

2025

COS PHW Volunteer Program Guide





PHW-COS Volunteer Program Guide

Introduction

1 | A Note Before You Begin

This guide was created to walk alongside you as you begin your journey with PHW-COS. Inside, you'll find everything you need to understand who we are, how we serve, and how you fit into the heart of our mission.

We don't expect you to memorize every detail. We simply hope this guide serves as a steady companion, a reminder that you are part of a living, breathing community built on service, hope, and resilience.

Thank you for choosing to be part of PHW-COS. We are honored to have you here.



PHW-COS Volunteer Program Guide *Introduction*

2 | Welcome to PHW-COS

Welcome to Project Healing Waters - Colorado Springs (PHW-COS)!

We are incredibly honored that you have chosen to become part of something much bigger than fly fishing, you are now part of a living, breathing community dedicated to resilience, connection, and healing.

Here at COS PHW, we believe in the power of Whole Health Resilience: strengthening not just the body, but the mind, heart, and spirit as well. Whether you serve as a Mentor on the river, an Instructor in the classroom, a Coordinator behind the scenes, or a Steward of our community, you are now part of the journey that empowers our Participants to reclaim purpose, confidence, and peace in their lives.

Our culture is rooted in servant leadership. At PHW-COS, leadership is not about authority, it is about service. Our structure is intentionally inverted:

Participants stand at the top; they are our mission.
Volunteers stand in the middle; the heart and hands of that mission.
Leaders stand at the bottom; supporting and uplifting the entire system.

You are not just joining a program. You are stepping into a tribe, a place where compassion, selfless giving, and the healing power of nature come together to create lasting change. You will find that every cast, every conversation, and every moment of connection carries meaning far beyond what you might expect.

We are proud to have you here. We are better because you are here. Together, we will continue casting forward, one Participant, one Volunteer, one healing journey at a time.

Welcome to the PHW-COS Family.

Regards,

Woody Boyd

Woody Boyd

PHW COS | Program Lead



PHW-COS Volunteer Program Guide *Who We Are*

3 | Our Mission, Vision, Core Values, and Healing Philosophy

Our Mission

At PHW-COS, our mission is simple and powerful: To heal those who serve by providing a pathway to resilience, recovery, and renewed purpose through the art and experience of fly fishing and community. We are dedicated to the physical, emotional, and spiritual healing of disabled Veterans and Active-Duty Service Members through hands-on activities, mentorship, and meaningful connection.

Our Vision

We envision a thriving community where every Participant finds strength, purpose, and a deep sense of belonging. Where every Volunteer sees their efforts ripple outward, helping others heal while growing in their own journey of selfless service. Where fly fishing becomes more than a sport, but a tool for lifelong resilience.

Our Core Values

Compassion: We meet every Participant and Volunteer where they are, with open hearts and understanding.

Accountability: We hold ourselves and one another to the highest standards of integrity, stewardship, and service.

Excellence: We commit to providing a safe, empowering, and skillful environment where healing and growth happen with care and intention.

Community: We build a tribe rooted in trust, friendship, and mutual support, recognizing that healing happens best together, not alone.

Our Healing Philosophy: Whole Health Resilience

At PHW-COS, we believe that healing is not a straight line, it's a living, breathing ecosystem. Our approach is grounded in Whole Health Resilience (**WHR**), recognizing that true well-being flows through four essential pillars:

- **Mental Health** (focus, clarity, and peace of mind)
- **Emotional Health** (self-confidence, emotional regulation, and hope)
- **Social Health** (relationships, belonging, and connection)
- **Spiritual Health** (purpose, meaning, and reflection)

We use fly fishing, casting, tying, building, mentoring, as more than just skills. They are tools that activate these pillars in ways that help Participants regain strength, peace, and connection.

Every trip, every class, every conversation is designed to gently and steadily rebuild these core areas of resilience, empowering our Participants to thrive beyond PHW, taking their growth into every corner of their lives.

We recognize that resilience is about moving forward, stronger and deeper, carrying new meaning, new confidence, and new community.

One cast, one class, one heart at a time.

A Note on Our Role as Volunteers

At PHW-COS, we are not therapists, clinicians, or counselors. We are mentors, guides, and members of a healing community.

Our role is to walk alongside our Participants, offering encouragement, skill-building, belonging, and purpose. Through patience, kindness, and shared experience, we help Participants strengthen the pillars of resilience.

- We are here to cast hope, not to diagnose.
- We are here to build trust, not to treat.
- We are here to create space for healing, not to prescribe the path.

When Participants face struggles beyond what our community can support, we respond with compassion, and, when appropriate, we help them connect with professional resources.

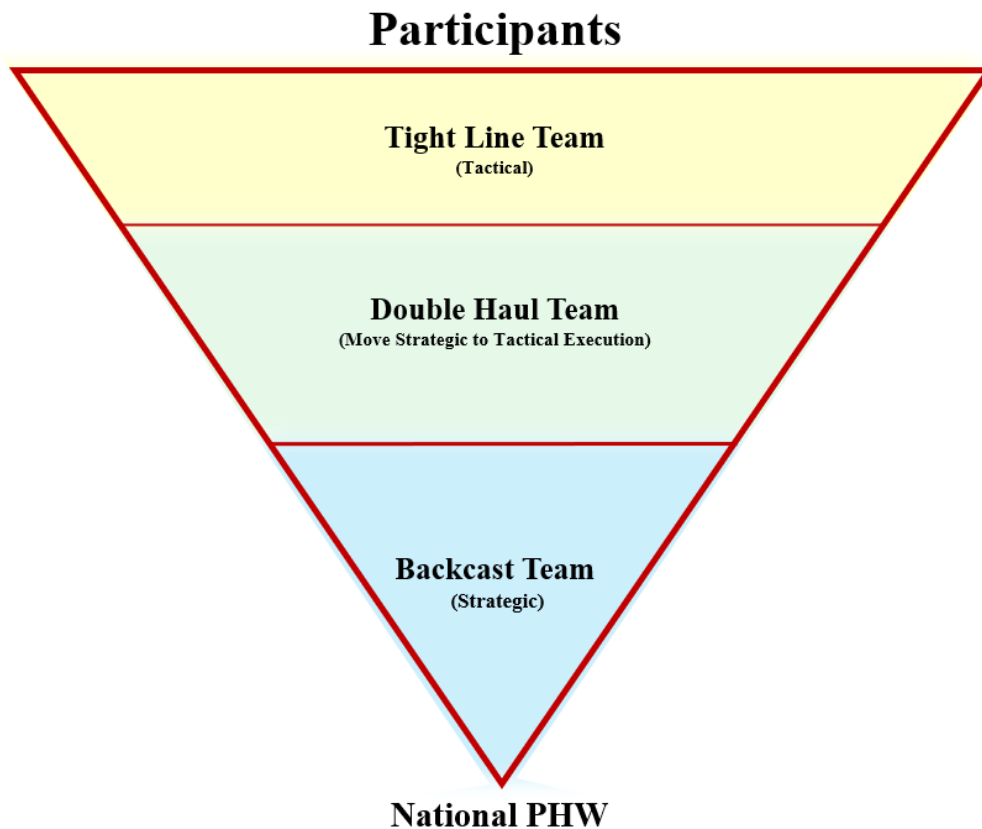
Every fly tied, rod built, and story shared is a small thread in a much larger tapestry of recovery, woven with care, humility, and respect.

4 | Our Structure and Volunteer Teams | Built for Healing and Hope

At PHW-COS, we believe leadership is about lifting others higher. That's why our organizational structure is intentionally inverted.

Rather than following a traditional "top-down" model, we flip the pyramid upside down:

- Participants are at the top; They are the reason we exist.
- Volunteers are the heart of the program; The Tight Line Team and Double Haul Team serve directly to support the Participant healing journey.
- Leaders stand at the bottom; The Backcast Team exists solely to serve, guide, and support the Volunteers and Participants.



We believe in servant leadership. Led and supported from below. We believe that the most effective leaders are those who create environments where others can thrive and heal.

Our Volunteer Teams

Every Volunteer belongs to a team that matches their passion, skills, and calling. Whether you're mentoring on the water, building behind the scenes, or guiding the future, you are an essential thread in our tapestry of resilience.

Find your fit:

Tight Line Team | *Frontline Healing Guides*

Why the Name? | In fly fishing, a “tight line” symbolizes connection, feeling the subtle pull, the life, and the energy on the other end. We call this team the Tight Line Team because you stay closely connected to our Participants, offering steady guidance, encouragement, and belonging.

Who You Are: The direct mentors, teachers, and community builders who Participants engage with most often.

Roles Include:

- Trip Leads (TL)
- Assistant Trip Leads (ATL)
- On-Water Mentors
- Multi-Day Trip Fly-Tying Instructors
- Fly-Tying Instructors
- Fly-Tying Mentors
- Rod Building Instructors
- Rod Building Mentors
- Net Building Instructors
- Net Building Mentors
- Casting Instructors
- Trip Cooks
- Photographers

Your Impact: You build trust, teach new skills, and offer a steady presence that anchors Participants on their healing journey.

Double Haul Team | *Operational Flow Builders*

Why the Name? | In fly fishing, a "double haul" gives the cast strength, distance, and momentum. We call this the Double Haul Team because you create the flow, energy, and behind-the-scenes coordination that carries PHW-COS forward.

Who You Are: The organizers, communicators, and stewards of seamless Participant and Volunteer experiences.

Roles Include:

- Social Media Manager **(OR)**
- Website Manager **(OR)**
- Lead Net Building Instructor **(ED)**
- Lead Fly-Tying Instructor **(ED)**
- Lead Casting Instructor **(ED)**
- Lead Rod Building Instructor **(ED)**
- Cook Coordinator **(LG)**
- Trip Equipment Coordinator **(LG)**
- ERF Manager **(LG)**
- Equipment & Office Manager **(LG)**
- Engagement Coordinator **(PE)**
- Mentor Readiness Coordinator **(PE)**
- Veteran Status Liaison **(PE)**
- National Trip Coordinator **(EC)**
- TAVF Coordinator **(EC)**
- Multi-Day Trip Coordinator **(EC)**
- Single-Day Trip Coordinator **(EC)**
- Special Event Coordinator **(EC)**
- Education Event Coordinator **(EC)**
- Trip Planning Coordinator **(EC)**

Key

- **OR** = Outreach
- **ED** = Education
- **LG** = Logistics
- **PE** = Program Engagement
- **EC** = Event Coordination

Each role is identified by its primary area of coordination (**ED, LG, OR, PE, EC**), and functions under the guidance and support of their respective Backcast Lead. This structured support helps maintain focus, consistency, and effective service delivery across PHW-COS.

Your Impact: You create the invisible structures that allow healing experiences to happen steadily, smoothly, with strength, and without friction.

Backcast Team | *Strategic Support and Culture Keepers*

Why the Name? | In fly fishing, the backcast lays the foundation for every strong forward cast. We call this the Backcast Team because you strengthen the foundation, guiding the mission, culture, and resilience of PHW-COS behind the scenes.

Who You Are: The vision-keepers and support system for the entire PHW-COS community.

Roles Include:

- Program Lead
- Assistant Program Lead
- Event Coordination Lead **(EC)**
- Logistics Lead **(LG)**
- Education Lead **(ED)**
- Fundraising Lead **(FR)**
- Outreach Lead **(OR)**
- Program Engagement Lead **(PE)**

Each of the abbreviations **(ED, LG, OR, PE, EC, FR)** reflects a core service team within PHW-COS. These service teams are made up of Double Haul volunteers working in those areas, while the Backcast Team roles with matching designations (like Education Lead for ED, Logistics Lead for LG, etc.) exist to support, guide, and collaborate with their team members. Backcast Team Leads do not direct from above, they serve from below, ensuring their Double Haul teammates have what they need to thrive and stay mission-focused.

Your Impact: You guide the future by supporting and protecting the present. You quietly ensure that the community thrives, grows, and remains true to its purpose.

Where You Belong

At PHW-COS, every Volunteer is essential, every act of service matters, and there are no small roles. There is no "more important" or "less important" team.

Whether you guide Participants through new casts, manage a trip behind the scenes, capture memories through a camera lens, or build the systems that sustain us, you are part of a living ecosystem of healing and hope.

- We are stronger because you are here.
- We are better because you chose to serve.
- Together, we are PHW-COS.
- Together, we are Casting Forward.

Tight Line Team

Roles & Responsibilities

In fly fishing, a “**tight line**” symbolizes connection, feeling the subtle pull, the life, and the energy on the other end. We call this team the Tight Line Team because you stay closely connected to our Participants, offering steady guidance, encouragement, and belonging.

Who You Are: The direct mentors, teachers, and community builders Participants engage with most often.

Title: Trip Lead

Overall Responsibilities:

- Lead, organize, and oversee the execution of assigned PHW-COS trips (single-day or multi-day).
- Ensure Participant safety, engagement, and positive experience throughout the trip.
- Coordinate trip logistics, including schedules, transportation, meals, gear needs, and volunteer assignments.
- Maintain clear communication with the Trip Coordination Team, Mentors, Cooks, and Participants.
- Document trip participation and submit post-trip reporting as needed.

Oversees:

- Assistant Trip Lead
- Fishing Mentors
- Trip Cooks
- Participants during trip activities

Primary Support and Guidance From:

- Single-Day Trip Coordinator or Multi-Day Trip Coordinator (depending on trip type)
- Program Lead (PL)
- Assistant Program Lead (APL)

Collaborates Directly With:

- Equipment Manager
- Office Manager
- Cook Coordinator
- Program Engagement Lead

Access and Resources Provided:

- PHW Email Address: No
- CRM Access: No

Title: Assistant Trip Lead

Overall Responsibilities:

- Support the Trip Lead in organizing and executing trip logistics.
- Assist with participant check-in, communication, and gear readiness.
- Step in as acting Trip Lead if the Trip Lead becomes unavailable.
- Help manage group movement, timing, and Participant needs throughout the trip.
- Provide mentorship to newer Volunteers and Participants during trips.

Oversees:

- Supports Trip Lead but does not formally oversee others unless delegated.

Primary Support and Guidance From:

- Trip Lead (TL)
- Single-Day or Multi-Day Trip Coordinators (TCs)

Collaborates Directly With:

- Fishing Mentors
- Trip Cooks
- Participants

Access and Resources Provided:

- PHW Email Address: No
- CRM Access: No

Title: On-Water Mentor

Overall Responsibilities:

- Mentor Participants in fly fishing techniques, safety, and on-water etiquette.
- Support Participants in building confidence, resilience, and connection through fly fishing.
- Model patience, encouragement, and positive Participant engagement.
- Assist Trip Lead and Assistant Trip Lead with group coordination when needed.
- Help ensure safety on the water at all times.

Oversees:

- No formal oversight role.

Primary Support and Guidance From:

- Trip Lead (TL) or Assistant Trip Lead (ATL)

Collaborates Directly With:

- Trip Lead
- Assistant Trip Lead
- Other Fishing Mentors
- Participants

Access and Resources Provided:

- PHW Email Address: No
- CRM Access: No

Title: Trip Cook

Overall Responsibilities:

- Prepare meals for Participants and Volunteers during trips.
- Support Participant morale, wellness, and hospitality through food service.
- Coordinate with the Trip Lead and Cook Coordinator on meal planning.
- Ensure safe food handling and preparation standards.
- Contribute to a welcoming, positive group dynamic.

Oversees:

- No formal oversight role.

Primary Support and Guidance From:

- Cook Coordinator

Collaborates Directly With:

- Trip Lead
- Assistant Trip Lead
- Participants

Access and Resources Provided:

- PHW Email Address: No
- CRM Access: No

Title: Fly-Tying Instructor

Overall Responsibilities:

- Lead structured fly-tying classes for Participants.
- Teach tying techniques, material handling, and safety practices.
- Inspire creativity, patience, and resilience through the art of tying.
- Support the Lead Fly-Tying Instructor with program logistics when needed.
- Create an inclusive, encouraging classroom environment.

Oversees:

- Fly-Tying Mentors (during classes)

Primary Support and Guidance From:

- Education Lead

Collaborates Directly With:

- Fly-Tying Mentors
- Office Manager
- Participants

Access and Resources Provided:

- PHW Email Address: No
- CRM Access: No

Title: Fly-Tying Mentor

Overall Responsibilities:

- Provide one-on-one or small group support to Participants during fly tying classes.
- Reinforce techniques taught by the Fly-Tying Instructor.
- Encourage creativity, resilience, and a sense of accomplishment.
- Help Participants develop confidence and skill at their own pace.
- Foster a welcoming, inclusive classroom culture.

Oversees:

- No formal oversight role.

Primary Support and Guidance From:

- Fly-Tying Instructor

Collaborates Directly With:

- Fly-Tying Instructor
- Education Coordinator
- Participants

Access and Resources Provided:

- PHW Email Address: No
- CRM Access: No

Title: Multi-Day Fly-Tying Instructor

Overall Responsibilities:

- Lead and facilitate fly-tying activities during multi-day COS PHW trips, with a focus on post-fishing-day tying sessions.
- Provide instruction, encouragement, and hands-on guidance in a relaxed, healing-centered environment.
- Prepare tying instruction that is responsive to the water conditions, seasonal hatches, and local entomology.
- Pack, maintain, and manage a fly-tying travel kit to ensure all necessary tools and materials are available for the trip.

Oversees:

- Participants engaged in tying during multi-day trips; may also support or guide onsite Fly-Tying Mentors.

Primary Support and Guidance From:

- Lead Fly-Tying Instructor (ED)
- Trip Lead
- Education Lead (ED)

Collaborates Directly With:

- Trip Lead and Assistant Trip Lead
- Fly-Tying Mentors
- Trip Cooks (for shared space coordination)
- Participants

Access and Resources Provided:

- PHW Email Address: No
- CRM Access: No

Title: Rod Building Instructor

Overall Responsibilities:

- Lead structured rod building classes for Participants.
- Teach techniques in blank selection, wrapping, finishing, and quality control.
- Inspire pride, craftsmanship, and patience through the rod building process.
- Support the Rod Building Program Coordinator with program logistics.
- Create a steady, encouraging learning environment.

Oversees:

- Rod Building Mentors (during classes)

Primary Support and Guidance From:

- Education Lead

Collaborates Directly With:

- Rod Building Mentors
- Office Manager
- Education Coordinator
- Participants

Access and Resources Provided:

- PHW Email Address: No
- CRM Access: No

Title: Rod Building Mentor

Overall Responsibilities:

- Provide individualized support to Participants during rod building classes.
- Reinforce skills and craftsmanship taught by the Rod Building Instructor.
- Help Participants troubleshoot problems and celebrate progress.
- Foster Participant confidence and a positive, patient learning environment.

Oversees:

- No formal oversight role.

Primary Support and Guidance From:

- Rod Building Instructor

Collaborates Directly With:

- Rod Building Instructor
- Education Lead
- Participants

Access and Resources Provided:

- PHW Email Address: No
- CRM Access: No

Title: Net Building Instructor

Overall Responsibilities:

- Lead structured net building workshops for Participants.
- Teach craftsmanship, tool use, and finishing techniques.
- Emphasize pride, attention to detail, and creativity.
- Support the Net Building Program with workshop logistics.
- Create an atmosphere of encouragement and patience.

Oversees:

- Net Building Mentors (during workshops)

Primary Support and Guidance From:

- Education Lead

Collaborates Directly With:

- Net Building Mentors
- Participants

Access and Resources Provided:

- PHW Email Address: No
- CRM Access: No

Title: Net Building Mentor

Overall Responsibilities:

- Provide one-on-one or small group support during net building workshops.
- Reinforce craftsmanship and care taught by the Net Building Instructor.
- Encourage Participant creativity, patience, and accomplishment.
- Foster a supportive, engaging workshop environment.

Oversees:

- No formal oversight role.

Primary Support and Guidance From:

- Net Building Instructor

Collaborates Directly With:

- Net Building Instructor
- Education Lead
- Participants

Access and Resources Provided:

- PHW Email Address: No
- CRM Access: No

Title: Casting Instructor

Overall Responsibilities:

- Support Participants in learning the fundamentals of fly casting in a relaxed, patient, and participant-centered environment.
- Reinforce the techniques and drills introduced by the Lead Casting Instructor while modeling encouragement, clarity, and good humor.
- Help ensure each Participant leaves each session feeling more confident, connected, and supported, regardless of their starting skill level.

Oversees:

- No formal oversight role

Primary Support and Guidance From:

- Lead Casting Instructor
- Education Lead (ED)

Collaborates Directly With:

- Other Casting Instructors
- Trip Leads (as needed for casting-focused outings)
- Participants

Instructional Focus Includes:

- Supporting instruction on the 5 Essentials of Casting
- Demonstrating and reinforcing beginner casts (PULD, Roll Cast, Water Load Cast, Shooting Line)
- Assisting with casting drills and fault correction during classes
- Helping maintain a low-pressure, fun, and empowering learning environment

Access and Resources Provided:

- PHW Email Address: No
- CRM Access: No

Title: Photographer

Overall Responsibilities:

- Capture the spirit, connection, and healing moments during COS PHW events and trips.
- Provide photographs for program newsletters, social media, and Participant memories.
- Ensure Participant photo consent is respected.
- Tell the story of COS PHW through visual imagery.

Oversees:

- No formal oversight role.

Primary Support and Guidance From:

- Outreach Lead
- Social Media Coordinator

Collaborates Directly With:

- Trip Lead
- Assistant Trip Lead
- Office Manager
- Social Media Manager

Access and Resources Provided:

- PHW Email Address: No
- CRM Access: No

Double Haul Team

Roles & Responsibilities

A "double haul" in fly fishing creates momentum, strength, and distance, the smooth motion behind the cast. We call this the Double Haul Team because they create the behind-the-scenes energy that allows PHW-COS to flow forward with clarity and strength.

Who You Are: The organizers, communicators, and stewards of seamless Participant and Volunteer experiences.

Title: Social Media Manager

Team: Outreach **(OR)**

Overall Responsibilities:

- Manage PHW-COS's social media presence with professionalism, positivity, and alignment to PHW National standards.
- Post photos, updates, and event announcements to engage Participants, Volunteers, and the broader community.
- Help tell the PHW-COS story through consistent messaging and community highlights.
- Work with Program Leadership to ensure appropriate content review when needed.

Oversees:

- No formal oversight role.

Primary Support and Guidance From:

- Outreach Lead

Collaborates Directly With:

- Office Manager
- Program Engagement Lead
- Trip Leads
- Photographers

Access and Resources Provided:

- PHW Email Address: Yes
- CRM Access: No

Title: Website Manager

Team: Outreach **(OR)**

Overall Responsibilities:

- Maintain and update the PHW-COS website with current events, class schedules, resources, and stories.
- Ensure website content stays welcoming, accessible, and aligned with PHW-COS branding.
- Post updates provided by Trip Coordination, Education, and Outreach teams.
- Maintain resource links for forms, Participant support, and Volunteer documents.

Oversees:

- No formal oversight role.

Primary Support and Guidance From:

- Outreach Lead

Collaborates Directly With:

- Trip Coordination Team
- Education Coordinator
- Office Manager
- Program Engagement Lead

Access and Resources Provided:

- PHW Email Address: Yes
- CRM Access: No

Title: Lead Casting Instructor

Team: Education (ED)

Overall Responsibilities:

- Guide the development and delivery of fly-casting instruction for PHW-COS.
- Lead a collaborative teaching environment where Casting Instructors work together to share best practices and deliver relaxed, simple, and effective casting instruction.
- Facilitate both classroom-based learning and on-the-water coaching, with a focus on building confidence in both instructors and Participants.
- Serve as the lead educator on the 5 Essentials of Casting, fault correction, beginner drills, and foundational casting techniques.

Oversees:

- Casting Instructors during classes and training sessions

Primary Support and Guidance From:

- Education Lead (ED)
- Program Lead or Assistant Program Lead (as needed)

Collaborates Directly With:

- Casting Instructors
- Trip Leads (as needed for on-trip instruction)
- Office Manager (for scheduling and materials)
- Participants

Instructional Focus Includes:

Beginner Class:

- The 5 Essentials of Fly Casting (per FFI standards)
- Fault identification and correction techniques
- Drills tailored to beginners
- Creating a positive, low-pressure learning atmosphere
- Step-by-step teaching of core beginner casts:
 - Pick Up and Lay Down (PULD)
 - Roll Cast
 - Water Load Cast
 - Shooting Line

Intermediate Class:

- Refinement of loop control and distance

- Double haul basics
- Aerial mends and line management
- Casting in wind and adapting to different water conditions
- Coaching Participants toward casting goals based on real-world scenarios

Access and Resources Provided:

- PHW Email Address: Yes
- CRM Access: No

Title: Lead Fly-Tying Instructor

Team: Education (ED)

Overall Responsibilities:

- Oversee the planning, coordination, and instruction of all fly-tying education at PHW-COS.
- Lead structured classes that focus on foundational and progressively advanced tying techniques.
- Support and mentor Fly-Tying Instructors and Mentors in building their instructional confidence and consistency.
- Foster a positive, calm, and inclusive classroom culture that centers resilience and creativity.
- Collaborate with the LG Lead to ensure materials, tools, and kits are procured and organized for each session.

Oversees:

- Fly-Tying Instructors
- Fly-Tying Mentors (during classes)

Primary Support and Guidance From:

- Education Lead (ED)

Collaborates Directly With:

- Office Manager (for class scheduling and CRM info)
- Logistics Lead (LG)
- Trip Leads (for on-trip tying sessions)
- Participants

Instructional Focus Includes:

- Basic and intermediate fly patterns
- Safe and confident use of tools and materials
- Adapting instruction for a variety of learning styles and hand dexterities
- Coaching Participants on flies that match current hatches and fishing conditions

Access and Resources Provided:

- PHW Email Address: Yes
- CRM Access: No

Title: Lead Net Building Instructor

Team: Education (ED)

Overall Responsibilities:

- Lead the design and instruction of net building workshops that teach craftsmanship, patience, and pride.
- Oversee Net Building Mentors and guide them in creating a supportive, hands-on learning space.
- Adapt instruction to ensure Participants of all skill levels can succeed.
- Ensure a safe working environment, especially when using tools and finishes.
- Coordinate with the LG Lead to secure wood frames, hardware, epoxy, and other necessary supplies.

Oversees:

- Net Building Mentors

Primary Support and Guidance From:

- Education Lead (ED)

Collaborates Directly With:

- Office Manager (for space and supplies coordination)
- Logistics Lead (LG)
- Trip Leads (when applicable)
- Participants

Instructional Focus Includes:

- Frame finishing, handle shaping, and varnish safety
- Knot tying, mesh weaving, and personalization
- Teaching the therapeutic value of slow, intentional craftsmanship

Access and Resources Provided:

- PHW Email Address: Yes
- CRM Access: No

Title: Lead Rod Building Instructor

Team: Education (ED)

Overall Responsibilities:

- Oversee the rod building education program, ensuring instruction is consistent, encouraging, and skillful.
- Teach foundational and advanced rod building techniques including blank selection, guide spacing, wrapping, and finishing.
- Mentor Rod Building Instructors and Mentors to help them become confident educators.
- Guide Participants with varying levels of ability, attention to detail, and physical dexterity.
- Work with the LG Lead to order and organize rod kits, epoxies, thread, and components in advance of each class.

Oversees:

- Rod Building Instructors
- Rod Building Mentors

Primary Support and Guidance From:

- Education Lead (ED)

Collaborates Directly With:

- Office Manager (for roster and CRM updates)
- Logistics Lead (LG)
- Participants

Instructional Focus Includes:

- Customization, component fitting, and wrapping techniques
- Finishing and drying tips to avoid common issues
- Confidence-building through patient, step-by-step instruction

Access and Resources Provided:

- PHW Email Address: Yes
- CRM Access: No

Title: Cook Coordinator

Team: Logistics (LG)

Overall Responsibilities:

- Recruit, mentor, and schedule Trip Cooks for PHW-COS trips and events.
- Support Trip Leads in menu planning and food budgeting.
- Ensure Trip Cooks follow safe food handling practices.
- Help organize group meal prep when needed for larger trips.

Oversees:

- Trip Cooks

Primary Support and Guidance From:

- Logistics Lead

Collaborates Directly With:

- Trip Leads
- Trip Coordination Team
- Office Manager

Access and Resources Provided:

- PHW Email Address: Yes
- CRM Access: No

Title: Equipment & Office Manager

Team: Logistics (LG)

Overall Responsibilities:

- Manage and maintain all COS PHW fishing and instructional equipment, ensuring it is ready, organized, and safe for use on trips and in classes.
- Coordinate and oversee the Equipment Team to prepare and pack gear for all trips, including rods, reels, waders, boots, nets, and teaching kits.
- Track inventory, report maintenance needs, and support restocking efforts in coordination with the Logistics Lead.
- Oversee basic office operations, including cleanliness, supply management, and access coordination.
- Maintain a welcoming and professional office environment for Participants, Volunteers, and visitors.
- Work with other Team Leads to ensure space and materials are prepped for meetings, packing sessions, or education events.

Oversees:

- Equipment Team volunteers assigned to trip or class prep

Primary Support and Guidance From:

- Logistics Lead (LG)

Collaborates Directly With:

- Trip Coordination Team (for gear needs and timelines)
- Education Lead and Class Leads (for materials coordination)
- Program Engagement Lead (for volunteer coordination)
- Trip Leads and Assistant Trip Leads (for equipment hand-off and tracking)

Key Responsibilities Include:

- Managing the storage, maintenance, and tracking of fly fishing gear
- Packing trip bins and gear kits in alignment with Trip Sheets
- Ensuring gear is returned, cleaned, and re-packed for next use
- Maintaining office supply levels and coordinating purchases with LG
- Overseeing cleanliness, organization, and general readiness of the office
- Managing access to the office for approved volunteers

Access and Resources Provided:

- PHW Email Address: Yes
- CRM Access: No

Title: Expense Reimbursement Form (ERF) Manager

Team: Logistics (LG)

Overall Responsibilities:

- Support Volunteers in completing and submitting ERFs accurately and on time.
- Maintain training documents and guidance for ERF submissions.
- Work with Program Leadership and Office Manager to verify expenses and streamline approvals.
- Help ensure compliance with PHW National and PHW-COS financial policies.

Oversees:

- No formal oversight role.

Primary Support and Guidance From:

- Logistics Lead

Collaborates Directly With:

- Trip Coordination Team
- Office Manager
- Program Lead/Assistant Program Lead

Access and Resources Provided:

- PHW Email Address: Yes
- CRM Access: No

Title: Engagement Coordinator

Team: Program Engagement **(PE)**

Overall Responsibilities:

- Support a welcoming, connected, and vibrant culture at COS PHW by maintaining consistent engagement with both Participants and Volunteers.
- Assist with birthday acknowledgments, wellness check-ins, and re-engagement outreach.
- Help identify moments to celebrate community milestones and provide gentle encouragement for continued involvement.
- Collaborate closely with the Program Engagement Lead to maintain an atmosphere of belonging and recognition throughout the year.

Oversees:

- No formal oversight role

Primary Support and Guidance From:

- Program Engagement Lead (PE)

Collaborates Directly With:

- Office Manager (for CRM insights and tracking birthdays/anniversaries)
- Trip Leads and Class Leads (to identify disengaged or inactive Participants)
- Outreach Lead and Fundraising Lead (for shared recognition efforts)

Responsibilities Include:

- Sending personalized birthday and celebration emails to Volunteers and Participants
- Assisting with wellness or morale check-ins for those who've been absent
- Supporting community retention by helping Participants and Volunteers feel seen, valued, and supported
- Keeping simple tracking of engagement touchpoints in coordination with the Program Engagement Lead
- Helping design quarterly or seasonal "thank you" and recognition efforts

Access and Resources Provided:

- PHW Email Address: Yes
- CRM Access: Yes

Title: Mentor Readiness Coordinator

Team: Program Engagement (PE)

Overall Responsibilities:

- Ensure new Volunteers interested in mentoring are welcomed and assessed in a respectful, thoughtful, and consistent way.
- Conduct one-on-one meetings to help determine fit and readiness for the Mentor role, with an emphasis on personal strengths, lived experiences, and communication style.
- Provide feedback and recommendations to the Program Engagement Lead and Mentorship Team.
- Support a strong and healthy Mentor pool by helping set Volunteers up for success from day one.

Oversees:

- No formal oversight role

Primary Support and Guidance From:

- Program Engagement Lead (PE)

Collaborates Directly With:

- Office Manager (to identify incoming volunteers)
- Mentor Program Lead (for final mentor assignments and feedback)
- Trip Leads and Instructors (to match mentors with appropriate opportunities)

Responsibilities Include:

- Meeting with new volunteers interested in mentorship within 2 weeks of CRM intake
- Using a simple, consistent assessment format to evaluate communication style, interest, availability, and strengths
- Recommending whether the volunteer is currently a good fit for mentorship or may need more time and involvement before stepping into that role
- Communicating findings to the Program Engagement Lead and/or Mentorship Team
- Helping maintain respectful and encouraging follow-up with volunteers who are not yet ready to mentor

Access and Resources Provided:

- PHW Email Address: Yes
- CRM Access: No

Title: Veteran Status Liaison

Team: Program Engagement (PE)

Overall Responsibilities:

- Serve as the first point of connection for new Participants by reaching out to welcome them and verify their veteran status.
- Help maintain the integrity of PHW-COS as a veterans-focused program by conducting respectful and confidential conversations.
- Act as a warm bridge to the rest of the Program Engagement team, ensuring Participants feel welcomed and informed from day one.

Oversees:

- No formal oversight role

Primary Support and Guidance From:

- Program Engagement Lead (PE)

Collaborates Directly With:

- Office Manager (for new participant CRM entries)
- Engagement Coordinator (for timely birthday and wellness check-ins)
- Trip Leads and Class Leads (to facilitate early involvement)

Responsibilities Include:

- Reaching out to new Participants within 10 days of CRM entry
- Confirming veteran status through a brief, respectful conversation or email exchange
- Providing a clear overview of what to expect as a COS PHW Participant
- Logging completed verifications in CRM
- Raising any concerns or unusual situations to the Program Engagement Lead for follow-up

Access and Resources Provided:

- PHW Email Address: Yes
- CRM Access: No

Title: Single-Day Trip Coordinator

Team: Event Coordination **(EC)**

Overall Responsibilities:

- Plan and coordinate logistics for all PHW-COS single-day trips.
- Select Participants and Volunteers for trips based on eligibility, fairness, and engagement.
- Maintain and update the Participant and Volunteer Selection Tracker for each assigned trip.
- Support Trip Leads by finalizing rosters, verifying transportation plans, gear needs, and meals.
- Ensure compliance with program and safety protocols before and during trips.

Oversees:

- No formal oversight role.

Primary Support and Guidance From:

- Program Lead (PL)
- Assistant Program Lead (APL)

Collaborates Directly With:

- Trip Leads
- Equipment Manager
- Cook Coordinator
- Office Manager

Access and Resources Provided:

- PHW Email Address: Yes
- CRM Access: Yes

Title: Multi-Day Trip Coordinator

Team: Event Coordination (EC)

Overall Responsibilities:

- Plan and coordinate all PHW-COS multi-day trips, including travel, lodging, meals, and volunteer roles.
- Select and assign Participants and Volunteers using the Participant and Volunteer Selection Tracker.
- Manage roster changes and communications related to multi-day trip logistics.
- Support Trip Leads by creating pre-trip briefing documents, travel plans, and contingency planning.
- Maintain collaboration with Office Manager to ensure emergency contact and medical information is current.

Oversees:

- No formal oversight role.

Primary Support and Guidance From:

- Program Lead (PL)
- Assistant Program Lead (APL)

Collaborates Directly With:

- Trip Leads
- Trip Planning Coordinator
- Equipment Manager
- Cook Coordinator

Access and Resources Provided:

- PHW Email Address: Yes
- CRM Access: Yes

Title: National Trip Coordinator

Team: Event Coordination (EC)

Overall Responsibilities:

- Coordinate PHW-COS Participant and Volunteer involvement in PHW National trips and events.
- Guide Participants through the application process and collect all necessary paperwork.
- Manage a roster of National trip Participants and Volunteers.
- Maintain communication with PHW National Staff to ensure compliance with travel guidelines.
- Support Participants with travel planning, packing lists, and trip expectations.

Oversees:

- No formal oversight role.

Primary Support and Guidance From:

- Program Lead (PL)
- Assistant Program Lead (APL)

Collaborates Directly With:

- Office Manager
- Trip Leads
- Trip Coordination Team

Access and Resources Provided:

- PHW Email Address: Yes
- CRM Access: Yes

Title: Take a Vet Fishing (TAVF) Coordinator

Team: Event Coordination **(EC)**

Overall Responsibilities:

- Manage Participant requests for travel assistance for PHW-COS activities.
- Work with Program Leadership to approve assistance requests based on eligibility and need.
- Coordinate travel reservations, reimbursements, or stipends when necessary.
- Ensure accurate documentation for financial accountability and reporting.

Oversees:

- No formal oversight role.

Primary Support and Guidance From:

- Program Lead (PL)
- Assistant Program Lead (APL)

Collaborates Directly With:

- Office Manager
- Trip Coordination Team

Access and Resources Provided:

- PHW Email Address: Yes
- CRM Access: Yes

Title: Special Event Coordinator

Team: Event Coordination (EC)

Overall Responsibilities:

- Support the successful planning and delivery of PHW-COS events through coordination, communication, and hands-on logistics.
- Event Coordinators help ensure each event feels organized, welcoming, and aligned with PHW's mission of community, healing, and service.

Responsibilities Include:

- Assist with event setup, breakdown, and logistical support (materials, signage, hospitality).
- Maintain regular communication with the Event Coordination Lead for task updates and planning needs.
- Help track attendance and ensure rosters are up to date before and after events.
- Provide on-site support during events to ensure flow, accessibility, and a welcoming environment for all Participants and Volunteers.
- Assist with post-event wrap-up efforts, such as thank-you messages, photo submissions, and lessons learned.

Oversees:

- No formal oversight role.

Primary Support and Guidance From:

- Event Coordination Lead

Collaborates Directly With:

- Office Manager
- Outreach Lead
- Program Engagement Lead
- Trip Coordination Team (as needed)

Access and Resources Provided:

- PHW Email Address: Yes
- CRM Access: Yes

Title: Education Event Coordinator

Team: Education (EC)

Overall Responsibilities:

- Support the planning, setup, and smooth delivery of all PHW-COS educational offerings, including fly-tying, rod building, casting, and special skills workshops.
- Ensure classes are organized, welcoming, and aligned with PHW's focus on connection, healing, and hands-on learning.

Responsibilities Include:

- Coordinate with instructors to ensure class materials, rosters, and setup needs are in place ahead of each event.
- Help manage room setup, hospitality, and sign-in processes.
- Ensure all Participants are welcomed and supported during educational events.
- Track attendance and provide updated rosters to the Office Manager and Education Lead.
- Assist with post-event follow-up, including collecting feedback and noting improvements for future sessions.

Oversees:

- No formal oversight role.

Primary Support and Guidance From:

- Education Lead

Collaborates Directly With:

- Lead Instructors (Rod Building, Fly-Tying, Casting, Net Building)
- Equipment & Office Manager
- Program Engagement Lead (for new Participant integration)
- Trip Coordination Team (for skill-related trip readiness)

Access and Resources Provided:

- PHW Email Address: Yes
- CRM Access: Yes

Title: Trip Planning Coordinator

Team: Event Coordination (EC)

Overall Responsibilities:

- Conduct reconnaissance trips to scout and evaluate potential trip venues.
- Assess site capacity, accessibility, lodging quality, water access, and amenities.
- Maintain and update the Trip Planning Database with recommendations and details.
- Provide updated site reports to Program Leadership and Trip Coordination Team for trip planning purposes.
- Assist in the construction of the Annual Trip Calendar.

Oversees:

- No formal oversight role.

Primary Support and Guidance From:

- Event Coordination Lead
- Program Lead (PL)
- Assistant Program Lead (APL)

Collaborates Directly With:

- Trip Coordination Team
- Office Manager
- Logistics Lead

Access and Resources Provided:

- PHW Email Address: Yes
- CRM Access: No

Double Haul Team Contacts

Outreach Team (OR)

Role	Name	Email Address	Phone
Social Media Manager	Vacant		
Website Manager	Vacant		

Education Team (ED)

Role	Name	Email Address	Phone
Lead Net Building Instructor	Jim Ritch	jim.ritch@projecthealingwaters.org	(619) 204-6671
Lead Fly-Tying Instructor	Matt VanOrman	vanormanjmf@gmail.com	(720) 352-7234
Lead Casting Instructor	Terry Smith	Terry.smith1220@comcast.net	(720) 233-9540
Lead Rod Building Instructor	Jerry Doubleday	jerry.doubleday@projecthealingwaters.org	(805) 813-0314

Logistics Team (LG)

Role	Name	Email Address	Phone
Cook Coordinator	Dennis Johnson	dennisjohnson5040@gmail.com	(415) 948-7355
Equipment & Office Manager	Jerry Stidham	jerry.stidham@projecthealingwaters.org	(719) 648-0520
ERF Manager	Ross Drennan	ross.drennan@projecthealingwaters.org	(719) 661-6505

Program Engagement Team (PE)

Role	Name	Email Address	Phone
Engagement Coordinator	Lori Eddings	lori.eddings@projecthealingwaters.org	(719) 661-6470
Mentor Readiness Coordinator	Chip Surratt	chip.surratt@projecthealingwaters.org	(303) 408-9442
Veteran Status Liaison	Ray Cornmesser	ray.cornmesser@projecthealingwaters.org	(719) 465-1591

Double Haul Team Contacts

Event Coordination Team (EC)

Role	Name	Email Address	Phone
Trip Planning Coordinator	Scott "Marty" Martin	scott.martin@projecthealingwaters.org	(303) 918-4945
National Trip Coordinator	Mark Fluit	mark.fluitt@projecthealingwaters.org	(719) 648-6948
TAVF Coordinator	Kat Scharn	kat.scharn@projecthealingwaters.org	(719) 440-3682
Single-Day Coordinator	Maylen Gaspar	maylen.gaspar@projecthealingwaters.org	(719) 231-1049
Multi-day Coordinator	Vacant		
Special Event Coordinator	Vacant		
Education Event Coordinator	Vacant		

Backcast Team

Roles & Responsibilities

In fly fishing, the **backcast** lays the foundation for every strong forward cast. We call this the Backcast Team because you strengthen the foundation, guiding the mission, culture, and resilience of PHW-COS behind the scenes.

Who You Are: The vision-keepers and support system for the entire PHW-COS community.

Title: Fundraising Lead (**FR**)

Overall Responsibilities:

- Coordinate all fundraising efforts to support COS PHW programming and Participant services.
- Develop, plan, and execute local fundraising campaigns, donor outreach, and partnership initiatives.
- Maintain the fundraising calendar and collaborate on communication materials related to events and giving opportunities.
- Work with Program Leadership to align fundraising goals with program needs and PHW National policies.
- Track donor engagement and recognition efforts are timely and meaningful.
- Ensure coordination of fundraising messaging with Outreach and Engagement teams to strengthen community support.

Oversees:

- No formal oversight role

Primary Support and Guidance From:

- Program Lead (PL)
- Assistant Program Lead (APL)

Collaborates Directly With:

- Outreach Lead
- Program Engagement Lead
- Office Manager (for event logistics and support materials)
- PHW National Fundraising Team (as needed)

Access and Resources Provided:

- PHW Email Address: Yes
- CRM Access: No

Title: Logistics Lead (**LG**)

Overall Responsibilities:

- Manage equipment accountability for PHW-COS, including inventory tracking, maintenance, and storage.
- Coordinate procurement processes for equipment, supplies, food, and trip-related materials.
- Ensure all purchasing aligns with PHW-COS and PHW National financial policies and approved budgets.
- Support Trip Leads, Assistant Trip Leads, and Mentors by ensuring needed equipment and supplies are available for trips and events.
- Maintain and update vendor and supplier contacts if necessary.
- Collaborate with ERF Coordinator and Office Manager to document and process procurement expenses.

Oversees:

- Cook Coordinator
- Equipment & Office Manager
- ERF Manager

Primary Support and Guidance From:

- Program Lead (PL)
- Assistant Program Lead (APL)

Collaborates Directly With:

- Trip Coordination Team
- Trip Leads and Assistant Trip Leads
- Office Manager
- Program Engagement Lead

Access and Resources Provided:

- PHW Email Address: Yes
- CRM Access: No

Title: Event Coordination Lead (EC)

Overall Responsibilities:

- Lead and oversee all PHW-COS event planning efforts, ensuring alignment with our mission, values, and Participant-centered approach.
- Coordinate with the Program Lead, Assistant Program Lead, and other Backcast Leads to support and streamline the planning of local and national events.
- Create and manage all events in the PHW CRM, ensuring timely and accurate input to support visibility, registration, and reporting.
- Maintain a master calendar of COS PHW events, working collaboratively to avoid scheduling conflicts and maximize participation.
- Provide support, mentorship, and oversight to all Event Team members including:
 - Trip Planning Coordinator
 - National Trip Coordinator
 - TAVF Coordinator
 - Single-Day Trip Coordinator
 - Multi-Day Trip Coordinator
 - Special Event Coordinator
 - Education Event Coordinator

Oversees:

- All members of the Event Coordination Team (listed above)

Primary Support and Guidance From:

- Program Lead (PL)
- Assistant Program Lead (APL)

Collaborates Directly With:

- Office Manager (for CRM access, contact rosters, and logistics)
- Fundraising and Outreach Leads (for events involving community engagement)
- All Backcast and Double Haul Team Leads (to ensure alignment and resource coordination)

Access and Resources Provided:

- **PHW Email Address:** Yes
- **CRM Access:** Yes

Title: Education Lead (**ED**)

Overall Responsibilities:

- Coordinate all educational programming, including fly casting, fly tying, rod building, and net building.
- Maintain the class calendar and oversee communication about upcoming sessions.
- Support instructors and mentors by managing class rosters, materials, and space scheduling.
- Help match new Participants to classes based on their readiness and interest.

Oversees:

- Class Instructors and Class Mentors

Primary Support and Guidance From:

- Program Lead (PL)
- Assistant Program Lead (APL)

Collaborates Directly With:

- Fly Tying, Rod Building, and Net Building Program Coordinators
- Office Manager
- Event Coordination Lead
- Program Engagement Lead

Access and Resources Provided:

- PHW Email Address: Yes
- CRM Access: Yes

Title: Outreach Lead (**OR**)

Overall Responsibilities:

- Build and maintain PHW-COS's public presence through media, community connections, and strategic partnerships.
- Support Social Media and Website Managers to ensure messaging remains aligned and impactful.
- Represent PHW-COS at community events, speaking opportunities, and with local Veteran service organizations.
- Work closely with the Fundraising Lead to highlight community supporters and sponsorships.

Oversees:

- Social Media Manager
- Website Manager

Primary Support and Guidance From:

- Program Lead (PL)
- Assistant Program Lead (APL)

Collaborates Directly With:

- Fundraising Lead
- Event Coordination Lead
- Program Engagement Lead
- Office Manager

Access and Resources Provided:

- PHW Email Address: Yes
- CRM Access: Yes

Title: Program Engagement Lead (**PE**)

Overall Responsibilities:

- Manage the welcoming and onboarding process for new Participants and Volunteers.
- Assign new Participants to their Wader Tract and connect them with their Class Leads or Mentors.
- Align new Volunteers with team roles that match their skills and passions.
- Oversee Volunteer recognition and awards, including quarterly Volunteer Appreciation initiatives.
- Support communication across all teams to maintain a sense of belonging and inclusion.

Oversees:

- Engagement Coordinator
- Veteran Status Liaison
- Mentor Readiness Coordinator

Primary Support and Guidance From:

- Program Lead (PL)
- Assistant Program Lead (APL)

Collaborates Directly With:

- Office Manager
- Event Coordination Lead
- Outreach and Fundraising Leads

Access and Resources Provided:

- PHW Email Address: Yes
- CRM Access: Yes

Title: Assistant Program Lead (**APL**)

Overall Responsibilities:

- Support the Program Lead in day-to-day leadership of PHW-COS.
- Serve as a leadership presence across trips, education events, and Participant engagement activities.
- Support Team Leads in logistics, education, outreach, and event execution.
- Step into the Program Lead role when the Program Lead is unavailable.
- Help ensure program sustainability, Volunteer retention, and Participant success.

Oversees:

- Supports Program Lead in overseeing Backcast, Double Haul, and Tight Line Teams

Primary Support and Guidance From:

- Program Lead (PL)
- Rocky Mountain South Regional Coordinator
- Rocky Mountain South Deputy Regional Coordinator
- Rocky Mountain South Field Support Specialist

Collaborates Directly With:

- All Team Leads
- Trip Coordination Team
- Office Manager
- PHW National Staff

Access and Resources Provided:

- PHW Email Address: Yes
- CRM Access: Yes

Title: Program Lead (**PL**)

Overall Responsibilities:

- Provide overall leadership and stewardship of PHW-COS's mission, vision, and operations.
- Support and guide all Backcast, Double Haul, and Tight Line Team leads.
- Serve as liaison to PHW National Staff and ensure compliance with national policies.
- Maintain a servant leadership culture where Participants, Volunteers, and Team Leads are empowered to thrive.
- Help guide long-term strategic planning and sustainability efforts.

Oversees:

- Assistant Program Lead
- Backcast Team Leads
- General Program Operations

Primary Support and Guidance From:

- PHW COS Volunteer Leadership Team
- Rocky Mountain South Regional Coordinator
- Rocky Mountain South Deputy Regional Coordinator
- Rocky Mountain South Field Support Specialist
- PHW National Program Leadership

Collaborates Directly With:

- Assistant Program Lead
- Trip Coordination Team
- Office Manager
- All Team Leads

Access and Resources Provided:

- PHW Email Address: Yes
- CRM Access: Yes

Backcast Team Contacts

Role	Name	PHW Email Address	Phone
Program Lead	Woody Boyd	woody.boyd@projecthealingwaters.org	(719) 393-3064
Assistant Program Lead	Jerry “D-Day” Doubleday	jerry.doubleday@projecthealingwaters.org	(805) 813-0314
Logistics Lead (LG)	Mike "Doc" Judy	michael.judy@projecthealingwaters.org	(719) 205-6691
Education Lead (ED)	Mike “Monty” Montgomery	mike.montgomery@projecthealingwaters.org	(719) 331-1396
Fundraising Lead (FR)	Dave Ross	dave.ross@projecthealingwaters.org	(719) 238-8133
Outreach Lead (OR)	Matt Green	matthew.green@projecthealingwaters.org	(719) 500-1172
Program Engagement Lead (PE)	Amy Stockham	amy.stockham@projecthealingwaters.org	(303) 870-4053
Event Coordination Lead (EC)	Pamela Wright	pamela.wright@projecthealingwaters.org	(719) 208-1344



PHW-COS Volunteer Program Guide *Your Pathway*

5 | Your Volunteer Journey

At PHW-COS, becoming a Volunteer is not just about helping, it's about growing, connecting, and finding deeper meaning through service. We believe that Volunteers, just like Participants, are on their own journey. A journey of community, contribution, and personal fulfillment.

Here's what that journey looks like:

Welcoming You into the PHW-COS Family

From the moment you step into PHW-COS, you are welcomed not as a helper, but as a vital part of our tribe.

You'll be connected with our Program Engagement Lead, who will help guide you through your first steps:

- Meeting fellow Volunteers and team members
- Learning about the Tight Line Team, Double Haul Team, and Backcast Team
- Finding the team and role that best fits your passion, skills, and interest
- Learning about our Participant-first culture, Whole Health Resilience philosophy, and inverted leadership model

We believe that every Volunteer matters, and that starts with ensuring you feel connected and empowered right from the beginning.

Finding Your Place to Serve

If you are eligible to join PHW-COS as a Participant, we warmly encourage you to begin your journey there for at least one season before stepping into a Volunteer role.

Experiencing the full rhythm of healing activities, tying, casting, building, and connecting, as a Participant first offers deeper insight, empathy, and personal connection to our mission. It also allows you to explore the heart of our program through lived experience, strengthening your ability to serve others with authenticity and compassion.

Once you move from Participant to Volunteer, you will enjoy a Dual Status, which means you can continue participating in healing activities while also mentoring and leading. Dual Status opens the door to opportunities such as attending many National trips either as a Participant or as a PHW Ambassador representing PHW-COS.

Healing and service walk hand in hand here, and your journey matters deeply to us.

And if you're not in Dual Status, here's how you can still serve at the national level.

National Trip Volunteer Opportunities

If you are serving with PHW-COS as a Volunteer without Dual Status, you still have important opportunities to participate in national events! Volunteers can apply to serve as a Trip Lead (TL) or Assistant Trip Lead (ATL) for National trips.

Serving as a TL or ATL at a National event is a rewarding way to support Participants from across the country, helping extend the healing power of our mission beyond Colorado Springs.

If you are interested in volunteering in one of these roles, please coordinate directly with our PHW-COS National Trip Coordinator. They will help guide you through the selection and approval process to ensure a smooth and positive experience.

Whether as a Participant, a Volunteer, or both, there is always a way to cast forward at the National level and make a difference.

Whether your service takes you to the national stage or keeps you rooted in the heart of Colorado Springs, every role within PHW-COS plays a vital part in our mission. Locally, we offer a variety of ways for you to find the team that fits your passions, skills, and hopes for making a difference.

You'll be encouraged to explore where you feel most called to serve:

- Do you love being hands-on with people, teaching, guiding, mentoring?
 - ✓ You might thrive in the Tight Line Team.
- Do you find energy in organization, behind-the-scenes work, or event coordination?
 - ✓ You might shine on the Double Haul Team.
- Do you feel called to help shape the larger mission, culture, and sustainability of PHW-COS?
 - ✓ You might belong in the Backcast Team.

We will walk alongside you to make sure your service fits your gifts and grows your gifts.

Opportunities for Growth and Leadership

At PHW-COS, leadership is not about titles, it's about lifting others higher.

Every Volunteer has the opportunity to:

- Grow deeper into their team role
- Take on mentorship opportunities
- Explore new areas of service
- Step into guiding, coordinating, or strategic support roles if and when they feel ready

Just like casting a fly rod, growth at PHW-COS is a rhythm: ***steady, patient, always forward, one cast, one moment, one life at a time.***

Belonging to a Tribe of Healing

More than anything else, your journey at PHW-COS is about belonging:

- Belonging to a purpose larger than yourself
- Belonging to a tribe where compassion and service lead the way
- Belonging to a movement where healing, hope, and resilience are woven into everything we do

You are not alone in this work. You are part of a living, breathing community, a family casting forward, together.



PHW-COS Volunteer Program Guide

Volunteer Expectations

6 | Expectations for Every Volunteer

At PHW-COS, being a Volunteer is more than a task, it's a trust.

We are entrusted with the opportunity to help rebuild lives, one cast, one knot, one connection, and one conversation at a time. To honor that trust, we hold ourselves to a simple but powerful set of expectations that guide everything we do.

Be Present | Your presence and active engagement matter more than perfection.

- Show up when you can, fully, wholeheartedly, and without distractions. Even small moments of connection can have a profound impact on a Participant's journey.

Be Kind | Kindness is the foundation of healing.

- We approach every Participant and fellow Volunteer with empathy, patience, and humility. There is only room for understanding and encouragement.

Be Patient | Healing is not a race; it's a winding river.

- Some days will feel fast and full of energy. Other days will feel slow, quiet, and challenging. Patience with yourself, with others, and with the process, is one of the greatest gifts you can offer.

Be Resilient | Just as we encourage resilience in our Participants, we also model it as Volunteers.

- Challenges will come, changes in plans, unexpected needs, emotional moments. Meet them with grace, adaptability, and a commitment to staying grounded in our mission.

Be a Tribe Member | We are not a collection of individuals; we are a community.

- We look out for one another, lift each other up, and celebrate each other's successes.

At PHW-COS, no Volunteer ever stands alone.

Our Commitment to You

Just as you commit to this mission, PHW-COS commits to you:

- We will support you with training, encouragement, and connection.
- We will value your time, your service, and your heart.
- We will walk alongside you as part of your own healing journey.

Volunteer Standards and Conduct

At PHW-COS, we believe in accountability guided by compassion. Volunteers are expected to uphold our values of kindness, service, and respect in all activities. In alignment with PHW National guidelines, behavior that jeopardizes the safety, dignity, or trust of our community may result in corrective action or dismissal. While concerns are rare, they are addressed with transparency and care, always putting the healing mission first.

Every act of service, every cast, every conversation, every moment of kindness, carries more power than you will ever fully see. You are not just a Volunteer. You are a builder of resilience, a weaver of hope, and a vital part of something that truly matters.

Volunteer Registration

- **CRM Registration Required:** All Volunteers must complete electronic registration in the PHW Contact Relationship Management (CRM) system before participating in any PHW-COS activities.
- **Waivers and Code of Conduct Acknowledgement:** All Volunteers must electronically sign required waivers and acknowledge their agreement to the PHW Code of Conduct during CRM registration.
- **Eligibility Requirements:** Volunteers must meet eligibility standards, including no history of violent crime convictions or registration as a sex offender.

Volunteer Conduct Standards

At PHW-COS, we hold ourselves and one another to the highest standards of kindness, integrity, and professionalism. Volunteers are expected to:

- Act with compassion, dignity, and respect toward all Participants, Volunteers, staff, and community members.
- Serve with humility, recognizing that healing is the mission and service is the path.
- Communicate clearly, kindly, and transparently, always assuming positive intent.
- Model resilience, patience, and adaptability in all activities and interactions.
- Represent PHW-COS and Project Healing Waters Fly Fishing with professionalism and positivity at all times.
- Protect the confidentiality and dignity of Participants.

Corrective Actions and Dismissal

While rare, behaviors that compromise Participant safety, disrupt the healing environment, or violate the spirit of our community may result in corrective action or dismissal.

- Corrective action will be guided by compassion, fairness, and respect.
- Dismissals will follow PHW National procedures and may occur without prior warning depending on the nature of the concern.
- The PHW-COS Program Lead will coordinate closely with the Regional Coordinator and PHW National staff, when appropriate, to ensure transparency and consistency.

We believe that Volunteers are the heart of healing at PHW-COS. These standards are not about rules for the sake of rules; they are about creating a safe, trusting, and vibrant community where every Participant and Volunteer can thrive.

Thank you for choosing to serve with us... thank you for choosing to lead with heart.



PHW-COS Volunteer Program Guide Communication

7 | How We Communicate

At PHW-COS, communication is one of the most powerful tools we have for building trust, belonging, and healing. We believe that clear, kind, and honest communication creates the current that carries our community forward.

Our Communication Philosophy

- **Be Clear:** Share information simply and directly. Say what you mean with kindness and clarity.
- **Be Kind:** Choose words that lift up, encourage, and empower. Even when offering feedback or raising concerns, kindness is our baseline.
- **Be Transparent:** We strive to communicate openly, honestly, and early, always assuming positive intent.
- **Be Listening First:** Good communication starts with good listening. Before speaking, we listen to Participants, to fellow Volunteers, and to the needs of the community.
- **Be Mission-Focused:** Every message, every conversation, every email is an opportunity to strengthen the mission. We keep our focus on healing, resilience, and service.

Who to Contact for Support

We are a team, and you are never expected to walk the river alone. Here's a simple guide for who to reach out to when you have a need or question:

Need	Support Team
General Questions	Program Engagement (PE)
Equipment or Logistics Support	Logistics (LG)
Trip Coordination (Single or Multi-Day)	Operations (Ops)
Education Questions (Tying, Casting, Rod Building)	Education (ED)
Fundraising or Community Outreach Ideas	Fundraising (FR) or Outreach (OR)
Office Support or Volunteer Recognition	Program Engagement (PE)
Concerns, Feedback, or Sensitive Issues	Any Backcast Team Member

How We Stay Connected

To keep communication flowing across our large and growing community, we use a variety of tools:

- **Email:** Primary method for official communication and updates.
- **Phone/Text:** For quick, time-sensitive needs between Volunteers and Team Leads.
- **Meetings and Check-Ins:** Periodic Volunteer meetings (virtual or in-person) to stay connected, share feedback, and celebrate successes.
- **PHW-COS Website and Social Media:** For news, events, trip highlights, and community stories. <https://www.cosphwschedule.com/>

When in Doubt, Reach Out

There's no such thing as a small question, and there's no shame in asking for help. If you ever feel unsure, about a process, about a Participant interaction, or about your own role, we want you to reach out.

We are here to support you, just as you are here to support our Participants.

In every conversation, every email, every update, we cast kindness, clarity, and connection. That's the PHW-COS Tribal way.



PHW-COS Volunteer Program Guide

Volunteer Resources & Tools

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At PHW-COS, we believe in setting every Volunteer up for success, not by overwhelming you with paperwork, but by making sure you have simple, easy-to-access resources whenever you need them.

Here's the tools our Volunteers use to serve with confidence:

CRM (Community Resource Management) System

All active Participants and Volunteers are registered in our CRM system. The CRM helps us:

- Track participation
- Record achievements and milestones
- Manage trip and event rosters
- Stay connected to every member of our community
- Ensure insurance coverage on a PHW-COS outing or event

Volunteers must be registered in CRM before participating in any PHW-COS activities.

New Volunteers will be guided through the CRM registration process during onboarding.

All Volunteers may be trained for more advanced use if needed.

Note: All Volunteers and Participants must meet PHW National eligibility requirements, including no history of violent crime convictions or sex offender registration, to ensure a safe and supportive community.

Forms and Templates

We keep forms simple, clear, and readily available, including:

- Expense Reimbursement Forms (ERF)
- Trip Planning Forms
- Volunteer Recognition Nomination Forms
- Participant Progress Surveys (for designated mentors)

All forms will be accessible digitally and, when needed, printed copies are available through the PHW-COS website.

Note: For detailed expense reimbursement instructions, please see **Annex 3**.

PHW-COS Website

Our local PHW-COS website (<https://www.cosphwschedule.com/>) provides:

- Calendar of upcoming trips, events, and classes
- Announcements and updates
- Links to important forms and resources
- Volunteer spotlights and community stories

Website Tip: Bookmark the site on your phone or laptop for quick access to events and announcements!

Training and Workshops

We offer ongoing Volunteer workshops and refreshers, including:

- Trip Lead and Assistant Trip Lead orientation
- Mentor skills workshops (building resilience, communication, coaching)
- Equipment handling and safety refresher courses
- Education training (casting instruction, fly-tying classes, rod building, and net building basics)

Training opportunities will be announced throughout the year and every Volunteer is encouraged to participate!

Support at Your Fingertips

If you ever need help accessing a resource or finding a tool:

- Contact the Program Engagement Team for general guidance
- Contact the Office Manager for forms or printed materials
- Ask any member of the Backcast Team, we are here to serve you

We keep our resources simple, supportive, and accessible, because every Volunteer deserves the tools to serve with excellence and heart.



PHW-COS Volunteer Program Guide

Closing Message

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You are now part of something rare, something that reaches far beyond rods and rivers.

At PHW-COS, we are not just a program. We are not just an organization. We are a living, breathing community of resilience, hope, and belonging, woven together by trust, service, and heart.

When you step into your role as a Volunteer, you are stepping into the quiet, steady work of healing:

- You are casting hope into places where it was once hard to find.
- You are tying connection into lives that may have felt frayed.
- You are building strength one handshake, one conversation, one shared moment at a time.
- You are not expected to have all the answers.
- You are not expected to carry burdens alone.
- You are simply asked to show up, with kindness, patience, and the willingness to walk beside those who are rebuilding.

At PHW-COS, Participants stand at the top, because healing is our mission. Volunteers stand in the heart, because service is our way forward. Leaders stand at the bottom, because true leadership is service first, always.

Together, we are Casting Forward, not chasing perfection, but seeking connection. Not reliving the past, but building a stronger, deeper future, one cast, one class, one community at a time.

We know that the journey to healing, and resilience is not a straight line, it is a deeply personal river, different for each Participant, each Volunteer, each soul who casts forward.

As Viktor Frankl reminds us:

"For the meaning of life differs from man to man, from day to day, and from hour to hour. What matters, therefore, is not the meaning of life in general but rather the specific meaning of a person's life at a given moment."

- Viktor E. Frankl

Every Volunteer at PHW-COS helps create those moments, moments of meaning, connection, growth, and hope. Each cast, each word of encouragement, each steady

presence along the river builds meaning that cannot be measured but will be felt for a lifetime.

Thank you for choosing to serve. Thank you for bringing your heart into this work. We are proud to have you standing shoulder-to-shoulder with us, part of the tribe that believes healing, hope, and meaning are found in the quiet work of serving others.

Welcome to PHW-COS... Welcome home!