-the-ground work
 - Strategies for fundraising
 - Strategies for communication
- ***Next Steps***



Conceptualizing Find Your Fourteener

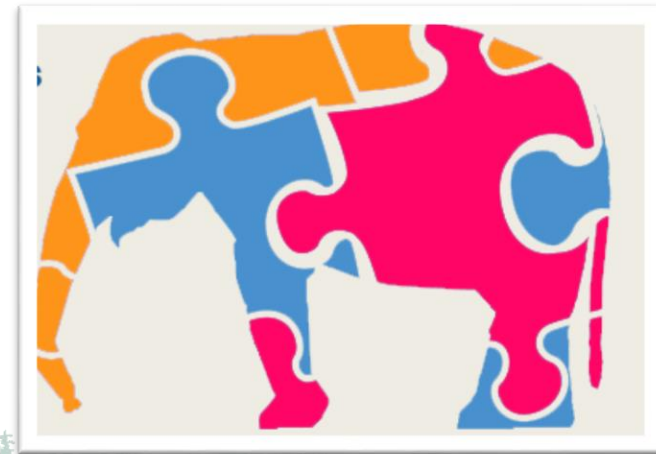
COLLABORATIVE GOALS

- **On the ground accomplishments** -- Create sustainable/maintainable trails (A or B grades) on all of CO's National Forest Fourteeners
- **Enhance understanding** -- Educate all Fourteener climbers about the fragility of alpine ecosystems and the importance of LNT techniques
- **Increase funding** -- Support an initial \$24M capital campaign to improve trails on Fourteeners, and develop long-term funding mechanisms for ongoing maintenance of trails
- **Build capacity** – Create programs and/or structures that increase the number of individuals working with outdoors stewardship organizations that have the technical skills needed to build and maintain trails on Fourteeners, and the number of volunteers able to assist with such work
- **Improve ancillary recreation infrastructure** – Support capital improvements that enhance infrastructure at trailheads, camping areas, human waste facilities, signage, and maps
- **Share lessons learned** – Support the sharing of lessons learned within the USFS and between stewardship organizations regarding recreation management and volunteer management



STAGE 3 -- Learning and Thinking

- **What to expect from partners**
 - Recognition of faulty, original expectations
 - Feelings of frustration with progress or process
 - Concern about ability to achieve goals
 - Less politeness and positivity as challenges are uncovered
 - Conflict and disagreement among members
- **When meeting**
 - Focus on goals
 - Break down larger goals down into smaller, achievable steps
 - Identify organizational/individual strengths and niches
 - Define specific roles and tasks



Learning and Thinking for Find Your Fourteener

- **Welcome and Introductions**
- **Campaign Updates**
 - Review Goals and objectives
 - Updated timeline
- **On-the-Ground Work**
 - High-level strategies for coordination – strengths and niches
 - Identification of priority peaks and peak teams
- **Brainstorming Groups**
 - Campaign Fundraising Strategies
 - Campaign Communication/Marketing/Messaging
 - Visitor Education
 - Capacity Building



STAGE 4 -- Planning and Preparation

- **What to expect from partners**

- Increased sense of comfort in expressing ideas and feelings
- Increased acceptance of others and recognition of others' opinions, experiences, and expertise
- Constructive criticism is both possible and welcomed
- Frequent communication among team members to resolve problems and achieve group harmony
- Increased willingness to accomplish shared goals and take on tasks

- **What to do**

- Focus on goals and working through challenging tasks
- Build on team energy by hosting frequent, production-oriented meetings
- Ensure product delivery



Planning and Preparation for Find Your Fourteener

- Frequent “Peak Team” meetings
- Planning collaborative volunteer events
- Design collaborative training programs
- Joint fundraising proposals
- Designing joint messaging and communications



STAGE 5 -- Implementation

- **What to expect from partners**

- Increased awareness of individual strengths and weaknesses
- Confidence their individual abilities and those of their teammates
- Can do attitude and ability to prevent or solve problems as a team
- A desire for team success

- **What to do**

- Implement plans using established processes and roles
- Measure and celebrate the team's accomplishments
- Quickly address and discuss any problems or issues encountered
- Assess, learn, and document the team's strengths and weaknesses



Implementing Find Your Fourteener (2017)

- Collaboratively implemented **\$500K** worth of projects with **10 nonprofit** stewardship partners on **three Fourteeners** – Mount Elbert, Pikes Peak and Quandary Peak
- Hosted the **largest concentration of volunteers on a single mountain ever recorded** on a 14er -- 258 volunteers who provided 577 volunteers days on Mount Elbert
- **25% increase 14er-based statewide volunteer trail stewardship**, from 2016's already record-setting numbers
- Developed curriculum for **Alpine Stewards volunteer training** and hosted a **multi-organization rigging training**



Find Your Fourteener

What is Working?



Find Your Fourteener

What is Working

- Learning new techniques, strategies, and ways of working together
- Increasing volunteerism
- Increasing training and knowledge of staff and volunteers
- Increasing funding for and stewardship of Fourteeners



Find Your Fourteener

What is Hard?

- Collaborative fundraising
- Increasing partner capacity/staff
- Coordinating incredibly busy stewardship organizations
- Logistics for large volunteer events



If you want to go fast, go alone.
If you want to go far, go together.

--African Proverb



THANK YOU!

Marcus Selig
Vice President, Field Programs
720-437-0290
mseelig@nationalforests.org



nationalforests.org