COLORADO PARKS & WILDLIFE

2014 Strategic Implementation Plan

STATEWIDE VOLUNTEER PROGRAM

© CPW

CPW STATE.CO.US
January 2014

Dear CPW Staff, Volunteers and Community Partners,

I am pleased to present the CPW Volunteer Program Strategic Implementation Plan. This comprehensive strategy highlights the importance of continued engagement of volunteers to help achieve our important mission.

Volunteers are valuable allies of Colorado Parks and Wildlife. These individuals and groups are vital to fulfilling our mission and bring specialized skills, knowledge, fresh perspectives, and immediate access to the community. Across the state we rely on this diverse group of people to extend our reach as an agency. Each year, they give generously their time, expertise and resources to our agency.

A successful volunteer program requires buy-in from the entire agency. Volunteer and community involvement and supervision is everyone’s responsibility. We are expanding our vision of volunteer engagement by creating an experience that is meaningful for the volunteer, demonstrates impacts, and taps into each volunteer’s abilities and interests. Volunteers should be trained to understand our mission and our employees need to be trained to engage volunteers to work effectively with them.

Volunteers are necessary and helpful for ensuring a continuum of support. Mobilizing community resources and expanding capacity through volunteers will enhance our agency’s image which can only attract more volunteers, program participants, and funds. Expanding our volunteer program, providing excellent customer service, increasing staff expertise and knowledge, and building financial stability will help sustain CPW well into the future.

I wish to personally thank Dave Lovell and Margaret Taylor for their excellent leadership in co-chairing the Volunteer Committee. Sincere thanks to the entire committee for demonstrating superb teamwork and producing a thoughtful and pertinent strategic plan that builds on the successes of our current Volunteer Program.

With great respect,

Bob

Bob Broscheid
Director, Colorado Parks and Wildlife
Grow, Explore, Learn, & Serve
Volunteer Committee Members:

Dave Lovell, Co-Chair, Margaret Taylor, Co-Chair
Leland Flores, Brian Kurzel, Vicki Leigh, Lori Morgan, Windi Padia,
Trina Romero, Jena Sanchez, Angel Tobin, Maria Yslas-Brandt

Table of Contents

Strategic Implementation Plan Overview. .................................................. 2
  Purpose of Statewide Volunteer Program Strategic Plan ........................... 2
  Planning Process Summary ......................................................................... 3
  Agency Background of Merger and Program History .................................. 4
  CPW Mission ........................................................................................... 5
  Volunteer Program Vision ......................................................................... 5
  What is A CPW Volunteer? ........................................................................ 5
  What is A Friends Group ......................................................................... 5
  Guiding Principles ................................................................................... 5

Roles and Responsibilities. ........................................................................ 6
  CPW Volunteer Program Staff Structure .................................................. 7
  Roles and Responsibilities Matrix .............................................................. 8

Goals and Objectives At A Glance ............................................................. 13

Action Strategy Implementation Worksheets .......................................... 16

CPW Volunteer Program Strategic Plan Timeline ....................................... 23

Acknowledgements ................................................................................... 24

Appendix
Appendix One: Volunteer Program Performance Objective ....................... 27
Appendix Two: Staff and Volunteer Survey Results .................................. 29
Remaining appendix documents available upon request.
  Appendix Three: DNR Volunteer Directive
  Appendix Four: Volunteer Program Cost Analysis
  Appendix Five: Youth, Volunteers and Pathways to Jobs Report
  Appendix Six: Legislation Related to Volunteer Program
Strategic Implementation Plan Overview

Purpose of Statewide Volunteer Program Strategic Plan

This document outlines a cohesive strategy for merging the Colorado Parks and Wildlife Volunteer Program including a clear integrated process that will be implemented throughout the agency in the regions and in the statewide branches and programs.

Planning Process Summary

The development of this strategic plan was motivated by the merger of Division of Parks and Outdoor Recreation (Parks) and the Colorado Division of Wildlife (Wildlife) in July of 2011. Many initial recommendations were developed by the Volunteers, Education, and Interpretation Work Group efforts beginning in June of 2011 and culminating with their work group report in October 2011.

In addition, this plan is in alignment with the Department of Natural Resources Goals outlined in the Youth, Volunteers and Pathways to Jobs Report. Of particular note is Goal 3 to increase the number of projects that utilize volunteers by 10% each year for the next 3 years.

More recently, the CPW Director, through Gary Thorson, Assistant Director of Information & Education requested a clear and cohesive strategy with measurable results for the recruitment and retention of volunteers. As a result of this direction, the Volunteer Committee was formed in November of 2012 and tasked with this objective (see Appendix One). At the original committee meeting, all members felt the best way to accomplish this task was through the adoption of an updated Volunteer Strategic Plan that fully addressed a merged agency and merged volunteer program. The committee has been meeting monthly to discuss and address issues and assembling the pieces of this volunteer strategic plan.
Agency Background of Merger and Program History

Colorado Parks and Wildlife (CPW) was created in 2011 by the merger of the Division of Parks and Outdoor Recreation (Parks) and the Colorado Division of Wildlife (Wildlife), two nationally recognized leaders in conservation, outdoor recreation and wildlife management. Colorado Parks and Wildlife manages 42 state parks, all of Colorado's wildlife, more than 300 state wildlife areas, and a host of recreational programs. (See 2014 CPW Path Forward.)

CPW has historically pursued meaningful engagement of volunteers and invested in its Volunteer Program to connect the agency to mission-critical human capital. Connecting citizens, as volunteers and supporters, continues to be essential to the sustainability of Colorado Parks and Wildlife. The cultivation of volunteerism plays a major role in helping CPW meet its financial needs now and in the future, as well as providing for the next generation of outdoor enthusiasts.

Great Outdoors Colorado (GOCO) has been an important long-term funding partner for supporting the CPW Volunteer Program and has had a tangible impact on building a sustainable infrastructure for providing quality volunteer opportunities to the public. GOCO funding provides the majority of the funding for the Statewide and Region Volunteer Programs through investment of Lottery proceeds as mandated through Article XXVII of the State Constitution. (See www.goco.org for more information.)

CPW has been successful at conceptualizing and implementing a sustainable volunteer engagement model. It has proven to be a low investment dollar wise with a high return in both volunteer hours contributed but also in good will generated within communities surrounding our properties. These communities vote and will be the future constituents and stewards of CPW. This concerted effort realizes a significant return on investment with over 6500 volunteers contributing 337,235 hours of time in calendar year 2012. According to the Independent Sector (www.independentsector.org), this equates to $7.5 million in cost savings.

Volunteers are currently performing critical roles that support staff efforts including, but not limited to: angler outreach, bear aware conflicts, biological projects, customer service, backcountry rescue, boat safety, campground operations, environmental education, historical research, hunter education, hatchery assistance, fee collection, stewardship, trails, and wildlife transport. CPW volunteers also, individually and through Friends groups, donate equipment, materials and money, and serve as advocates for the agency, providing an additional benefit beyond the hours of service they donate.
Strategic Implementation Plan Overview

Enlisting local non-profit volunteer project management organizations has been essential for handling short-term or larger scale episodic projects. As valuable partners they help augment the CPW Volunteer Program.

One of the reasons CPW is successful is through utilizing staff who are volunteer engagement specialists. These dedicated staff help guide the volunteer program and create a framework for field and program staff to take ownership and develop into volunteer engagement leaders. Providing streamlined, organized, and tailored support to the specific needs of our agency ensures success.

The following key elements will continue to be emphasized in the merging of the new statewide volunteer program:

1. Creating an agency wide vision for volunteer engagement,
2. Understanding current volunteer motivations and trends,
3. Ensuring a transparent and simplistic engagement framework,
4. Cultivating staff champions,
5. Maximizing investment in volunteers,
6. Minimizing challenges and risks and maximizing opportunities.
Strategic Implementation Plan Overview

**CPW Mission**

Our Mission is to perpetuate the wildlife resources of the state, to provide a quality state parks system, and to provide enjoyable and sustainable outdoor recreation opportunities that educate and inspire current and future generations to serve as active stewards of Colorado’s natural resources.

**Volunteer Program Vision**

In support of the CPW mission, the Volunteer Program will inspire and foster active stewardship for Colorado’s natural resources through the meaningful engagement and integration of diverse volunteers, partners & CPW Staff. CPW will be seen as the primary opportunity for natural resource volunteers and the CPW Volunteer Program will help the agency meet its mission in a financially sustainable manner.

**What is A CPW Volunteer?**

An individual or group of individuals that are dedicated and have been recruited, selected, trained, and have contributed their time for the benefit of Colorado Parks & Wildlife without the promise or expectation of compensation.

**What is A Friends Group?**

Friends Groups are generally defined as nonprofit, 501(c)(3) tax-exempt organizations established primarily to support a specific Colorado State Park or a group of parks. Many members of Friends groups are also CPW volunteers. Although the groups vary in size, structure, and priorities, they all operate in partnership with parks under a formal or informal written agreement. Under the new plan, Friends groups could be extended to include similar support roles with Fish Hatcheries and State Wildlife Areas.

**Guiding Principles**

1. Manage a volunteer program that is responsive to changing priorities within the agency
2. Honor individual staff and program needs.
3. Recognize the volunteer workforce is an essential human resource that contributes significant value to CPW.
4. Acknowledge volunteers as responsible, professional and accountable ambassadors of CPW.
5. Respect and value the individuality and the unique perspective of our volunteers and volunteer partners.
6. Commit to professionalism in volunteer management.
7. Promote ongoing, productive and successful relationships with staff and volunteers.
8. Provide ongoing resources and training for our staff to successfully recruit, select, train, recognize and manage volunteers.
9. Promote personal growth opportunities and comprehensive training for our staff and volunteers.
10. Reward and celebrate volunteers and staff in an appropriate and meaningful way.
11. Recognize that volunteers strengthen communities.
12. Support a quality, skilled, dedicated and knowledgeable workforce.
Roles and Responsibilities

CPW Volunteer Program Staff Structure

Staff structure will ultimately provide a solid platform for recruitment and retention of volunteers. The committee took the time to look at how responsibilities were delegated within the former agencies and then worked to create a Roles and Responsibilities Matrix for Colorado Parks and Wildlife.

The former Wildlife volunteer model was focused on regional and field staff and the former Parks model focused on statewide and field staff to accomplish the work of the program. In the proposed CPW volunteer program staff structure, the committee integrated the two program models which complement the new diversified needs of the agency.

CPW Volunteer Program staff currently includes one Statewide Volunteer Program Coordinator in Denver, two full-time Region Volunteer Coordinators in the NE and SE regions, and one quarter-time Volunteer Coordinator in the NW region. The flow chart on the next page gives an overview of current staff structure.

The Roles and Responsibilities Matrix describes proposed responsibilities for the Statewide, Region, and Field. The matrix does not outline every scenario and may adapt and change as the volunteer program develops. It is based on the Volunteer Committee’s recommended future staffing: one Statewide Volunteer Coordinator, who is also the coordinator for CPW statewide programs; four Regional Coordinators (one for each region); and a multitude of Field Staff from both sides of the former agencies. Duties have been adjusted in the matrix to accurately reflect current staffing levels.
Statewide Volunteer Program Structure

CPW Leadership Team

Windi Padia
Education, Partnership & Volunteer Section Manager
303-291-7271 • windi.padia@state.co.us

Vicki Leigh
Statewide Volunteer Program Coordinator
303-291-7299 • vicki.leigh@state.co.us

CPW Volunteer Committee

Communication Flows in All Directions

Regional Coordinators & Staff

Trina Romero
NW Region Watchable Wildlife/ Volunteer Coordinator
970-255-6191
trina.romero@state.co.us

Lori Morgan
NE Region Volunteer Coordinator
303-291-7369
lori.morgan@state.co.us

Jena Sanchez
SE Region Volunteer Coordinator
719-227-5204
jena.sanchez@state.co.us

Southwest Region
Local Area Office/Local Park Office*
dnr_cpw.swvolunteer@state.co.us

* Please contact your local Wildlife Office (Durango, Gunnison, Monte Vista, and Montrose) or State Park (Crawford, Lone Mesa/Mancos, Navajo, and Ridgway) for volunteer opportunities in the SW Region.
# Colorado Parks and Wildlife Volunteer Program – Roles and Responsibilities Matrix

## Desired future condition for Colorado Parks and Wildlife (CPW) Volunteer Program

<table>
<thead>
<tr>
<th>Statewide</th>
<th>Region</th>
<th>Field</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Liaisons with:</strong></td>
<td><strong>Liaison with:</strong></td>
<td><strong>Liaison with:</strong></td>
</tr>
<tr>
<td>• Leadership Team</td>
<td>• Statewide Program Staff</td>
<td>• Statewide/Regional Coordinator</td>
</tr>
<tr>
<td>• Statewide Programs</td>
<td>• Regional /Field Staff</td>
<td>• Local Volunteers</td>
</tr>
<tr>
<td>• Boards &amp; Associations</td>
<td>• Regional Volunteers</td>
<td>• Local Partner Organizations</td>
</tr>
<tr>
<td>• Conferences</td>
<td>• Local Partner Organizations</td>
<td></td>
</tr>
<tr>
<td>• DNR</td>
<td>• Conferences w/in Region</td>
<td></td>
</tr>
<tr>
<td>• Partner Organizations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(GOCO, VOC, etc.)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Regional Coordinators</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Field</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Facilitate support of Volunteer Programs with CPW leadership</strong></td>
<td><strong>Facilitate Regional support of Volunteer Programs</strong></td>
<td><strong>Facilitate local support of CPW Volunteer programs</strong></td>
</tr>
<tr>
<td><strong>Develop &amp; Promote Mission/Vision</strong></td>
<td><strong>Develop, Promote &amp; Implement Mission &amp; Vision</strong></td>
<td><strong>Implement Mission/Vision</strong></td>
</tr>
<tr>
<td><strong>Promote, facilitate, and implement a combined CPW Volunteer Program</strong></td>
<td><strong>Implement a combined CPW Volunteer Program</strong></td>
<td><strong>Consistent implementation of combined Volunteer Program</strong></td>
</tr>
<tr>
<td><strong>Develop, monitor &amp; implement Strategic Plan</strong></td>
<td><strong>Develop &amp; implement Strategic Plan</strong></td>
<td><strong>Implement components of Strategic Plan</strong></td>
</tr>
<tr>
<td><strong>Coordinate &amp; develop Annual Report</strong></td>
<td><strong>Contribute to and distribute Annual Report</strong></td>
<td><strong>Contribute to and distribute Annual Report</strong></td>
</tr>
<tr>
<td><strong>Statewide Communications:</strong></td>
<td><strong>Regional Communications:</strong></td>
<td><strong>Local Communications:</strong></td>
</tr>
<tr>
<td>• Ongoing communications with LT, Regions and Sections who disseminate information to field</td>
<td>• Communication with Statewide Program Staff</td>
<td>• Communication with local volunteers</td>
</tr>
<tr>
<td></td>
<td>• Ongoing communication/visits with field - program buy-in</td>
<td>• Communication with Statewide and Regional Coordinators</td>
</tr>
<tr>
<td></td>
<td>• Liaison/communication with volunteers</td>
<td>• Community Outreach</td>
</tr>
<tr>
<td><strong>Management of Statewide Budgets:</strong></td>
<td><strong>Manage Regional Budgets:</strong></td>
<td><strong>Manage Programs and Site specific Budgets:</strong></td>
</tr>
<tr>
<td>• Overall budget allocation and oversight</td>
<td>• Collaborate on statewide budget allocation</td>
<td>• Request/manage local budget needs based on priority</td>
</tr>
<tr>
<td>• Collaboration working with GOCO requests</td>
<td>• Manage region budgets</td>
<td></td>
</tr>
<tr>
<td><strong>Statewide Donation/Grants coordination</strong></td>
<td><strong>Coordinate on donations and grants</strong></td>
<td><strong>Manage Program or Site specific donations/grants</strong></td>
</tr>
<tr>
<td></td>
<td>• Assist with regional and local grants and donations as requested</td>
<td></td>
</tr>
</tbody>
</table>
# Colorado Parks and Wildlife Volunteer Program – Roles and Responsibilities Matrix

<table>
<thead>
<tr>
<th>Statewide</th>
<th>Region</th>
<th>Field</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Promotion w/in Agency</td>
<td>Program Promotion w/in Agency</td>
<td>Program Promotion w/in Agency</td>
</tr>
</tbody>
</table>
| Develop & implement consistent policy, standards, & guidelines  
  • Volunteer Handbook/manual  
  • Staff Handbook/manual/training materials  
  • Streamline application  
  • Oversees Volunteer Insurance  
  • Risk & Liability resource and application  
  • Policies, etc. | Provide input on and implements standardized policies, standards, & guidelines as listed in first column | Implements volunteer programs in collaboration with Region using policies and procedures developed programmatically  
  • Volunteer Program lead on site-based programs (as staffing allows)  
  • Develop and implement site specific materials where appropriate |
| Needs assessment/surveys  
  • Develop and implement periodic Program surveys and program assessments. | Collaborates with Statewide program on:  
  • Program surveys  
  • Needs Assessments  
  • Site/Project Specific Surveys | Collaborates with Region to:  
  • Conduct project/Site specific surveys |
| Volunteer Database Management & Oversight Including training, troubleshooting, and consistency | Utilize volunteer database to manage volunteers, projects and hours in the region | Ensure volunteer hours are accurately tracked and reported |
| Volunteer Site & Project Management:  
  • Communication and collaboration with regions, field staff, and partners  
  • Resource for site specific and larger statewide projects (i.e. Lend a Hand, NPLD) as identified | Volunteer Site & Project Management:  
  • Provide resources and on the ground support for projects  
  • Collaborates with statewide vol coord & field staff  
  • Serves as resource for site specific projects | Volunteer Site & Project Management:  
  • Collaborate with Statewide & Regional Coordinators  
  • Volunteer Supervision  
  • Provide resources and on the ground support |
| Volunteer Newsletter:  
  • Solicit, develop, and distribute newsletter  
  • Coordinate design with Creative Services Staff | Volunteer Newsletter:  
  • Contribute to and support for newsletter  
  • Solicit newsletter material from field | Volunteer Newsletter:  
  • Contribute to and distribute newsletter to local staff and volunteers |
| Volunteer Website:  
  • Manage & maintain Statewide Volunteer website and other social media outlets | Volunteer Website:  
  • Contribute to and periodically assess statewide Volunteer website | Volunteer Website:  
  • Utilize and contribute to Volunteer website |
# Colorado Parks and Wildlife Volunteer Program – Roles and Responsibilities Matrix

<table>
<thead>
<tr>
<th>Statewide</th>
<th>Region</th>
<th>Field</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Staff Training:</strong></td>
<td><strong>Staff Training:</strong></td>
<td><strong>Staff Training:</strong></td>
</tr>
<tr>
<td>- Development of materials &amp; implementation of staff training for regions and CPW staff</td>
<td>- Contribute to and implement staff training within regions</td>
<td>- Stay current with Volunteer Program staff training offerings &amp; requirements</td>
</tr>
<tr>
<td>- New employee orientation</td>
<td>- Assist with new employee orientation</td>
<td>- Contribute to and attend staff training</td>
</tr>
<tr>
<td>- GOCO seasonal training</td>
<td>- Maintenance/Discipline/Discharge of volunteers</td>
<td></td>
</tr>
<tr>
<td>- Curriculum development – including best practices and enrichment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Train the trainer curriculum development</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Volunteer Orientation, Training &amp; Supervision:</strong></td>
<td><strong>Volunteer Orientation, Training &amp; Supervision:</strong></td>
<td><strong>Volunteer Orientation, Training &amp; Supervision:</strong></td>
</tr>
<tr>
<td>- Volunteer Recruitment, Screening &amp; Placement curriculum &amp; policy development</td>
<td>- Contribute to development of Volunteer Orientation and Training materials</td>
<td>- Volunteer Recruitment, Screening, &amp; Placement at local level</td>
</tr>
<tr>
<td>- Develop Volunteer Orientation and training materials</td>
<td>- Volunteer Recruitment, Screening, &amp; Placement within regions &amp; policy implementation</td>
<td>- Develop and implement site specific materials where appropriate</td>
</tr>
<tr>
<td>- Provide statewide clearinghouse for training offerings and resources</td>
<td>- Lead Volunteer Development</td>
<td>- Lead Volunteer Development</td>
</tr>
<tr>
<td>- Develop train the trainer and lead volunteer trainings</td>
<td>- Provide opportunities for joint trainings.</td>
<td>- Host joint trainings</td>
</tr>
<tr>
<td>- Support statewide, region, and local implementation as required</td>
<td>- Maintenance/Discipline/Discharge of volunteers</td>
<td>- Maintenance/Discipline/Discharge of volunteers</td>
</tr>
<tr>
<td><strong>Friends &amp; Partners</strong></td>
<td><strong>Friends &amp; Partners:</strong></td>
<td><strong>Friends &amp; Partners:</strong></td>
</tr>
<tr>
<td>- Umbrella Friends Group development &amp; coordination</td>
<td>- Liaison with local Friends and Partner Groups when required</td>
<td>- Liaison and coordination with local Friends and Partner Groups</td>
</tr>
<tr>
<td>- Local Friends groups development &amp; coordination</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Cultivate Statewide Partnerships</td>
<td>- Resource for Field</td>
<td></td>
</tr>
<tr>
<td>- Resource for Field</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Resident Hosts:</strong></td>
<td><strong>Resident Hosts:</strong></td>
<td><strong>Resident Hosts:</strong></td>
</tr>
<tr>
<td>- Statewide recruitment &amp; placement</td>
<td>- Coordinates &amp; supports regional resident host sites as needed</td>
<td>- Promotes and implements resident host programs</td>
</tr>
<tr>
<td>- Coordination with Regions and Parks</td>
<td>- Coordinate regional host recognition events</td>
<td>- Support regional recognition events and yearly host jamboree</td>
</tr>
<tr>
<td>- Promote &amp; coordinate yearly host jamboree</td>
<td>- Support yearly host jamboree</td>
<td></td>
</tr>
</tbody>
</table>
### Colorado Parks and Wildlife Volunteer Program – Roles and Responsibilities Matrix

<table>
<thead>
<tr>
<th>Statewide</th>
<th>Region</th>
<th>Field</th>
</tr>
</thead>
</table>
| Program & Project Coordination - Liaison with Statewide Program Staff:  
  *This is not a complete list.*  
  - Statewide Raptor Monitoring  
  - Statewide Training, Boat Safety & Law Enforcement sections  
  - Natural Areas  
  - Information & Education Branch  
  - Statewide Trails Program  
  - Research Programs  
  - Statewide Aquatic, Biology, & Terrestrial sections | Program & Project Coordination - Liaison with Region Staff:  
  *This is not a complete list.*  
  - PIO  
  - Watchable Wildlife  
  - Region Raptor Monitoring  
  - Education  
  - Region Trails  
  - Bear Aware  
  - Wildlife Transport & Rehab  
  - Region biologists | Program & Project Coordination – Liaison with Volunteers & Community  
  - Collaborating with Region & Statewide Coordinator for program and site specific support. |
| Uniforms:  
  - Development of Guidelines  
  - Bulk ordering to save money  
  - Distributes uniforms to parks and some statewide programs | Uniforms:  
  - Collaborates with Statewide program on uniform guidelines & policies  
  - Coordinates uniform orders for regional volunteers | Uniforms:  
  - Ensures volunteers have access to and wear uniforms within guidelines  
  - Coordinates uniform orders for local volunteers |
| Recognition Items & Events:  
  - Recognition Guideline Development  
  - Supports region and field recognition events as requested.  
  - Bulk ordering to save money  
  - Special Awards & Recognition | Recognition Items & Events:  
  - Support of and assist in ordering materials for regional recognition events  
  - Conducts recognition events  
  - Support of Special Awards & Recognition  
  - Supports field recognition events | Recognition Items & Events:  
  - Collaborates Statewide and with Region on recognition for cost savings and efficiencies  
  -Coordinates & conducts local recognition volunteer events |
| Recognition for Staff:  
  - Develops guidelines for staff recognition  
  - Promotes staff recognition annually  
  - Provides staff recognition materials | Recognition for Staff:  
  - Supports development of guidelines  
  - Promotes staff recognition within the region | Recognition for Staff:  
  - Nominates key staff for recognition based upon guidelines |
Goals and Objectives At A Glance

Goal 1: Volunteer Program Administration

Develop effective administrative policies and procedures to structure and streamline the Volunteer Program.

A. Define, develop, and communicate roles and responsibilities for the new CPW Volunteer Program.
B. Review current VP policies, administrative directives, procedures, handbooks and forms for streamlining, efficiencies, and cost savings.
C. Research and develop a cost effective web-based volunteer database that serves as an effective tracking, management, and communication tool.
D. Communicate consistent standardized CPW messages regularly with staff and volunteers.
E. Evaluate and measure the quality of staff and volunteer experiences.
F. Annual review and adjustment of Volunteer Program Strategic Plan.

Goal 2: Staff Support

Foster and improve the working relationship between the Volunteer Program and CPW Staff.

A. Cultivate and foster consistent, effective, and efficient methods of communication with staff.
B. Share successful management and best practices with CPW Staff for efficient and effective use of volunteers.
C. Create and expand capacity for staff to work effectively with volunteers.
D. Develop and expand ways to recognize and reward staff for working effectively with volunteers.

Goal 3: Agency Mission

Accomplish the agency mission and staff goals while encouraging volunteer stewardship of Colorado’s natural resources. Maintain high standards of professionalism and provide quality volunteer experiences to motivate and enable a dedicated volunteer workforce.

A. Promote quality volunteer experiences and communicate clear expectations with potential, new, and existing volunteers.
B. Select, orient, train and provide proper tools and safety appropriate to the required work.
C. Retain and recognize CPW volunteers to encourage long-term volunteer service and stewardship.
D. Evaluate field volunteer experiences, incorporate changes where needed, and adjust to changing conditions.
Goals and Objectives At A Glance

Goal 4: Volunteer Partnerships

Strengthen existing volunteer partnerships with DNR Divisions, Friends groups, outside agencies, corporations, and organizations and strategically engage new partners to achieve common goals and mission.

A. Complete and implement an external communications/marketing plan to outreach through identified partners and local community contacts.

B. Establish and cultivate champions and advocates, including individuals, organizations, corporations, government entities and user groups.

C. Cooperate internally with CPW sections and DNR divisions, and externally with other stewardship agencies and conservation organizations.

D. Encourage and support both statewide and local Friends efforts.

Goal 5: Program Sustainability

Develop appropriate strategies that strengthen and add value to CPW’s financial condition through the implementation of an effective and efficient volunteer work force.

A. Improve Volunteer Program image and credibility emphasizing the value added to CPW.

B. Provide appropriate program resources to support effective volunteer engagement throughout CPW.

C. Research and cultivate new and potential sources of funding including matches for outside funding.
# Goal 1: Volunteer Program Administration

Develop effective administrative policies and procedures to structure and streamline the Volunteer Program.

<table>
<thead>
<tr>
<th>Objective</th>
<th>Action Item</th>
<th>Lead Staff By Who?</th>
<th>Timeframe By When?</th>
<th>Priority Low - High?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-A. Define, develop and communicate roles and responsibilities for the new CPW Volunteer Program.</td>
<td>1-Develop clearly defined roles and responsibilities for the statewide, regional, and field volunteer coordinators. Incorporate into plan.</td>
<td>Margaret &amp; Dave</td>
<td>Sept 2013</td>
<td>High ✓</td>
</tr>
<tr>
<td></td>
<td>2-All DRM's, Windi Padia, Gary Thorson and Leadership Team should review and approve roles and responsibilities.</td>
<td>Margaret &amp; Dave</td>
<td>Nov 2013</td>
<td>High ✓</td>
</tr>
<tr>
<td></td>
<td>3-Once the plan approved, distribute to CPW staff and volunteers.</td>
<td>Margaret &amp; Dave</td>
<td>Jan 2014</td>
<td>Med ✓</td>
</tr>
<tr>
<td>1-B. Review current VP policies, administrative directives, procedures, handbooks and forms for streamlining, efficiencies, and cost savings.</td>
<td>1-Identify, review and update all pertinent policies and administrative directives applying to volunteer program.</td>
<td>Vicki</td>
<td>Feb 2014 &amp; May 2014</td>
<td>Med</td>
</tr>
<tr>
<td></td>
<td>2-Update administrative directive to reflect merged program.</td>
<td>All</td>
<td>Pending LT Approval</td>
<td>Med</td>
</tr>
<tr>
<td></td>
<td>3-Identify, review and update risk management policies.</td>
<td>Vicki</td>
<td>Feb 2014 &amp; June 2014</td>
<td>High</td>
</tr>
<tr>
<td></td>
<td>4-Review statewide insurance policies and streamline for cost effectiveness and quality of coverage.</td>
<td>Vicki</td>
<td>Done &amp; Annually</td>
<td>High ✓</td>
</tr>
<tr>
<td></td>
<td>5-Develop statewide guidelines for providing a safe working environment for volunteer efforts.</td>
<td>All Vol Coord</td>
<td>March 2014</td>
<td>High</td>
</tr>
<tr>
<td></td>
<td>6-Review, combine and update all useful agency volunteer forms with priority on the volunteer packet.</td>
<td>Vicki &amp; All</td>
<td>March 2014 &amp; on-going</td>
<td>High</td>
</tr>
<tr>
<td></td>
<td>7-Review and create a single staff volunteer management handbook to communicate program guidelines and procedures and volunteer management best practices.</td>
<td>Vicki</td>
<td>April 2014</td>
<td>High</td>
</tr>
<tr>
<td></td>
<td>8-CREATE a standardized volunteer handbook to communicate agency mission, expectations, policies, procedures and quiz.</td>
<td>Jena</td>
<td>April 2014</td>
<td>High</td>
</tr>
</tbody>
</table>
Goal 1: Volunteer Program Administration

Develop effective administrative policies and procedures to structure and streamline the Volunteer Program.

<table>
<thead>
<tr>
<th>Objective</th>
<th>Action Item</th>
<th>Lead Staff By Who?</th>
<th>Timeframe By When?</th>
<th>Priority Low - High?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-C. Research and develop a cost effective web-based volunteer database that serves as an effective tracking, management, and communication tool.</td>
<td>1-Identify overall criteria and create decision grid for a database that will meet requirements for newly merged volunteer program.</td>
<td>All</td>
<td>Dec 2013</td>
<td>High ✓</td>
</tr>
<tr>
<td></td>
<td>2-Review current and research new volunteer tracking database systems.</td>
<td>All Vol Coord</td>
<td>Dec - Jan 2014</td>
<td>High ✓</td>
</tr>
<tr>
<td></td>
<td>3-Choose an cost-effective database system based on the decision grid and create an implementation plan and timeline.</td>
<td>All Vol Coord</td>
<td>March 1, 2014</td>
<td>High</td>
</tr>
<tr>
<td></td>
<td>4-Clean existing database with priority to data migration.</td>
<td>All Vol Coord</td>
<td>Dec 2013 &amp; on-going</td>
<td>High ✓</td>
</tr>
<tr>
<td></td>
<td>5-Develop support materials on the proper use of the new volunteer database and establish regular training schedule.</td>
<td>All Vol Coord</td>
<td>Oct 2014</td>
<td>Med</td>
</tr>
<tr>
<td>1-D. Communicate consistent standardized CPW messages regularly with staff and volunteers.</td>
<td>1-Establish regular meetings with statewide, regional and field volunteer coordinators.</td>
<td>Vicki</td>
<td>July 2013 &amp; on-going</td>
<td>High ✓</td>
</tr>
<tr>
<td></td>
<td>2-Review current communication/marketing avenues and identify effective methods for meeting our program goals and specific audiences.</td>
<td>All</td>
<td>June 2014 &amp; on-going</td>
<td>Med</td>
</tr>
<tr>
<td></td>
<td>3-Follow new trends and implement current volunteer management best practices.</td>
<td>All</td>
<td>On-going</td>
<td>Med ✓</td>
</tr>
<tr>
<td></td>
<td>4-Review the purpose and effectiveness of the volunteer newsletter. Create and distribute regular newsletter in a timely manner</td>
<td>All Vol Coord</td>
<td>Nov 2013</td>
<td>Med ✓</td>
</tr>
<tr>
<td></td>
<td>5-Create annual volunteer program report and distribute by March 15th of each year.</td>
<td>Vicki &amp; Vol Coord</td>
<td>March 2014 &amp; Annually</td>
<td>Med</td>
</tr>
<tr>
<td>1-E. Evaluate and measure the quality of staff and volunteer experiences.</td>
<td>1-Conduct staff surveys to gather input on program effectiveness.</td>
<td>Brian, Lori &amp; All</td>
<td>July 2013 Complete</td>
<td>High ✓</td>
</tr>
<tr>
<td></td>
<td>2-Conduct volunteer surveys to gather feedback from volunteers on program effectiveness.</td>
<td>Brian &amp; All</td>
<td>Oct 2013</td>
<td>High ✓</td>
</tr>
<tr>
<td></td>
<td>3-Compile survey results from both staff and volunteer surveys. Make program adjustments accordingly.</td>
<td>Brian &amp; All</td>
<td>Nov 2013</td>
<td>High ✓</td>
</tr>
<tr>
<td></td>
<td>4-Create timeline for regularly future surveys to be conducted with staff, volunteers, and partners.</td>
<td>Vol Coord</td>
<td>Every 2 years 2015</td>
<td>Med ✓</td>
</tr>
<tr>
<td>1-F. Annual review and adjustment of Volunteer Program Strategic Plan.</td>
<td>1-Review goals, objectives, and action strategies regularly and adjust accordingly (to serve as annual work plan for coordinators for overall consistency statewide yet allowing for regional differences).</td>
<td>All</td>
<td>Start Oct, 2014 then Annually</td>
<td>Med</td>
</tr>
</tbody>
</table>
## Goal 2: Staff Support

Foster and improve the working relationship between CPW Staff and Volunteers.

<table>
<thead>
<tr>
<th>Objective</th>
<th>Action Item</th>
<th>Lead Staff By Who?</th>
<th>Timeframe By When?</th>
<th>Priority Low - High?</th>
</tr>
</thead>
<tbody>
<tr>
<td>2-A. Cultivate and foster consistent, effective, and efficient methods of communication with staff.</td>
<td>1-Communicate regularly with field and program staff for proper planning and evaluation of volunteer projects.</td>
<td>All Vol Coord</td>
<td>Jan 2014 &amp; on-going</td>
<td>High ✓</td>
</tr>
<tr>
<td></td>
<td>2-Attend staff meetings at regions, areas, sites, and section meetings.</td>
<td>Statewide or Reg coords</td>
<td>Regularly &amp; on-going</td>
<td>High</td>
</tr>
<tr>
<td></td>
<td>3-Conduct regular staff surveys for specific feedback and for trainings and other events.</td>
<td>All</td>
<td>Aug 2013 &amp; bi-annually</td>
<td>Low ✓</td>
</tr>
<tr>
<td>2-B. Share successful management and best practices with CPW Staff for efficient and effective use of volunteers.</td>
<td>1-Communicate with staff on streamlined processes and procedures for utilizing volunteers including distributing handbooks, forms, applications, volunteer hours, and program updates.</td>
<td>All Vol Coord</td>
<td>April 2014 &amp; on-going</td>
<td>High</td>
</tr>
<tr>
<td></td>
<td>2-Provide volunteer management networking and training opportunities to CPW staff who work with volunteers and create a clearinghouse of current resources.</td>
<td>All Vol Coord</td>
<td>Dec 2013 &amp; on-going</td>
<td>Med ✓</td>
</tr>
<tr>
<td>2-C. Create and expand capacity for staff to work effectively with volunteers.</td>
<td>1-Develop and implement an on-going volunteer management training program for CPW employees to be used at new employee, DWM, PM and In-Service trainings, Regional/Section meetings, and others.</td>
<td>All Coords</td>
<td>Aug 2014</td>
<td>High</td>
</tr>
<tr>
<td></td>
<td>2-Create and implement a staff training PowerPoint or video program based on volunteer handbook and other best practices.</td>
<td>Jena</td>
<td>May 2014</td>
<td>High</td>
</tr>
<tr>
<td></td>
<td>3-Encourage and provide resources for staff to lead job specific and on-going trainings for volunteers to develop the skills needed from the CPW volunteer workforce.</td>
<td>All Coord</td>
<td>May 2013 &amp; on-going</td>
<td>Med ✓</td>
</tr>
<tr>
<td></td>
<td>4-Utilize staff expertise, retirees, and lead volunteers as trainers to leverage and compliment staff time.</td>
<td>Any/All</td>
<td>On-going</td>
<td>As needed ✓</td>
</tr>
<tr>
<td>2-D. Develop and expand ways to recognize and reward staff for working effectively with volunteers.</td>
<td>1-Develop and implement a cost-effective staff awards program to recognize staff utilizing volunteers successfully.</td>
<td>All</td>
<td>Feb. 2014 &amp; April 2014</td>
<td>High</td>
</tr>
<tr>
<td></td>
<td>2-Highlight positive staff &amp; volunteer relations in newsletters, emails, annual reports, web and other marketing materials.</td>
<td>All</td>
<td>Quarterly &amp; on-going</td>
<td>High ✓</td>
</tr>
<tr>
<td></td>
<td>3-Research and offer opportunities for professional development through the employee training unit and partnership agencies.</td>
<td>Windi &amp; Phyllis</td>
<td>June 2014 &amp; on-going</td>
<td>Low</td>
</tr>
</tbody>
</table>
### Goal 3: Agency Mission

Maintain high standards of professionalism to motivate and enable a dedicated volunteer workforce. Provide quality volunteer experiences that accomplish the agency mission and staff goals, while encouraging volunteer stewardship of Colorado’s natural resources.

<table>
<thead>
<tr>
<th>Objective</th>
<th>Action Item</th>
<th>Lead Staff By Who?</th>
<th>Timeframe By When?</th>
<th>Priority Low - High?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>3-A.</strong> Promote quality volunteer experiences and communicate clear expectations with potential, new, and existing volunteers.</td>
<td>1- Provide streamlined and consistent communication through agreed upon venues. <em>i.e. Impart inspirational and educational messaging to volunteers that tie them to the ‘why’s behind natural resources management.</em></td>
<td>All</td>
<td>July 2013 &amp; on-going</td>
<td>Med ✓</td>
</tr>
<tr>
<td></td>
<td>2- Develop and implement a statewide recruitment plan for consistently incorporating regional and site specific needs and requirements.</td>
<td>Vol Coord</td>
<td>April 2014</td>
<td>Med</td>
</tr>
<tr>
<td></td>
<td>3- Create clear and concise opportunity descriptions.</td>
<td>All Vol Coord</td>
<td>March 2014 &amp; on-going</td>
<td>Med</td>
</tr>
<tr>
<td></td>
<td>4- Continue publishing the statewide newsletter detailing accomplishments, volunteer opportunities, available trainings, etc…</td>
<td>Vicki</td>
<td>Oct 2013 &amp; on-going</td>
<td>Med ✓</td>
</tr>
<tr>
<td><strong>3-B.</strong> Select, orient, train and provide proper tools and safety appropriate to the required work.</td>
<td>1- Identify volunteer training requirements and coordinate on-site project/program training with staff and experienced volunteers.</td>
<td>All Vol Coord</td>
<td>March 2014 &amp; on-going</td>
<td>Med</td>
</tr>
<tr>
<td></td>
<td>2- Develop a statewide electronic orientation (history, mission, structure of the organization, insurance, etc) that can be easily adapted to project and site specific volunteer trainings.</td>
<td>All Vol Coord</td>
<td>May 2014</td>
<td>Med</td>
</tr>
<tr>
<td></td>
<td>3- Utilize safety guidelines developed in 1.B. Provide proper use and safety training to volunteers appropriate to the required work.</td>
<td>All Vol Coord</td>
<td>On-going</td>
<td>High</td>
</tr>
<tr>
<td></td>
<td>4- Develop and implement specialized training opportunities geared toward volunteer interests and provide cross-training where feasible.</td>
<td>All Vol Coord</td>
<td>April 2015 &amp; on-going</td>
<td>Med</td>
</tr>
<tr>
<td></td>
<td>5- Acknowledge and develop potential volunteer leaders and incorporate them as team leaders, into trainings and workshops, and other ways as identified.</td>
<td>All Vol Coord</td>
<td>April 2015 &amp; On-going</td>
<td>Low</td>
</tr>
</tbody>
</table>
### Goal 3: Agency Mission

Maintain high standards of professionalism to motivate and enable a dedicated volunteer workforce. Provide quality volunteer experiences that accomplish the agency mission and staff goals, while encouraging volunteer stewardship of Colorado’s natural resources.

<table>
<thead>
<tr>
<th>Objective</th>
<th>Action Item</th>
<th>Lead Staff By Who?</th>
<th>Timeframe By When?</th>
<th>Priority Low - High?</th>
<th>✓</th>
</tr>
</thead>
<tbody>
<tr>
<td>3-C. Retain and recognize CPW volunteers to encourage long-term volunteer service and stewardship.</td>
<td>1-Develop statewide guidelines based on a tiered approach for volunteer recognition to ensure cost savings and consistency while maintaining and fostering program, site, and project specific modes of recognition.</td>
<td>Vicki w/ Vol coord input</td>
<td>Feb 2014 Phase I &amp; on-going development</td>
<td>High</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>2-Commend outstanding volunteer efforts and achievements by developing a statewide special awards program including nomination and selection processes, event dates, and acceptable venues of honoring outstanding volunteers.</td>
<td>Vicki w/ Vol coord input</td>
<td>Feb 2014 &amp; on-going</td>
<td>High</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3-Provide ongoing enrichment opportunities to volunteers regionally and on individual parks, sites and properties.</td>
<td>Region Coord</td>
<td>July 2013 &amp; on-going</td>
<td>Low</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>4-Identify other professional agencies that offer training, continuing education, and certification and share with volunteers.</td>
<td>All</td>
<td>On-going</td>
<td>Low</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>5-Develop a web based calendar as part of merged database listing statewide volunteer opportunities/projects, trainings, social events, field trips, and other enrichments.</td>
<td>Statewide</td>
<td>Nov 2014</td>
<td>Low</td>
<td></td>
</tr>
<tr>
<td>3-D. Evaluate field volunteer experiences, incorporate changes where needed, and adjust to changing conditions.</td>
<td>1-Create and regularly conduct surveys of specific volunteer program components to assess the effectiveness of retaining volunteers including, but not limited to: rating projects and site specific programs; training and enrichment; and recognition.</td>
<td>All Coords</td>
<td>March 2014 &amp; on-going as needed</td>
<td>Med</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2-Provide opportunities for volunteer feedback through statewide surveys to measure their experiences and satisfaction (see 1.E)</td>
<td>Work with Public Policy, Research &amp; Planning</td>
<td>Nov 2013 &amp; Annually or every 1-3 yrs</td>
<td>Med</td>
<td></td>
</tr>
</tbody>
</table>
Goal 4: Volunteer Partnerships

Strengthen existing volunteer partnerships with DNR Divisions, Friends groups, outside agencies, corporations, and organizations and strategically engage new partners to achieve common goals and mission.

<table>
<thead>
<tr>
<th>Objective</th>
<th>Action Item</th>
<th>Lead Staff By Who?</th>
<th>Timeframe By When?</th>
<th>Priority Low - High?</th>
</tr>
</thead>
<tbody>
<tr>
<td>4-A.</td>
<td>1-Identify concepts and guidelines important to share with internal and external audiences. <em>(define vol prog partnership)</em></td>
<td>Statewide</td>
<td>Nov 2014</td>
<td>Low</td>
</tr>
<tr>
<td></td>
<td>2-Identify new potential volunteer related statewide, regional, and local partners.</td>
<td>All Coord</td>
<td>Dec 2014</td>
<td>Med</td>
</tr>
<tr>
<td></td>
<td>3-Maintain positive relationship with existing volunteer related partnerships.</td>
<td>All</td>
<td>On-going</td>
<td>Med</td>
</tr>
<tr>
<td></td>
<td>4-Draft a short, concise marketing plan incorporating above strategies.</td>
<td>Statewide</td>
<td>Aug 2014</td>
<td>Low</td>
</tr>
<tr>
<td>4-B.</td>
<td>1-Assign a sub-committee to identify ways volunteer program partners can support CPW and to define what agency means by advocacy. Work with partnership coordinator.</td>
<td>Statewide</td>
<td>Jan 2015</td>
<td>Low</td>
</tr>
<tr>
<td></td>
<td>2-Research current ‘social responsibility’ trends amongst corporations and ways to incorporate employee volunteer incentive programs into the CPW program.</td>
<td>Statewide w/ Vol Coords</td>
<td>Nov 2014</td>
<td>Med</td>
</tr>
<tr>
<td></td>
<td>3-Streamline the utilization of group volunteering, tracking, processing/orienting and recognizing.</td>
<td>All Vol Coord</td>
<td>May 2014</td>
<td>Med</td>
</tr>
<tr>
<td>4-C.</td>
<td>1-Plan two events annually with other DNR Divisions.</td>
<td>Statewide</td>
<td>July 2013 &amp; on-going</td>
<td>High                ✓</td>
</tr>
<tr>
<td></td>
<td>2-Collect and maintain volunteer program and stewardship resources to share with and receive from partners to help expand our reach.</td>
<td>Statewide &amp; All Vol Coord</td>
<td>On-going &amp; April 2015</td>
<td>Low</td>
</tr>
<tr>
<td></td>
<td>3-Work closely with the CPW Partnership Outreach Coordinator and communicate regularly.</td>
<td>Statewide</td>
<td>On-going</td>
<td>Med</td>
</tr>
<tr>
<td>4-D.</td>
<td>1-Continue establishing a viable Statewide Umbrella Friends organization by establishing processes and recruiting a capable founding board of directors to help guide into the future.</td>
<td>Vicki &amp; Statewide</td>
<td>Dec 2014 &amp; on-going</td>
<td>High</td>
</tr>
<tr>
<td></td>
<td>2-Support local Friends efforts through networking, training, financial guidance, IRS guidelines, event planning, and other ways as identified.</td>
<td>Vicki &amp; Statewide</td>
<td>Dec 2014 &amp; on-going</td>
<td>High</td>
</tr>
</tbody>
</table>
## Goal 5: Program Sustainability

Develop appropriate strategies that strengthen and add value to CPWs financial condition through the implementation of an effective and efficient volunteer work force.

<table>
<thead>
<tr>
<th>Objective</th>
<th>Action Item</th>
<th>Lead Staff By Who?</th>
<th>Timeframe By When?</th>
<th>Priority Low - High?</th>
</tr>
</thead>
</table>
| **5-A. Improve Volunteer Program image and credibility emphasizing the value added to CPW.** | 1. Create consistent messages and reporting on the value volunteer engagement brings to CPW focusing on the following:  
- Measurable work accomplished towards the mission.  
- Added value, FTEs equivalency, the cost budgeted per vol hour contributed are low; level of support of daily operations; impact of projects.  
- Benefits achieved from a successful volunteer program are directly proportional to staffing levels and involvement. | All & Windi | Jan 2014 & Annual Reporting & Volunteer database yearly reporting | High ✓ |
| | 2. Incorporate consistent messaging into marketing plan in Goal 4A. | All | Dec 2014 & on-going | Med |
| | 3. Maintain a positive relationship with GOCO through regular communication and scheduled program update meetings. | Vicki & Windi | On-going | High |
| **5-B. Provide appropriate program resources to support effective volunteer engagement throughout CPW.** | 1. Ensure the proper budget is allocated annually to the statewide, region, and site specific volunteer programs. | Vicki, Windi & Region Leadership | Annual & on-going | High ✓ |
| | 2. Provide the right level of staffing resources for projects and programs to successfully support volunteer engagement statewide. | Vicki, Windi & Region Leadership | On-going | Med-High |
| | 3. Ensure program resources are allocated thoughtfully, including the proper training materials, equipment, building materials, and other required program supplies. | Vicki & Vol Coord | During budget process & on-going | High ✓ |
| **5-C. Research and cultivate new and potential sources of funding including matches for outside funding.** | 1. Assign a sub-committee to research and present new and potential sources of funding related to volunteer activities. | All | Jan 2015 | Low |
| | 2. Research and implement an efficient tracking system to provide volunteer match information for short notice funding opportunities. | All | Nov 2014 | Low |
### CPW Volunteer Program Strategic Plan Timeline

#### 2013

<table>
<thead>
<tr>
<th>January</th>
<th>February</th>
<th>March</th>
<th>April</th>
<th>May</th>
<th>June</th>
</tr>
</thead>
</table>
| CPW Volunteer Committee started meeting Nov. 2012  
Statewide & Region VC's began regular meetings | - | - | - | II.C.3 & on-going | New vol uniforms distributed  
Volunteer insurance policy merged starting FY 13-14 |

<table>
<thead>
<tr>
<th>July</th>
<th>August</th>
<th>September</th>
<th>October</th>
<th>November</th>
<th>December</th>
</tr>
</thead>
</table>
| I.B.4 & annually  
I.D.1  
I.E.1  
III.C.3 & on-going  
III.C.4 & on-going  
IV.C.1 & annually  
Staff Survey Sent Out | I.A.3  
IIIA.4  
Staff Survey Results Shared  
I.E.2  
II.A.3 – regularly  
III.A.1  
IIIA.4  
Combined Application Packet  
Waiver Lang sent to AG's Volunteer Survey Sent Out | I.A.2  
I.D.4  
I.E.3  
I.E.4 & bi-annually or regularly  
III.D.2 & annually or 1-3 yrs | I.B.2 & pending LT approval  
I.C.1  
I.C.2  
I.C.4 & on-going  
II.B.2 & on-going  
II.D.2 |

Notes: The following action strategies have an ‘on-going’ or ‘annual’ component about them:
I.D.2; I.D.3; I.D.5; I.E.4; I.F.1; II.A.1; II.A.2; II.A.3; II.B.1; II.B.2; II.C.3; II.C.4; II.D.2; II.D.3; III.A.1; III.A.3; III.B.1; III.B.3; III.B.4; III.B.5; II.C.1; III.C.2; III.C.3; III.C.4; III.D.1; III.D.2; IV.A.3; IV.C.1; IV.C.2; IV.C.3; IV.D.1; IV.D.2; VA.1; VA.2; VA.3; VB.1-3

#### 2014

<table>
<thead>
<tr>
<th>January</th>
<th>February</th>
<th>March</th>
<th>April</th>
<th>May</th>
<th>June</th>
</tr>
</thead>
</table>
| I.A.3  
I.C.3 – Database Selected  
II.A.1  
VA.1 & annually | I.B.1  
I.B.3  
II.D.1  
III.C.1 & on-going  
III.C.2 | I.B.5  
I.B.6 & on-going  
I.C.3 – Database Selected  
I.D.5 & annually  
II.D.2 & quarterly  
III. A.3  
III.B.1  
III.D.1 | I.B.7  
I.B.8  
II.B.1  
II.D.1  
III.A.2 | I.B.1  
II.C.2  
III.B.2  
IV.B.3 | I.B.3  
II.D.3 |

<table>
<thead>
<tr>
<th>July</th>
<th>August</th>
<th>September</th>
<th>October</th>
<th>November</th>
<th>December</th>
</tr>
</thead>
</table>
| II.D.3  
IV.C.1 | I.C.1  
IV.A.4  
V.A.2 | I.C.5  
II.C.4 & on-going  
III.C.4 | I.C.5  
II.D.3  
V.C.1 | III.C.5  
IVA.1  
IV.B.2  
IV.C.2 | IVA.2  
IV.D.1  
IV.D.2  
VA.2  
V.C.2 |

#### 2015

<table>
<thead>
<tr>
<th>January</th>
<th>February</th>
<th>March</th>
<th>April</th>
</tr>
</thead>
</table>
| II.B.3  
IV.B.1  
IV.C.1 | II.C.3  
III.B.4  
III.B.5 & on-going  
IV.C.2 | III.B.4  
III.B.5 & on-going  
IV.C.2 | |
Acknowledgements

The Statewide Volunteer Program Strategic Implementation Plan was developed through the hard work of a dedicated group of staff. A special thank you goes out to the following people for their energy, creativity and insight.

Members of Volunteer Committee

Dave Lovell, SE Deputy Region Manager and Committee Co-Chair
Margaret Taylor, NE Deputy Region Manager and Committee Co-Chair
Leland Flores, Customer Services Representative
Brian Kurzel, Policy and Planning Supervisor
Vicki Leigh, Statewide Volunteer Coordinator
Lori Morgan, NE Region Volunteer Coordinator
Windi Padia, Education, Partnership and Volunteer Section Manager
Trina Romero, NW Region Watchable Wildlife/Volunteer Coordinator
Jena Sanchez, SE Region Volunteer Coordinator
Angel Tobin, Roxborough Volunteer & Interpretive Services Manager
Maria Yslas-Brandt, Information and Education Administrative Assistant

Thank You

Thank you to Gary Thorson, Information and Education Branch Assistant Director for setting the course and continued support for the efforts of the Volunteer Program Committee.

Thank you to Stacy Lischka, Human Dimensions Researcher for assisting with the staff and volunteer surveys through insight, humor and experience.
Notes:
Appendix One:
Volunteer Program Performance Objective
Appendix One: 
Volunteer Program Performance Objective

CPW Volunteer Program Objective - Develop a cohesive strategy with measurable results for the recruitment and retention of volunteers throughout CPW that includes a clear process that will be implemented in the regions and in statewide / headquarters branches and programs.

- Through a committee made up of Region, I & E Branch and other appropriate Branch staff the following will be accomplished:
  
a) A cohesive strategy will be developed to implement full integration of all feasible components of a consistent, effective and quality CPW Volunteer Program. The committee process will be phased according to urgency and priority of issues and could take over one year to complete. The process will include identification of current successful practices, best practices from similar organizations across the country, and recommendations for implementation (phased in by urgency and priority) for successful integration.
  
b) Based on the various phases of recommendations the I & E Branch along with the Regions will develop consistent policies, procedures, guidelines and standardized messaging for volunteers and the staff that manage volunteers.

- The I & E Branch along with the regions will compile a single annual Volunteer Program Report of accomplishments and general priorities for future years for volunteers, constituents and funders.

- The I & E Branch will lead efforts, along with the regions and local friends representatives, to formalize the structure and organization of the statewide Friends of Colorado State Parks.

- The I & E Branch along with the Regions will take steps to increase citizen engagement, stewardship and agency financial stability through volunteer participation and expanded public outreach through volunteer-lead programs as measured through surveys, sales of licenses and parks passes, and economic impact studies.

- During the phases of the committee work the I & E Branch along with the Regions will ensure that current Parks and Wildlife Volunteer Program efforts are sustained and that the phased transitional period of implementation is as smooth and seamless as possible for volunteers and staff.
Appendix Two:
Staff and Volunteer Survey Results
Appendix Two:
Staff and Volunteer Survey Results

Staff Survey Results
On July 18, 2013, the CPW Volunteer Merger committee asked all of CPW staff to fill out an online survey regarding the use of volunteers and the volunteer program. The survey was designed by the committee with guidance from Stacy Lischka, the Human Dimensions Specialist in CPW’s Policy and Planning Section. The survey was kept open for two weeks and the response rate was almost 43% (a total of 379 respondents participated out of ~890 CPW employees who received the survey). The responses that are summarized below have helped to shape the priorities for CPW’s Volunteer Program as we merge programs and processes.

Some interesting results from the staff survey include:

- Over 82% of respondents utilize volunteers.
- Over 53% of respondents use volunteers 6 or more times per year.
- The majority of respondents prefer working with individual volunteers and small groups, rather than large groups of volunteers.
- Education or Outreach to the public ranked #1 in the types of activities for which employees use volunteers. Maintenance, land use/habitat improvement/stewardship projects, field biology and customer service were also common uses of volunteer time.
- Staff that use volunteers primarily do so because they need the extra help, because volunteers leverage their time to accomplish more, and to expand capabilities or services we provide. Conversely, staff that do not use volunteers list the following as the main reasons: not needing the extra help and the concern that managing volunteers takes too much time.
- 92% of respondents feel that volunteers are somewhat to very important.
- In all categories of performance being assessed, the service provided by the Volunteer Coordinators were primarily ranked as “Good” on a scale from Poor to Excellent.
- More than 130 staff chose to enter comments when asked about ideas for changes or additions to the Volunteer Program that would make the Program more beneficial to staff.
Appendix Two:
Staff and Volunteer Survey Results

Volunteer Survey Results

Staff conducted a volunteer survey in October 2013 to inform volunteer program development and the strategic plan. The survey was designed by the volunteer committee with guidance from Stacy Lischka, the Human Dimensions Specialist in CPW’s Policy and Planning Section.

The volunteer survey was sent out to over 5200 individual volunteer profiles gathered from the current Parks and Wildlife volunteer databases with both electronic and paper surveys available. Of these, 3788 are active volunteers. The survey was not sent out to the majority of our group volunteers—feedback will be collected from them in a separate process. In addition to collecting some very useful feedback, the survey results will also assist with cleaning up the two databases currently managed by the Volunteer Program and prepare for merging into one database.

The volunteer survey was kept open for seven weeks, and resulted in 1,120 responses. Of those, 24 percent said that they volunteered with their families or groups, presenting the possibility the responses received may reflect more than one individual’s perspective. Compared to the 3788 active volunteers this is a 30% return rate.

Summary of results:

• Over nine of ten responses (93 percent) reported that they were somewhat or very satisfied with their volunteer experience.

• Other than being a current CPW volunteer, the top ways that people heard about volunteering with CPW was from a CPW employee, the CPW website or from newspapers.

• 83.2 percent indicated that they were very likely to volunteer for CPW in the future, an additional 10 percent indicated that they were somewhat likely to volunteer again.

• 92.4 percent reported that they received adequate recognition for volunteering.

• Slightly more than half of the volunteers (50.5 percent) reported that they used the on-line database to track their volunteer hours. The remainder (49.5 percent) did not use the on-line database. Of those not using the on-line database, 42.2 percent of volunteers reported that CPW staff would enter hours for them.

• Just about half (49.8 percent) of volunteers recruited other people to volunteer.

• Of the volunteers reporting, 45.9 percent had hunted, 62.2 percent had fished, and 87.6 percent had visited a state park.

• 65.7 percent of the volunteers who responded to the survey were males.

• 91.2 percent of respondents identified themselves as “White, non-Hispanic/Latino”.

• Equal numbers of respondents indicated that they had a Bachelor’s degree or a Graduate/Professional degree (31.7 percent for both). Another 26 percent had either some college or an Associate’s degree (16.5 and 9.5 percent respectively).

• The main reasons for no longer volunteering included “Scheduling conflicts” (38 percent), “Not enough time/more important priorities” (32.4 percent) or “Was not contacted by CPW staff” (31 percent). The fact that almost a third of non-returning volunteers reported that lack of contact by CPW was the reason for them not volunteering may be an opportunity.
Volunteer Program Vision

“...the Volunteer Program will inspire and foster active stewardship for Colorado’s natural resources through the meaningful engagement and integration of diverse volunteers, partners & CPW Staff...”