

MAY 15, 2019

# CAPITAL AREA GREENBELT ASSOCIATION



## LEADERSHIP HARRISBURG TEAM REPORT

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## MEASURABLE GOAL

To increase Volunteer Participation for the Capital Area Greenbelt Association.

## PROJECT OBJECTIVE

Create a Volunteer Engagement Plan aimed at increasing the number of volunteers, as well as long-term volunteers by systemizing and streamlining recruiting, communication, coordination, engagement, tracking and recognition.



## SCOPE OF WORK

- Compile critical/recurring data from survey results in a logical way
- Clearly define all committees, sub-committees and their hierarchy, roles, responsibilities, activities, etc
- Provide recommendations for a system & typical practices for coordinating volunteer projects and member activities
- Provide recommendations for a system & typical practices for volunteer tracking (attendance) & recognition
- Provide recommendations for a system & typical practices for volunteer communications
- Provide recommendation for a better map that clearly shows exact locations of project & activities
- Provide recommendations to improve volunteer stewardship, appreciation programs and recognition (including potential member benefits)

# TABLE OF CONTENTS

<b>CAGA Member Survey Results</b>	<b>1-2</b>
<b>Committee Standardization</b>	<b>3-5</b>
<b>Volunteer System</b>	<b>6-7</b>
<b>Volunteer Tracking &amp; Attendance</b>	<b>8-9</b>
<b>Volunteer Communications</b>	<b>10-12</b>
<b>Map Improvements</b>	<b>13-16</b>
<b>Volunteer Recognition</b>	<b>17-18</b>
<b>Final Thoughts</b>	<b>19</b>

# SURVEY RESULTS

After our initial team meeting, we thought one of the best ways to gain a better understanding on the Capital Area Greenbelt Association was to conduct interviews with various individuals within the organization. This would help us to understand what CAGA was doing well and what could be improved with their current volunteer system, based on their input. We reached out to our contact, Michael Shaull, and he promptly provided us with the names and contact information for the following 7 CAGA members:

Barry Schoch  
Keldeen Stambaugh  
Cindy Hogeman  
Marcia Nye  
Richard Norford  
Carl Dickson  
Karen Isaacman

Before scheduling interviews, we developed a standard set of interview questions that would help guide the conversation and ensure that we gathered perspectives that would be the most relevant and productive to achieve our goals of creating a Volunteer Engagement Plan.

## SURVEY QUESTIONS

- Background (Personal - name, what do you do outside of CAGA, etc.)
- Current role with CAGA and how long you have been involved?
- How is your role the same or different than you expected?
- For CAGA, how do you define volunteer engagement?
- What is your assessment of CAGA's current volunteer efforts?
- Identify areas for improvement, if any, with CAGA's volunteer engagement system or efforts
- What is your vision for CAGA? How do you see the organization's mission?
- At what level does CAGA need more volunteer engagement or efforts: upper (board of directors); middle (committee and project managers); or lower (assisting with projects)?
- Are current volunteers being properly utilized and assigned to the right projects?
- How should CAGA recognize volunteer efforts or show appreciation for volunteers? How does it do so currently?
- How do you assess CAGA's volunteer communication efforts? What are your suggestions for improvement, if any?
- What has CAGA tried in the past to increase or better utilize volunteer engagement? Have these efforts worked?
- What other areas for improvement do you see for CAGA?
- Who else should we talk to regarding these matters?

Each of the 7 interviewees were paired with a team member and the interviews were scheduled. Once each team member completed their respective interview, we reviewed all the gathered information, paying particular attention to recurring data. Below you will find that summarized data:

## VOLUNTEER/MEMBER LEVEL

1. Should place membership brochures and volunteer information along the trail.
2. When a member/volunteer first joins, need to be better at engaging them while their excitement is still high.
  - a. Get them involved in an area that interests them most.
  - b. Start volunteers off with smaller more manageable tasks that can be done in a short time frame.
3. Central place to post what needs done.
  - a. Facebook is being used, but not everyone uses that platform.
4. Interest in bringing back work days.
5. Formalize a way to recognize volunteer efforts.

## MANAGEMENT LEVEL

1. Need middle management (largest point made in the surveys).
2. Resolve the tension between members and volunteers.
  - a. Using equipment, volunteer recognition dinner, etc.
3. Committees need to be defined.
4. Suggestions on creating a volunteer committee to organize, coordinate and target volunteer efforts.

Overall, the interviews were very enlightening for all members and the information above is just a snippet of what was provided. It's important to note that the survey results offered a wide range of opinions on the process of handling new volunteers and communicating the trail's current needs to something as large as the organization's direction for the future.

After we collected all of the information, we developed a volunteer engagement plan to help concentrate our efforts. This plan focuses on the following areas:

- Committee Structure and Responsibilities
- Volunteer Project Coordination
- Volunteer Tracking
- Volunteer Communications
- Trail Mapping Improvements
- Volunteer Appreciation

By focusing on these areas we believe it both addresses some of the topics that were highlighted in the interviews and helps to achieve our project's overall goal of increasing volunteer participation.

# COMMITTEE STANDARDIZATION

One theme that arose from our key person interviews was that more duties should be handled at the committee level of CAGA. In addition, the volunteer gap within CAGA was typically identified as one in the “middle manager” setting. In other words, volunteers are needed at the committee level.

Organizationally, the committees sit between the CAGA Board of Directors and the groups of volunteers who often assist with service projects on trail maintenance or with CAGA events like Tour de Belt. In addition, we also learned of some confusion and disorganization within CAGA because it was unclear which committee should handle a particular matter.

While CAGA would like additional participation in its committees, those committees are not well-defined on their website or elsewhere. Across CAGA’s website and marketing materials, there are a variety of descriptions for these committees. Some committees are only defined in the bylaws, which potential volunteers are unlikely to read. Other committees have different names, duties, or descriptions based on the source where they are found. As an example, a membership flyer for CAGA membership refers to the “Greenbelt Growth” and “Chronicler” committees, but these committees are referred to as the Maintenance and Newsletter committees elsewhere.

Different descriptions of committees or volunteer activities were found in the following places:

1. Bylaws
2. FAQ webpage
3. “You Can Help” web page
4. Membership application
5. Greenbelt Gazette
6. CAGA membership brochure

We propose that CAGA standardize its list of committee descriptions to encourage participation and better organize volunteer and member interests. We recommend that variable descriptions of these committees should be removed from CAGA’s website and a single “Volunteer” page should be created. In order to increase volunteer participation, and furthermore, get more people to volunteer on committees, we feel it’s critical to clearly define the committees and their roles as the first step of this process.

## PROPOSED STANDARDIZED CAGA COMMITTEES:

### BOARD GOVERNANCE COMMITTEE

*Chairs: Diane Kripas and Dick Norford*

Address issues related to the management of the organization.

The duties of the Board Governance Committee include:

- analyzing the needs of the organization;
- reviewing nominating issues;
- evaluating skills of current and incumbent Directors and Officers;
- identifying prospective Board members; and,
- preparing a nomination slate of Directors.

### FINANCE COMMITTEE

*Chair: Keldeen Stambaugh*

Manage the budget and expenditures, in addition to coordinating fundraising.

The duties of the Finance Committee include:

- overseeing annual financial planning;
- developing policies relating to accounting, audits, financial reporting, and other financial operations;
- fundraising, including planning fundraising events (in coordination with the events committee) and soliciting local businesses for support; and,
- writing grants.

### EVENTS COMMITTEE

*Chairs: Diane Kripas and Dick Norford*

Organize and plan events specifically for the Greenbelt.

The duties of the Events Committee include:

- coordinating with other committees and volunteers regarding upcoming Greenbelt-related events;
- staffing booths and kiosks at events;
- organizing various educational and recreational events for the community that are Greenbelt-related; and,
- create new Greenbelt-related events or improvements on current annual events.

### TOUR DE BELT SUBCOMMITTEE

In addition to the Events Committee's main duties, the Events Committee chair will also lead a subcommittee on an annual basis to specifically plan for Tour de Belt.

This subcommittee meets monthly for about six months to plan promotions, refreshments, and manage data for the Tour de Belt.

### MEMBERSHIP COMMITTEE

*Chairs: Michael Shaull*

Recruit and retain members of CAGA

Duties include:

- providing a central contact for existing or prospective members;
- increasing membership numbers each year
- reminding members of upcoming meetings or events;
- overseeing payment of annual dues;
- spearheading efforts to increase and retain CAGA membership; and
- developing membership benefits.

### PR/COMMUNICATIONS COMMITTEE

*Chair: Dick Norford*

*Newsletter Coordinator: Marianne Babcock*

Prepare and publish communications members and the public

Duties include:

- assisting with mailings, website, and social media engagement;
- addressing inquiries from the public, private citizens, or the local government units;
- proactively developing messaging from CAGA regarding topics likely to generate inquiries from the public; and
- publishing a bi-annual newsletter
- photography and video creation

### MAINTENANCE COMMITTEE

*Chair: Carl Dickson*

Manages the ongoing maintenance of the Greenbelt

Duties include:

- helping with Greenbelt maintenance;
- acquiring tools and equipment necessary to complete maintenance work;
- providing support and refreshments for volunteer workers; and
- promoting the use of native plants along the Greenbelt, and suppress the spread of invasive, non-native species.

### VOLUNTEER COORDINATOR

*Chair: Karen Isaacman*

- entering volunteer information into Wild Apricot
- organizing short term volunteer work events, including managing and assigning volunteers to various projects
- communicating with various volunteers working on the Greenbelt regarding maintenance project needs, goals, and training

*\*We will be talking more about the Volunteer Coordinator role in the next section.*



# VOLUNTEER SYSTEM

Based on our interviews with board members, we learned that a major concern is in developing new long-term volunteers. In general, the organization has been successful in attracting volunteers for projects. However, most of these volunteers are short-term and only participate in one or two projects. Furthermore, there have been additional concerns how quickly new volunteers are implemented into the organization. To address these issues, we will look at creating a system for coordinating volunteer participation.

The main goal of the system should be developing long-term volunteers. It is important to develop this type of volunteer to add experience to the organization and to create a pool of talent to serve higher roles in the organization such as a committee chair or board member. In developing the system, we will break it down into several sections:

## VOLUNTEER COORDINATOR

The primary role of the volunteer coordinator is to oversee the entire volunteer system: from the initial sign-up, to identifying a volunteer role or project, as well as developing the volunteer experience through additional roles and projects. The volunteer coordinator should ensure that there are convenient methods/systems in place that allow individuals to volunteer with the organization. Regardless of the source (internet or referral from other member), the volunteer coordinator should confirm that the pertinent information for every volunteer is entered into a management system that is accessible to other members of the organization such as committee chairs.

It is the volunteer coordinator's responsibility to ensure that the new volunteer is contacted within a short-time frame. Upon initial sign-up, we recommend sending an automated email thanking the volunteer for their interest, informing them when the organization will reach out to them, and, if applicable, requesting any additional information needed.

In addition, the coordinator's responsibility will be to contact the appropriate committee chair(s) based on the interests of the volunteer. The volunteer coordinator should be in regular communication with the committee chairs to know the needs and availability of each committee.

Below are examples of how this would work:

### EXAMPLE 1

Jane Doe signs up to be volunteer on the CAGA website and chooses a committee based on her interests. An automated email from the Volunteer Coordinator is sent to Jane immediately, thanking her for interest and getting her in touch with the committee chair.

### EXAMPLE 2

John Smith calls or emails CAGA because his company wants to volunteer on Earth Day. The Volunteer Coordinator responds to John and enters his information into Wild Apricot and gives him the "volunteer" tag.

## COMMITTEE CHAIR

It is the primary responsibility of the committee chair to have defining roles for volunteers. The committee chair should always identify potential roles for new volunteers such that when the volunteer coordinator has a new volunteer, the committee chair can immediately get the volunteer into this role. We feel that it is important to get the volunteer involved as soon as possible to maintain and expand upon the enthusiasm that caused the volunteer to initially sign up in the first place. If the communication is sparse or delayed, the volunteer's enthusiasm may wane or the volunteer may feel that the organization does not need them.

Upon identification of a potential volunteer, the committee chair should contact the volunteer to confirm the volunteer's interest and skills and also to discuss potential volunteer roles that may be appropriate. The committee chair should provide a description of role and its responsibilities, time commitment and any skills necessary in fulfilling the role.

As the volunteer becomes more experienced, the committee chair should expand the responsibilities and roles of the volunteer. The volunteer coordinator could also work in transferring the volunteer to other committees. Transitioning the volunteer to different roles will keep the volunteer engaged but also develop the volunteer to have an expanded role in the organization such as a committee member or, eventually, a potential board member.

Below are examples of how this would work:

### EXAMPLE 1

Jane Doe wants to do maintenance on the trail and chose that as her interest when she signed up on the website. The Volunteer Coordinator copied the Maintenance Chair on the email to Jane and the Maintenance Chair reached out inviting Jane to come to the next meeting.

### EXAMPLE 2

John Smith identifies design as one of his interests when he emailed the Volunteer Coordinator about getting involved in CAGA. The PR/Communications Chair reached out to John and asks him to create a flyer for the upcoming Bike & Brew event.

# VOLUNTEER TRACKING

Wild Apricot is CAGA's current database, however it can be better utilized to personalize communication with volunteers and to track volunteer service, ensuring that volunteers feel special and their accomplishments are appreciated and celebrated.

## MEMBERS & CONTACTS

Members, non-volunteers, and non-members should all be entered into Wild Apricot. This is the top priority to make Wild Apricot usable. Why?

- Ensures that all interested parties get information about CAGA, not just registered members.
- Reduces need for different board members to maintain their own personal lists of contacts.
- Allows for moves management, tracking interested community members' participation, and moving them toward volunteerism and/or membership.

## INTEREST FIELDS

Interest fields are a great way to track volunteers' interests and passion points for CAGA. Do they love trail maintenance? Marketing? Grantwriting? By using these fields properly, CAGA will have a good sense of the strengths of their constituents.

Currently, this field is under-utilized - only 27 contacts have interests listed. And, the interests in the system do not fully capture CAGA's needs and the full scope of volunteer opportunities.

Interests

any of selected

- ☐ Contact me when opportunities arise
- ☐ Public Relations - including events
- ☐ Greenbelt Growth - including maintenance
- ☐ Chronider - including website/social media
- ☐ Fundraising

Please enter a value

### We suggest to:

- Update fields to better match CAGA's needs including both one-time needs and ongoing opportunities like committee work.
- Gather updated information from constituents.
- Send out an email requesting this information from current contacts.
- Include an opportunity to fill out this information in communications going forward to collect data from new constituents.
- Once this information is collected, use it!
- Filter and send emails based on member interests. Example: if a big maintenance project is coming up, send an email to people who have expressed an interest in maintenance.

## GROUPS

Groups provide an additional opportunity to capture information about constituents. Currently, there are two groups in Wild Apricot: board (14 members) and volunteers (3 members).

Group management		
Group name	Description	Participants
Board Members	This group includes members of the board of your organization. You can control groups by going to Settings -> Membership -> Group Management.	<a href="#">14</a>
Volunteer	A volunteer is a contact or member who does volunteer work for the Greenbelt. In order to be listed as a volunteer, assign the person a "gratis" member status if they have not elected to become a paid member.	<a href="#">3</a>

This field can be used to track a wide variety of other volunteer groups, and is a natural fit for tracking committee members. Create groups for every committee and make them time bound. This will make it easy to see peoples' affiliations and track their participation at a glance. Examples: Membership Committee 2019, Tour de Belt 2019, etc. Why is this important?

- Track and recognize years of volunteer service.
- Easy way to communicate with a group of volunteers - can email a committee right from the system.

## EVENTS

Events can be used to track volunteers who participate on specific volunteer dates (rather than ongoing committee volunteerism). To use the system to track this, make volunteers "attendees" at the volunteer event. Example: Earth Day 2019 Volunteers

Event list - All, 1 January 2019 – 31 December 2019

This year1 Jan 201931 Dec 2019Apply

Filter byAllSearchRecords found: 5

Event name Date, time Location	Registration	Registration types (Pending + Confirmed = Total)	Attendance	Tags
<a href="#">Fall Conference</a>				
11 Sep 2019 8:30 AM	Enabled	Total: Member tickets	- -	uncategorized
13 Sep 2019 12:30 PM		Regular ticket	- -	
The Event Venue				

### Why update events in WildApricot?

- Track and recognize years of volunteer service.
- Make it easy to communicate with this set of volunteers again - you can easily email all 2019 Earth Day volunteers in preparation for the 2020 Earth Day event.

# VOLUNTEER COMMUNICATIONS

CAGA has a great advantage when it comes to communication because they have a very strong following on social media, as well as dedicated members. However, we believe they could increase volunteer engagement by simplifying communication and design.

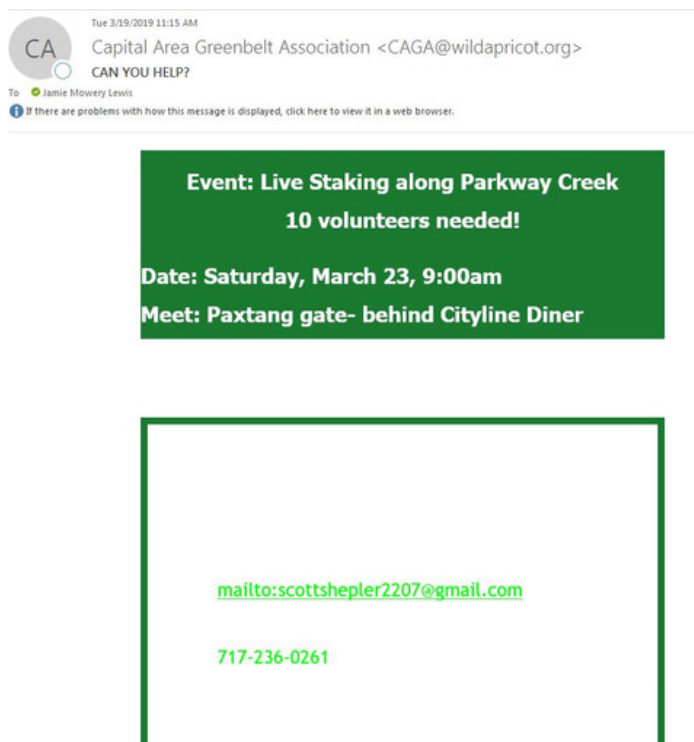
## E-BLASTS

In the volunteer world, e-blasts can be used to automate and simplify communications and reinforce behavior on the part of volunteer supporters. As opposed to individual personal emails or group email “blasts,” drip campaigns are fully automated. Once you design a campaign, you can set it and forget it. Interested volunteers can then complete an online form and/or are “tagged” in your email system. Once a contact is tagged, the email series begins.

For example, the first email to an interested volunteer should go out immediately after they sign up on the website (or manually entered into Wild Apricot). The first email should consist of a short “Our Story” (preferably a video), as well as the schedule of volunteer events that are up and coming. The second automated email should go out two weeks later asking them to like your Facebook page and follow you on Instagram to stay updated. When you have a volunteer opportunity, it will then be very simple to send an email to those who are tagged in Wild Apricot.

In general, emails need to be simple, short and direct. Research shows that the average person has an attention span of 8 seconds. Yes, that is one second less than the attention span of a goldfish. Below, you will see an e-blast CAGA sent out on the left and one we recreated on the right.

*(CAGA e-blast)*



*(suggested e-blast)*



The new e-blast is more visually appealing and all of the information provided has links to make it easier for the members to convert (link to address, link to sign up, links to social media). The CAGA e-blast has a lot of blank space and volunteers would have to directly email or call Scott Shepler to register, which isn't ideal. Post-event communication is just as important as pre-event. Immediately following the volunteer activity, you should send out a thank you email, along with a survey. The survey needs to be quick and simple.

In general, carefully crafted emails foster ongoing volunteer engagement and can inspire people who are still hesitant about giving their time and talents as volunteers.


## SOCIAL MEDIA

Social channels are great place to interact and share content with potential volunteers. Whether through Facebook and Instagram, the Greenbelt has access to a host of people who are interested in their organization. Overall, they have a prosperous social media following, however their page doesn't have much interaction. In order to get more engagement, we have a few suggestions:


- **VIDEO. VIDEO. VIDEO.** Did you know video will be 82% of all consumer internet traffic by 2021? They don't need fancy equipment to make a good video for social media. There are a ton of free apps that will do just fine. However, for Tour de Belt, we would suggest hiring a local company (or finding a college student who is majoring in media) to come film. This would be awesome marketing material for the next year!
- **Share stories of other long-time volunteers.** Perform short interviews with volunteers so they can share ways they have enjoyed their relationships with CAGA.
- **Educate on your cause.** Share compelling statistics that legitimize CAGA's needs.
- **Blog about it.** CAGA members ARE the experts on the Greenbelt and there are a ton of awesome articles in their newsletter. They should use this unique content and share with others.
- **Reviews are gold.** They should ask all of their members to write reviews on CAGA's Facebook page and on Google. 84% of people trust online reviews as much as friends' opinions.

## WEBSITE

The CAGA website could definitely use some improvement. According to Adobe, 46% of people will stop engaging with a website if the content or layout is unattractive. Currently, the CAGA homepage is overloaded with information. They need to get rid of superfluous content and other distractions that don't contribute to their overall message. Below is information just on the home page. Not only is it way too much but it's mainly text.




The Capital Area Greenbelt Association is proud to announce the 2019 Tour de Belt will be on Sunday June 2 start at HACC's Harrisburg campus. For more information, visit our [Tour de Belt](#) page.



The Greenbelt is a 20 mile loop trail through the city of Harrisburg and surrounding communities. The trail includes on-road sections as well as dedicated paved and gravel paths for bikers, walkers, and any non-motorized activities. The Capital Area Greenbelt Association is a non-profit association of volunteers that work with the host municipalities to preserve and promote this recreational resource.

[Click here](#) for a map of the Greenbelt. [Click Here](#) for SAMBA trail map.

DO YOU ORDER ANYTHING OVER AMAZON?  
CONSIDER DONATING TO CAGA USING THE [AMAZON SMILE DONATION SITE](#)  
Learn more on our [donate](#) page.



The Capital Area Greenbelt Association is working to improve and expand the trail.  
[Click here](#) to learn more about our current projects.  
Capital Area Greenbelt getting \$2.5 million in upgrades  
[click here](#) for Barbara Miller's article

CHECK OUT OUR NEW TRAIL STATIONS  
IN HACC'S Pkg OFF OUR INDUSTRIAL Rd located near the north  
pedestrian bridge  
AND in Parking at the Derry St entrance

Earth day is fast approaching!  
CAGA has a number of events scheduled for this great day. See our [Events](#) page to find an event you can support.

Read the latest edition of our newsletter, [THE GREENBELT GAZETTE](#).



There is also a lot of outdated information on the website, which makes a site look illegitimate.

**The Trail**

**Sept 6 – Oct 26: The trail is closed to Pedestrians but open to bicyclists on the bike lane**

Please note: Spring 2018: Construction for Intersection Upgrades will begin as well as Capital Region Water Sewer projects (State Hospital Grounds and along Front Street) and Paxtang Parkway erosion remediation. Please be *cautious* when biking/walking near ongoing projects and for Capital Region Water projects on the trail. PAVING PROJECTS will begin Oct 3 until Nov 30.

One of the biggest mistakes on the website is the lack of call to action buttons. Call to actions can make websites much more efficient by giving visitors a path to accomplishing their objectives, making things easy and convenient right from the start. For example, below is the Tour de Belt page. You would think the most important thing you want someone to do is sign up for the Tour de Belt. However, it's hard to even find the link. There should be a huge "register now" button at the very top of the page to increase clicks and registrations.

**Tour de Belt**

The Capital Area Greenbelt Association is proud to announce the 19th annual Tour de Belt will be held Sunday, June 2, 2019. Save the date and plan to be part of a fun event that includes riding bikes, sightseeing, and nature in Central Pennsylvania. The ride follows a 20 mile Greenbelt - a century-old system of parks and open spaces. Riders will experience many improvements to the Greenbelt - safer trail crossings at busy intersections and many newly paved portions of the Greenbelt.

**Registration**


Register for the Tour de Belt by clicking this link or typing this address into your web browser, <https://caga.wildapricot.org/event-3224809>

**Youth Group Registration**

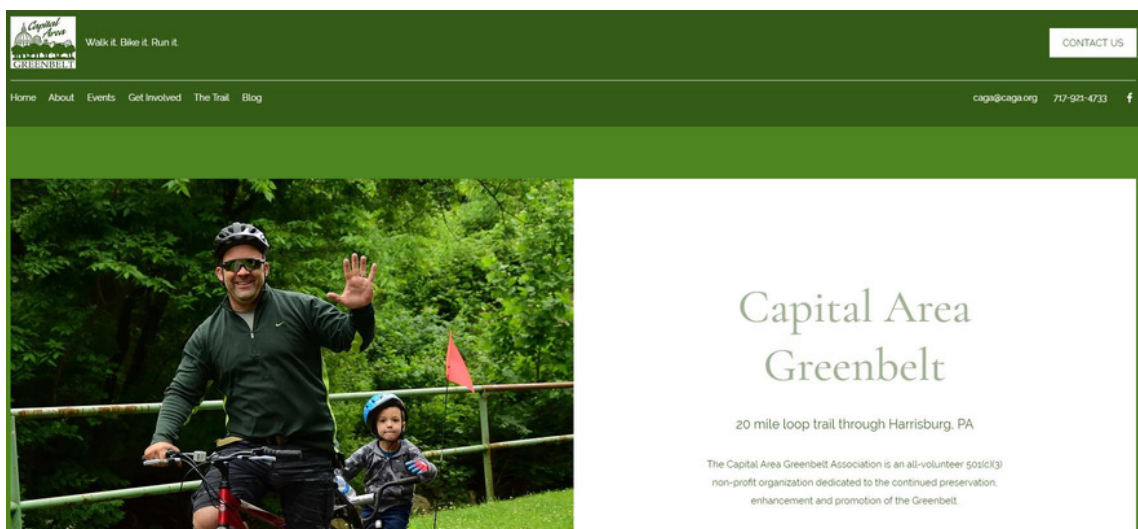
Youth Groups are encouraged to participate in the Tour de Belt. Youth Groups include riders under the age of 18 who are riding as an organized group and are accompanied by adult Group Leaders. Visit the [Youth Group page](#) for more information on registering your group.

**Volunteering**

If you are not interested in riding, you can support the Greenbelt and sign up as a TdB volunteer. We need over 75 volunteers to ensure the over 800 riders enjoy a safe trip around the Greenbelt. All volunteers receive a 2019 TdB t-shirt. Sign up for [registration here](#).



We have created a prototype of a new Capital Area Greenbelt website. This website isn't live but it will be a great way for them to get the general concept of what a functioning site should look like to increase engagement and overall branding. The site link will be sent to our contact, Michael Shaull.



**Capital Area Greenbelt**

20 mile loop trail through Harrisburg, PA

The Capital Area Greenbelt Association is an all-volunteer 501(c)(3) non-profit organization dedicated to the continued preservation, enhancement and promotion of the Greenbelt.

# MAP IMPROVEMENTS

An issue that became apparent while compiling our interview results was a disconnect between the people who manage the maintenance activities and a one-time volunteer. The bridge between these two parties is the volunteer coordinator but they may not always be aware of all potential upcoming volunteer activities. With that, the volunteer coordinator may not have answers to all of the specific logistical questions a volunteer might need answered prior to committing to an activity.

So what can CAGA do to address this issue and help eliminate any hesitation a potential volunteer may have before signing up? CAGA could implement a system that clearly identifies specific areas of the trail that require maintenance and displays all pertinent information associated with upcoming corrective measures. One way this could be achieved, is by using a live mapping function with clickable links that take you to a specific web page for each upcoming activities. Potential information to include would be:

- Who: Give members the ability to sign up for the activity right there on the website
- What: Provide a detailed explanation of what work needs to take place and what expectations the volunteers should have (in terms of effort level and any tools/equipment that would be helpful in completing the activity)
- **Where: Integrated Google Map link with pin dropped for both activity location and parking area**
- When: Day, start time, anticipated completion time, etc.
- An anticipated timeline and/or downloadable calendar event would also be helpful.

- 9AM-9:15AM: Arrive & check in
- 9:15-9:30: Safety debrief
- 9:30-TBD1: Complete various activities
- TBD1-TBD2: Cleanup
- TBD2-TBD3: Anticipated end of volunteer activities
- TBD3-TBD4: Drinks at (insert waterhole here)

Using the map/website to simplify & streamline the initial volunteer engagement process would be a great improvement but this could also be used to help institute a social engagement plan for CAGA member.



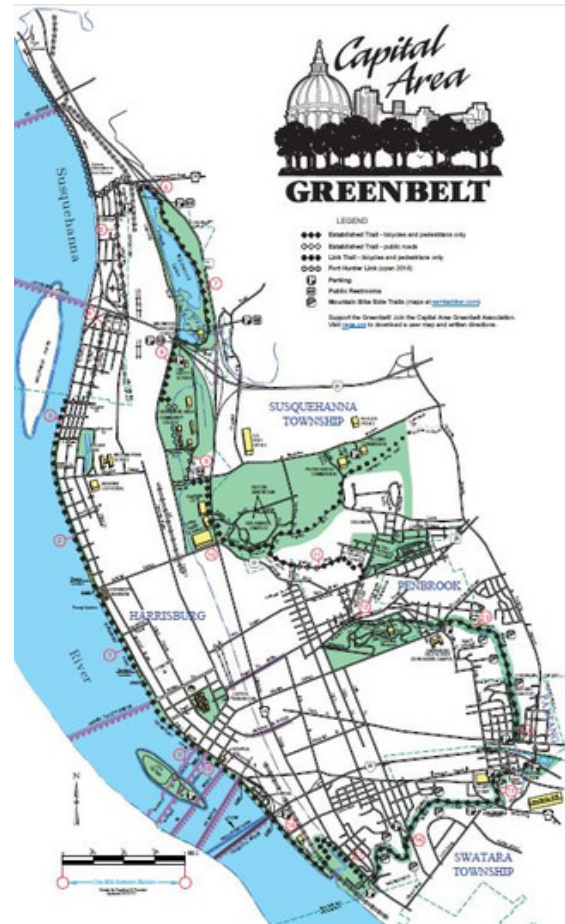
Is there value in using the current trail map as the starting point for the new live activity map? Let's take a look at some of the pros & cons of the current map and discuss what would need to be done in order to use it as described above.

### CURRENT MAP PROS

- Simple design that is easy to follow/understand
- Provides basic information on the trail and facilities
- Shows general locations of mile markers
- Shows notable buildings in the area
- Already exists

### CURRENT MAP CONS

- Missing interactive & functional layers... but that will need to be added to whatever map is settled on
- Looks dated and visual appeal could be improved



Based on this quick assessment, there are two potential areas of improvement: improving functionality, and improving visual appeal (with functionality being the priority).

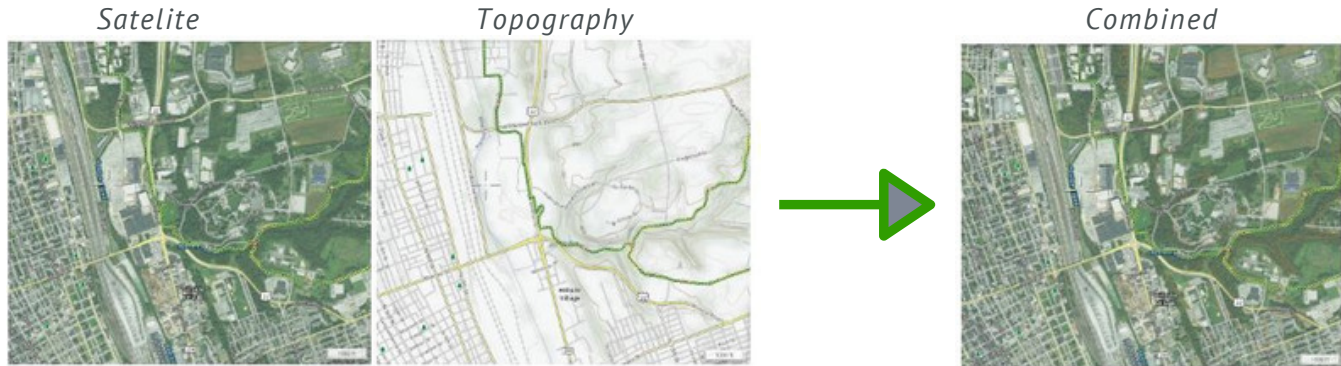
#### 1. Make map PDF live.

- Trail markers to be clickable when appropriate (i.e. maintenance/volunteer work required, social events, bathrooms, parking/trail access)
- Live marker could take you to another page with additional information (volunteer/activity sign up with Google Maps link for navigation or possibly a downloadable calendar event)

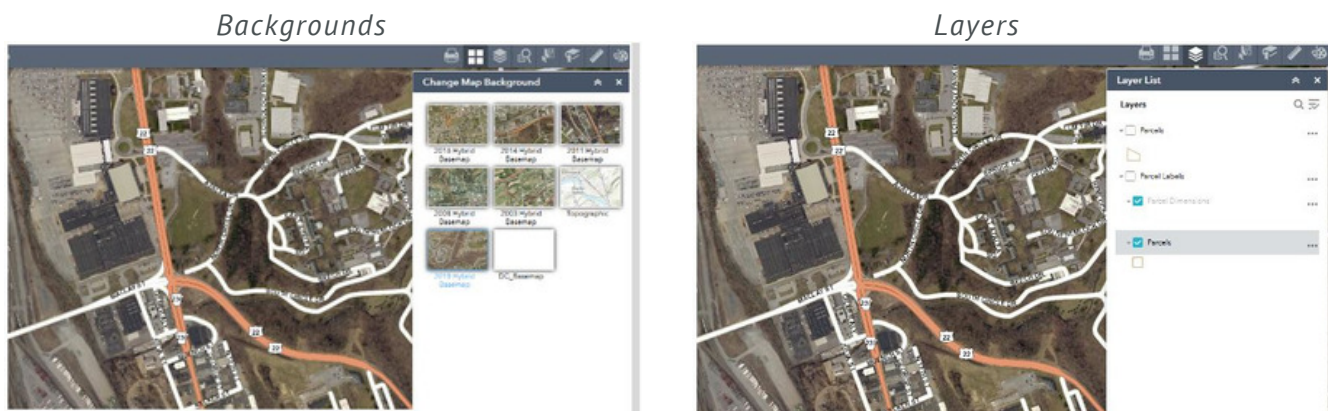
#### 2. Include layers that can be turned on/off.

- |   |  |
|---|--|
| • Type of trail (paved, dirty, road, etc) | • Parking                                      |
| • Topography                              | • Bathrooms                                    |
| • Volunteer activities                    | • Photos of interesting places along the trail |
| • Social activities                       |  |

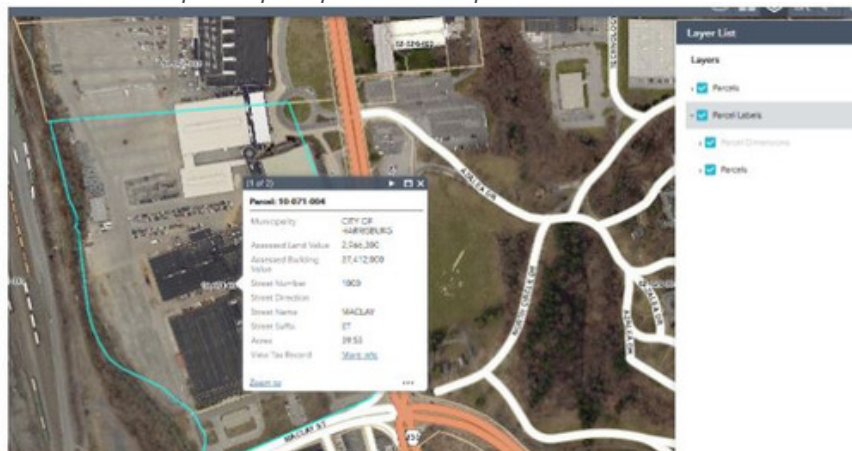
Examples that already exist on other platforms:



One potential partner may be the Dauphin County GIS Data Portal (please note that this option has not been vetted with anyone associated with the website). They already have a live map, which includes all areas the trail currently exists, with multiple background and layer options. Here is a link to their website (<https://gis.dauphincounty.org/dauphincountyparcelfviewer/>) and some screenshots showing some of their options:



Select items that pull up a quick description & link to another site:



They currently don't have backgrounds or layers that specifically call out the Greenbelt but their platform already has the ability to include all of the functionality mentioned above.

The lesser priority for possible improvements mentioned above was increasing visual appeal. If CAGA ties into another platform (such as Dauphin County), there may not be an opportunity to improve upon the existing look of their maps. If CAGA starts from scratch, here are some potential options that could be considered:

- Change from generic atlas view to combination atlas/satellite view
- Instead of blocks for notable buildings drop in 3D renderings or color images that pop off the page



# VOLUNTEER RECOGNITION

As part of the Volunteer Engagement Plan we have been asked to provide recommendations to improve volunteer appreciation and recognition. One of the consistent items heard during the interview process was the lack of involvement from the younger generations and the importance of connecting with that target group to ensure the continued success of the Association. Accordingly, the majority of ideas that we are proposing are geared towards the younger generations. The ideas are also meant to be used for garnering attention on social media to spread awareness and recognition for both the volunteers and CAGA.

The recognition ideas are broken into two different types - informal and formal. Informal represents the smaller, everyday gestures that express gratitude for others. They require little to no planning. Formal represents planned actions that happen on a repeating schedule. These type of recognition events are sanctioned by CAGA.

## INFORMAL RECOGNITION

- Annual “Design the Volunteer T-Shirt” contest and use the winning design as that year’s T-shirt for special events.
- Volunteer of the month recognition – post personal volunteer story on website and social media to inspire others
- Customized thank you notes for longer term volunteers

## FORMAL RECOGNITION

- Capture the moment – have a photo booth at a volunteer appreciation event. Post appreciation event photos to website and social media
- Host volunteer social events along the trail in order to draw in younger crowd. Work with corporate sponsors to help cover costs. (Food Trucks, Bike N Brew, Cornhole Tournament, Picnics, Ice Cream Social)
- Volunteer Hall of Fame - every year induct a long term volunteer into the Hall of Fame at the annual volunteer appreciation dinner. Recipient will receive a plaque and bench or some other item on the trail dedicated in their name.
- See Wild Apricot’s free Volunteer Appreciation Guide for additional resources:  
(<https://www.wildapricot.com/articles/volunteer-appreciation-guide#best-practices>)

An additional area of the volunteer appreciation and recognition that we wanted to expand upon is the potential for providing benefits to members that join CAGA. As it currently stands we see very little reason for an individual to become a member other than for voting and general charitable purposes.



Providing meaningful benefits to members would give CAGA the opportunity to increase the membership fee from the current \$20 level to a higher amount and generate additional funds for CAGA along with giving more incentive to individuals to become a member of CAGA. We believe this would make members feel more involved in CAGA and also help spur more involvement and volunteerism from the target groups.

The member benefits could be wide ranging but for this purpose we have narrowed down our ideas to those that appear to be tailored to the volunteers and users of the trail. Accordingly, our focus was on bicycle, outdoors, and fitness related items. Most of these benefits revolve around discounts for local events and businesses so they would carry little to no additional cost to CAGA in order to provide benefits to its members. Other costs may be covered by corporate sponsors.

## MEMBER BENEFITS

- Discounts for CAGA events (Tour de Belt, volunteer award ceremony, etc.)
- Discounts for other local events (Harrisburg Mile, 5K runs, bike events, etc.)
- Unique volunteer T-shirts (could be sponsored by a local business like a bike or outdoors gear shop)
- Discounts at local businesses – particularly bike, outdoors gear, and other fitness related
- Access to a member only event(s) – mixers, tournaments, poker night, etc.

In addition to volunteer appreciation and recognition events and member benefits, we also brainstormed ideas to get CAGA and its purpose more exposure to the younger target audience. The goal of these other events is to gain awareness and provide additional fundraising areas that will allow CAGA to expand further on its purpose and goals.

### Other event and fundraising ideas include:

- **Youth Days:** Partner with local elementary, middle and high schools to foster awareness and understanding of trail maintenance and restoration. Will also encourage volunteerism at an early age with the hope to keep these kids involved in CAGA for a long time.
- **Bike 'N' Brew:** Setup social events for general public to start on the trail at a specific starting point and then stop at a local brewery near the trail (ZeroDay and Millworks). This can be used in many different settings and variations - fundraising, social, and recognition events.
- **Partnerships with local businesses:** Examples include partnering with a local brewery to come out with a special beer release centered around CAGA and the proceeds go to the Association to help support its purpose. You can then host a special release party for CAGA members only. Other ideas for partners are restaurants & other businesses along the trail, bike shops, fitness related businesses, etc.
- **Use a scaled down model of the Tour de Belt:** For example a running event (Tour de Lace?) or a corporate race event like the Harrisburg Mile.
- **Adopt a section of the trail** (similar to Adopt a Highway): Individuals and/or businesses can adopt sections of the trail. Can either be monetary or volunteer clean up and maintenance of the section.

# CONCLUSION

Through extensive interviews with key members of CAGA's leadership team, our LHA team completed an in-depth analysis of CAGA's current volunteer systems and overall structure. After these interviews, we compiled a list of the strengths and opportunities present in CAGA's volunteer systems, and created a Volunteer Engagement Plan which CAGA can use to improve their recruitment, retention, and stewardship of volunteers.

The plan includes detailed steps to improve the following aspects of CAGA's volunteer systems: committee structure and responsibilities, volunteer project coordination, trail mapping, volunteer communications, tracking volunteer attendance, and volunteer appreciation.

Many of the interviews revealed struggles within the CAGA community between casual trail users, volunteers, and members. Our suggestions for improving volunteer systems also address these other interest groups, providing an all-encompassing approach to communicating with and stewarding all of CAGA's stakeholders. While the report highlights a number of useful areas to increase volunteer engagement, we have included a list of top short-term and long-term priorities below for consideration by the CAGA Board of Directors.

## SUGGESTED TOP SHORT-TERM PRIORITIES

- 1) Standardize committee roles and remove variable committee definitions from CAGA website.
- 2) Prepare a video or videos of the Tour de Belt to use on social media.
- 3) Create one tangible membership benefit.

## SUGGESTED TOP LONG-TERM PRIORITIES

- 1) Enter volunteer and member information into Wild Apricot and begin using its functionality.
- 2) Make communications (via email and CAGA's website) clearer and include specific conversion links.
- 3) Rethink volunteer coordinator role and obtain more ownership by committee chairs over volunteers.
- 4) Focused efforts on creating multiple tangible membership benefits.

Please feel free to reach out to any of our group members if you have additional questions. Thank you for the opportunity to learn more about CAGA. It was a pleasure!

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