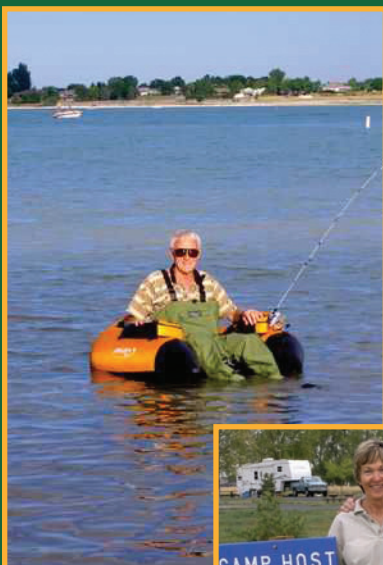


# Colorado State Parks Statewide Volunteer Program

## Five-Year Strategic Plan 2006-2010









## Colorado State Parks

1313 Sherman Street, Room 618 • Denver, Colorado 80203 • Phone (303) 866-3437 • FAX (303) 866-3206 • www.parks.state.co.us

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August 1, 2006

Dear Friends:

We are pleased to present this *Statewide Volunteer Program Five-Year Strategic Plan, 2006-2010*, as part of Colorado State Parks' ongoing strategic planning efforts. We greatly appreciate the valuable input, dedication and hard work put forth by our staff, volunteers, community partners, and public participants in crafting this plan.

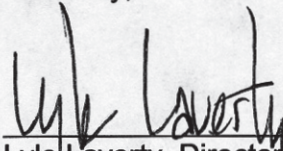
We strongly believe that volunteers are an integral part of doing business at Colorado State Parks. Including individual, group and other volunteer partners from across the state, our volunteer programs contributed over 160,000 hours to park operations in 2005. This equates to 77 full-time employees (FTE), or nearly one-third of our current FTE work force.

We recognize the amazing support provided by our volunteers. Their invaluable efforts help us to meet our operational goals, continue critical partnerships and forge new ones, and provide a foundation for delivering high quality services to the public well into the future. We are dedicated, in turn, to providing the support that volunteers need from us in the form of training, communication, recognition, infrastructure and other services.

Colorado State Parks is also supportive of employees who utilize volunteers effectively and encourage volunteers to be part of our team. We want to enable our individual parks and statewide programs to mobilize and manage the volunteer resources under their care for the greatest possible impact. Our new Volunteer Program strategic plan lays out strategies to ensure that park staff has the right tools, training and systems in place to utilize volunteers to their fullest potential.

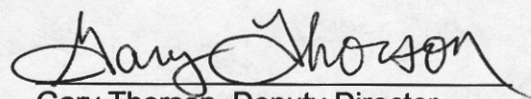
Together, with our volunteers, employees and community supporters, we pledge to accomplish our goals and objectives AND to achieve our ultimate vision, which involves integrating volunteers into every aspect of what we do. By embracing the power of volunteerism, we hope to maximize the customer service we deliver to our visitors and build long-term stewards of the land and water resources under our care. All of this will allow Colorado's State Parks to be available for the enjoyment, education and inspiration of present and future generations.

Sincerely,



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Lyle Laverty, Director  
Colorado State Parks



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Gary Thorson, Deputy Director  
Colorado State Parks

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STATE OF COLORADO • COLORADO STATE PARKS

Bill Owens, Governor • Russell George, Executive Director, Department of Natural Resources • Lyle Laverty, Director, Colorado State Parks  
Colorado Board of Parks and Outdoor Recreation: • Dr. Tom Ready, Chair, Natural Areas Representative  
Wade Haerte, GOCO Representative • Antonette DeLauro, Secretary • Tom Glass, Member • Kevin Holst, Member







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# Acknowledgements



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## Public Meeting Hosts/Sites — Fall 2005:

*Danielle Hosler* – Colorado Division of Wildlife, Fort Collins; *Ben Pedrett* and *Angel Tobin* – Roxborough State Park; *Mike Dowd*, *Debra Bellinger* and *Shiela Otero* – Lake Pueblo State Park; *Brad Taylor*, *Aleta Davy*, *Alan Martinez*, and *Dave Meline* – James M. Robb/Colorado River State Park; *Scott Elder* – Mancos/Lone Mesa State Park.

Additional thanks goes to the many Coloradoans, including current volunteers and community partners, who took the time to participate in our public meetings, in our on-line survey, and to those who provided comment during the draft strategic plan review period.







# Introduction



The Colorado State Park Volunteer Program's mission is to support the achievement of quality outdoor recreation experiences and resource stewardship for present and future generations. To put it simply, volunteers are vital to the future success of Colorado State Parks (State Parks). As stated in the agency 5-Year Strategic Plan: *Volunteerism provides camaraderie, serves as a connection to "place" and provides opportunities for Colorado residents of all ages to give something back to their state and community. In addition, volunteers allow State Parks to access a wide range of skills and backgrounds, they have credibility with visitors and others in the local communities, and they serve as a positive voice in support of State Parks.*

Since volunteers play such an essential role in helping State Parks achieve a high quality of outdoor recreation experiences and resource stewardship, it's fortunate that State Parks happen to provide superb locations to attract and retain legions of volunteers. However, volunteerism at State Parks can grow significantly. The agency pledges to increase its recruitment, retention and recognition of talented volunteers. In order to make that happen, it's important to ensure volunteers find State Parks to be an alluring, meaningful and rewarding place to volunteer.

Findings through recent surveys reveal that the three biggest reasons that individuals volunteer for Colorado State Parks include a general **love of the outdoors**, they want to **make a difference**, and they want **to have fun**. The following testimonials from recent surveys reflect the roles volunteers enjoy providing:

- *As a volunteer for the past 10 plus years, I see my role as an educator and ambassador for state parks. I see myself as an encourager to new volunteers and feel part of the parks family.*
- *I see my role as a steward/protector of the park. I bring new information and awareness to visitors. Many have told me they enjoyed learning this information and it gave them a deeper appreciation of the park. One man recently became a volunteer naturalist.*
- *I think it is extremely important to have volunteers involved in education and interpretation. Respecting and appreciating the parks that we work at go along with the job. Passing that information and emotion on to those we teach is a legacy that should continue well into the future.*

This plan was developed and crafted by a number of dedicated staff and volunteers representing a variety of parks and programs from Colorado State Parks. In addition, public meetings were conducted to garner feedback from a cross-section of volunteers, community members, and volunteer management professionals. This process was invaluable in creating a plan that includes the voice of field staff, volunteers and individuals from local communities.

Priorities of the Statewide Volunteer Program that were referenced throughout the planning process included:

- providing infrastructure to support current and future growth of Colorado State Parks
- cultivating effective internal and external communication
- assessing the program to measure the support of State Park's mission and goals
- recognizing volunteers and staff for their contributions
- providing the necessary training for park staff and volunteers
- fostering stewardship through the enhancement of interpretive and educational opportunities
- providing the funding resources and administrative support needed to manage a successful volunteer program.







# Colorado State Parks Statewide Volunteer Program Five-Year Strategic Plan, 2006-2010

## Mission Statement

*The Colorado State Parks Volunteer Program supports the achievement of quality outdoor recreation experiences and resource stewardship for present and future generations.*

## Vision Statement

*Through meaningful intergration of volunteers, Colorado State Parks will provide extraordinary visitor services and remarkable stewardship of our natural resources.*

## Guiding Principals of the Statewide Volunteer Program:

### We value:

- *Our volunteer workforce and believe they will contribute significant value to Colorado State Parks.*
- *Being prepared for volunteers through adequate resources, support and infrastructure.*
- *The individuality and the unique perspective of our current and potential volunteers and volunteer partners.*
- *The on-going productive relationships with park staff and all of our volunteers.*
- *Commitment to professionalism in volunteer management.*
- *Providing ongoing training for our staff to successfully manage volunteers.*
- *Personal growth opportunities and comprehensive training for our volunteers.*
- *The sharing of information with our volunteers and their participation in planning and setting future direction.*
- *Recognizing and rewarding volunteers in a way that directly relates to their contribution.*
- *A safe working environment for our volunteers.*
- *Open and honest dialogue.*
- *Honoring individual parks and program needs.*





# Planning Goals, Objectives and Action Strategies



## Goal: Recreation



**Provide sustainable outdoor recreation settings, statewide programs and education opportunities to keep pace with the rising demands, needs and diversity of Colorado citizens and visitors.**

The Statewide Volunteer Program will continue to progress to help meet the increasing recreational demand on Colorado State Parks and help support the myriad of park user groups. Volunteers will serve as the front line for park staff and help them expand their customer service reach. Volunteers will be entrusted to assist as greeters at entrance gates and visitor centers, trail crew members for Adopt-A-Trail programs, snowmobile operators for winter trails support, ambassadors for the highly utilized dog areas, boat pilots for monitoring lakes and reservoirs, and park hosts for the busy campgrounds.

The Statewide Volunteer Program will be a vital partner in the sustainable development of Colorado State Parks. With the increasing impacts on the environment and on park resources, volunteers will play an important role in providing the necessary means to offset increased operation costs and to contribute towards long-term facilities maintenance.

Volunteers, through Friends groups and other means, will help increase funding efforts and leverage opportunities for acquiring new properties and facilities for State Parks. By engaging Colorado's younger generations to volunteer, they will gain a unique understanding of our natural resources and be provided with opportunities to become passionate about State Parks, which ultimately leads to a life-long responsibility and commitment to sustainability.

Volunteers are essential for enriching the experience of visitors to our State Parks. They will enhance the "outdoor classrooms" offered by State Parks by providing outstanding learning opportunities to park guests. Well trained, enthusiastic volunteers will be vital to fostering connections through creative interpretation and environmental education opportunities. Every volunteer in State Parks will be able to "tell the story" of their park, deliver excellent customer service, and be able to explain the importance of environmental stewardship.

### Objective I.

**Operate State Parks to enhance visitor experiences and promote positive interaction with Colorado's natural environment.(1.1)\***

#### *Action Strategies:*

1. Re-write the statewide five-year Interpretation and Environmental Education plan to identify interpretive and educational opportunities and techniques to implement these opportunities. Beginning in **January 2007**, create a charter that directs the plan update; begin to implement the plan by **July 2007**.(1.1.3)\*
2. Establish criteria for reviewing current Colorado State Parks school and interpretation programs through the Environmental Education (EE) Resource Review System, a state and nationally accepted model starting in **January 2007**.
3. Provide targeted parks and programs the skills through participation in a Colorado Alliance for Environmental Education (CAEE) workshop to self-review their educational programs for alignment with educational standards starting in **February 2007**. Include developed criteria and results of the self-review process in revised and updated Statewide Interpretation Plan in **2007**.
4. Correlate Parks' educational programs provided to school groups with state academic standards by **January 2009**.(1.1.6)\*

\*Indicates objectives and action strategies from Colorado State Parks 5-Year Strategic Plan (2005-2009).

## Objective II.

**Design and develop sustainable park facilities and infrastructure that meet visitors' needs and enrich the State Parks experience.(1.2)\***

### *Action Strategies:*

1. Design, construct and enhance non-personal interpretive facilities (such as kiosks and trailside exhibits) and other media in 12 State Parks starting in **July 2007** to serve public demand for cultural and environmental education opportunities. Develop a maintenance schedule and funding plan for these facilities and other media as they come on-line.(1.2.4)\*

## Objective III.

**Implement a statewide process for recruiting qualified volunteers to provide creative and effective interpretive and educational opportunities.**

### *Action Strategies:*

1. Define skills and qualifications required for volunteer opportunities related to interpretation and education by **April 2007**.
2. Research recruitment avenues to target qualified interpretive and educational volunteers by **August 2007**.
3. Develop interpretation and education opportunities template for application and interview process for individual park and program use by **February 2008**.
4. Implement recruiting techniques for interpretation and education related opportunities to target qualified volunteers by **April 2009**.

## Objective IV.

**Create standards and techniques for staff to provide training opportunities for volunteers to effectively teach interpretive and educational programs.**

### *Action Strategies:*

1. Foster partnerships with Volunteers for Outdoor Colorado (VOC), CAEE, National Association of Interpretation (NAI) and National Parks Service (NPS) to further interpretation and education training opportunities for division staff by **February 2007**.
2. Provide access to NAI Certified Interpretive Guide and Host courses for volunteers and staff throughout state parks by **September 2007**.
3. Utilize model interpretation and education programs and staff within Colorado State Parks to develop training programs that can be used as a template for selected parks to utilize by **January 2008**.
4. Regional Resource Providers will develop a cross-training program for education and interpretation volunteer sharing by **October 2008**.
5. Regional Resource Providers will solicit available interpretation/education training resources within the Division and develop a resource library for all parks/programs to utilize by **January 2009**.





## Objective V.

**Design effective marketing techniques to encourage participation in interpretive and educational programs implemented by volunteers.**

### *Action Strategies:*

1. Create self-promoting items for volunteers to wear or distribute to advertise educational and interpretation programs offered by **November 2006** and include in Marketing Plan.
2. Create a list of interpretation and education programs offered throughout the Division by **January 2007**.
3. By **August 2007**, in conjunction with revising the statewide 5-year Interpretation and Environmental Education plan, complete and implement an approach to promote fieldtrips to state parks so Colorado's youth can participate in interpretive and volunteer programs and activities.
4. Utilize current information on visitation trends to streamline educational programs offered to what visitors want by **January 2008**.
5. Encourage staff and volunteers to travel to other educational programs and state parks regionally and/or statewide by **June 2008** in order to learn from one another.
6. Create new ways to promote interpretive and educational programs through incentive programs for visitors who attend educational programming, and through the media, websites and advertising by **April 2009**.







## Goal: Natural Resources



**Improve and sustain the ecological, scenic and scientific assets in and around state parklands through proactive stewardship.**

Colorado State Parks' current increased focus and attention on parkland natural resources provides an excellent opportunity for volunteers to get more involved. As State Parks continue to inventory flora, fauna and other resources within each park, volunteers engaged in these activities will become park stewards and natural resource monitors. Support of Colorado's Registered and Designated Natural Areas will increase as more steward volunteers are recruited, and raptor monitor volunteers will expand into additional parks as new opportunities emerge. By building upon the community's passion for natural resources in their backyard, local volunteers will in turn engage park visitors in the process of positive proactive stewardship practice, which will assist with the management of resources within Colorado State Parks.

The Statewide Volunteer Program will increase collaboration with other agencies, organizations, and higher education institutions to expand agency

and volunteer knowledge of State Parks' natural resources. The Volunteer Program will provide a forum for training staff and volunteers as resource professionals and educating individuals in the practice of proactive stewardship within Colorado State Parks.

Educational messages will be shared with volunteers that include the reasons behind land management decisions and the balancing act of providing recreational opportunities, while at the same time protecting natural resources. As collaboration and programs are expanded, avenues will be developed to provide regular comprehensive training, motivation and communication within the system to promote the ecological, scenic and scientific assets of state parklands. The Volunteer Program will work to improve the visibility and emphasis on natural resource protection by developing recognition programs for staff and volunteers that exemplify model stewardship efforts.

### Objective I.

**Cooperate with other agencies and conservation organizations to collect, share and disseminate natural resource information and to coordinate resource management.(2.4)\***

#### *Action Strategies:*

1. Provide stewardship for the designated Colorado Natural Areas by maintaining stewardship volunteers and by Parks staff inspecting Natural Areas at least once annually, beginning in **July 2006**.(2.4.2)\*
2. Improve the visibility and emphasis on natural resource protection by offering recognition and awards for good stewards starting in **January 2007**. At least three resource protection awards will be presented to staff each year, and at least one will go to a volunteer or collaborating organization member.(2.4.4)\*



\*Indicates objectives and action strategies from Colorado State Parks 5-Year Strategic Plan (2005-2009).



## Objective II.

### Promote connection to the outdoors and encourage long-term volunteer stewards.

#### Action Strategies:

1. By **January 2007**, establish and regularly update a regional calendar that promotes continuing education opportunities available for state park volunteers.
2. By **April 2007**, establish a statewide volunteer newsletter committee made up of volunteers and staff with the task of producing a quarterly newsletter.
3. By **May 2008**, provide comprehensive written materials and/or training for staff to recognize the signs of potential volunteer leaders. Includes training on the “how to’s” of successfully incorporating volunteer leaders into the workplace.
4. By **December 2008**, provide avenues to communicate and promote inspirational and educational messages to volunteers (i.e. printed materials, participation in roundtables and town hall meetings). The messages should include the “why’s” behind land management decisions (i.e. what is the state park mission; what are Natural Areas; how do we provide recreation while, at the same time, protecting our public lands).
5. By **January 2009** identify partnerships with like-minded organizations and implement shared educational opportunities for interested volunteers to learn about land management philosophies and stewardship.





# Goal: Financial Management



**Develop and implement appropriate strategies to stabilize and strengthen State Parks' financial condition.**

The efficient and creative utilization of volunteers within Colorado State Parks will help stabilize and strengthen the agency's financial wellbeing. With proper financial management of State Parks' funding and the strategic use of available resources, volunteers can help extend the budget. Volunteers provide extra hands and the potential to do more than can be done with limited salaried staff, and they may possess skills that supplement ones staff already have. Contented volunteers frequently become donors of funds or needed resources and bring along family and friends to support the Parks.

Innovative solutions to complex problems often come from volunteer programs that experiment with new ideas and service approaches that are not already funded. Volunteers represent State Parks' constituents and, as a result, bring in community ownership to the mutual problem of Colorado's current economic backdrop and to the importance of preserving the State's quality of life. In other words, it's personally important for them to see Colorado's, and their own neighborhood's, natural resources preserved for future generations. Volunteers are in a position to be risk takers for the

agency and pioneer new methods or ways of doing business that, in the long haul, could prove to be very beneficial.

As Colorado State Parks increases its emphasis on volunteerism, it is imperative that funds for the Volunteer Program are appropriated in a consistent, meaningful way to sustain its long-term advocacy and value to the organization. Current agency structure will be employed to continue securing annual funding from GOCO and to ensure that we are meeting their expectations. In addition, new and potential monetary sources, such as private and government grants, will be researched. As a government agency, to obtain outside grants will be challenging. Therefore, renewed attention will be placed on securing the stability and overall accomplishments of Friends groups. This will include evaluating their current status and standardizing statewide policies and procedures to help ensure successful future expansion.

*Note: Current Key Performance Indicators/Measures can be requested from the Statewide Volunteer Program*

## Objective I.

### **Monetarily support the Statewide Volunteer Program.**

#### *Action Strategies:*

1. By **January 2006**, collaborate with the Leadership Team to determine the future directions and appropriate level of support for interpretation and education efforts as they relate to the overall volunteer program.
2. On an annual basis, participate in process to request operating dollars from GOCO (**March 2006** and yearly thereafter) and ensure program contributions are submitted in a timely manner.
3. Provide necessary monetary support and other resources to volunteer coordinators for recognition efforts starting with **March 2006** allocation.
4. Starting with funding requests for fiscal year **2007/08** link standards of performance, as described in the funding criteria below, achieved during previous 12-month period, to actual park and program requests. Process for request begins **October 2006**.

\*Indicates objectives and action strategies from Colorado State Parks 5-Year Strategic Plan (2005-2009).

## Objective II.

**Establish funding criteria to measure staff and individual park or program success and allocate funding based on established criteria.**

### *Action Strategies:*

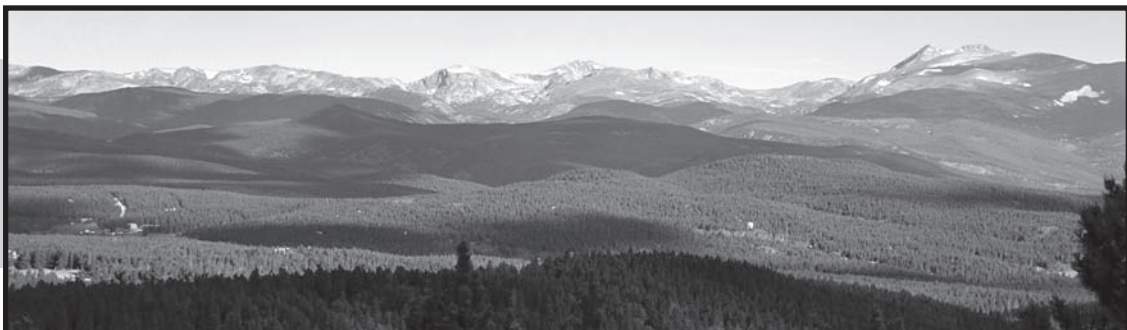
1. Conduct staff and volunteer surveys during **the spring/summer of 2006** and incorporate results along with Leadership team input toward establishing funding criteria measuring tool.
2. By **October 2006**, establish criteria by which park and program success is measured and implement allocation procedures that include levels of funding priorities and encourage regional involvement in designating volunteer program resources to the field.
3. Identify appropriate staffing resources for administrative offices, statewide programs, and individual parks necessary to effectively support State Park volunteer programs and allocate funding and resources accordingly starting in **January 2007**.
4. In **September of 2007**, and every year thereafter, review the funding criteria measuring tool for effectiveness in meeting program goals.

## Objective III.

**Expand efforts to secure funding and other resources from outside sources.**

### *Action Strategies:*

1. **During 2006**, evaluate current Friends groups in order to standardize statewide policies and procedures and seek answers to 501-c-3 questions. Report on financial viability and sustainability by **June 2007**.
2. Meet with DNR, Accounting, Leadership Team and other experts to seek guidance acquiring additional outside funding resources starting in **January 2007**.
3. In **July 2007** assign a sub-committee of the Volunteer Committee to research new and potential sources of funding. Provide written recommendations to the full committee for consideration by **March of 2008**.
4. As applicable, assign grant writing duties to regional volunteer resource providers in order to acquire additional funds or resources for the program starting in **May 2008**.
5. Evaluate potential contribution from current volunteers with assistance from Marketing Section by **January 2009**.





# Goal: Human Resources



**Motivate and enable a dedicated and customer-focused workforce.**

Colorado State Parks is able to take pride in its ability to accomplish so much with so few staff. Dedicated, highly motivated volunteers and efficient management of the agency's Volunteer Program have significantly contributed to this success. The on-going competition for volunteer positions within Colorado State Parks is rigorous because of the beauty of the natural resources within and surrounding the parks. Attracting new individuals and skills to volunteer positions will expand the capabilities of human resources within the agency.

Laying the groundwork for productive teamwork among salaried State Parks' staff and volunteers is key to future collaboration and encouraging mutual support and interdependence. Consistent communication, a positive working atmosphere, and providing the knowledge and skills necessary to be successful are crucial to maintaining a highly motivated and dedicated workforce. Therefore, a primary focus of the Statewide Volunteer Program will be to provide the necessary training for park staff and volunteers to support State Parks' mission and goals.

On-going volunteer management trainings, tailored to the needs of staff, will be provided, along

with the allocation of appropriate materials for them to perform their jobs at a high-quality level. Park staff from model volunteer programs will be encouraged to share successful management techniques, provide volunteer management training, and give advice on best practices. Outstanding volunteer management efforts by staff are pivotal to the overall success of the Statewide Volunteer Program. Efforts to expand recognition for park staff who work effectively with volunteers will be encouraged through yearly awards and incentives.

Colorado State Parks will also provide training and support to empower volunteers to present a well-qualified, professional role in their positions. In addition to an initial orientation and job-specific trainings, volunteers will have the opportunity to participate in regular continuing education opportunities and educational field trips. Leadership and growth opportunities will be offered to volunteers by incorporating them into higher levels of responsibility, as appropriate. Retaining well-qualified volunteers is just as important as recruiting new individuals and taking the time to train them. Therefore, outstanding volunteer efforts and achievements will be commended through coordinated recognition guidelines and events.

## Objective I.

**Assure that State Parks has a sufficient number of full-time and seasonal employees, and the necessary equipment and workspace to efficiently perform their job responsibilities.(4.2)\***

### *Action Strategies:*

1. By **July 2008**, update the agency's current staffing model to evaluate staff deficiencies and analyze the efficiency of using seasonal employees, volunteers and contractors. Implement appropriate recommendations, beginning in **July 2009**.(4.2.6)\*

## Objective II.

**Assess, develop and select training opportunities and requirements for State Parks employees.(4.3)\***

### *Action Strategies:*

1. Provide volunteer management training opportunities, to all parks staff who work with volunteers, through the resource providers and/or outside venues starting in **March 2006**.
2. Coordinate outside opportunities for professional development like Teaching Outside the Box and Metro Volunteers, and coordinate yearly with statewide training committee by **April 2006**.
3. Develop and implement a formal new employee training and evaluation program by **July 2006** for all new full-time employees. Ensure that the training is tied to customer service, resource stewardship and asset management standards.(4.3.4)\*

\*Indicates objectives and action strategies from Colorado State Parks 5-Year Strategic Plan (2005-2009).

## Objective III.

**Share successful management techniques, ideas and training tools to improve volunteer programs.**

### *Action Strategies:*

1. Support park staff by helping lead job specific and on-going trainings for volunteers within parks and regions starting in **January 2006**.
2. Establish regular meeting dates by **March 2006** utilizing park staff from model volunteer programs to share their knowledge and resources with other parks staff and volunteers from similar state parks or for parks in close geographic areas.
3. Provide opportunities for knowledgeable staff to become trainers and to share their expertise and leadership skills in roles that support the Statewide Volunteer Program efforts starting in **May 2006**.
4. Create and conduct yearly statewide training survey to assess training needs of both staff and volunteers starting in **September 2006**.
5. Gather available resources and best practices from existing volunteer programs by **March 2007** and make available in a variety of formats such as on-line, computer files, CD's by topic, and library resources.

## Objective IV.

**Ensure volunteers are properly trained for their job responsibilities.**

### *Action Strategies:*

1. Create guidelines for staff by **March 2006** to adequately train volunteers to do their jobs including orientations, customer service training, safety information, job-specific training and other topics as determined.
2. Coordinate resources and support for site-specific or customized training for volunteers division-wide based on job descriptions, park resources, skills and interests starting in **Spring 2006** and yearly thereafter.
3. Provide each volunteer with written resources such as a volunteer handbook, orientation packet or other approved reference guides, developed in coordination with Statewide Volunteer Program staff by **January 2007**, to ensure the understanding of and compliance with volunteer program policies and procedures.
4. Deliver on-going continuing education about a wide variety of park and agency topics by **April 2007** and share these opportunities with volunteers across the region.
5. Establish provisions for tiered responsibility for qualified volunteers to train staff and other volunteers by **February 2009**.

## Objective V.

**Provide consistent communication internally with Colorado State Parks staff and volunteers.**

### *Action Strategies:*

1. At a minimum, attend Leadership Team meetings quarterly (January, April, July and October) to provide updates on the volunteer plan, program and related timelines.
2. By **September 2006**, determine what resources to share with staff and volunteers, and develop processes for sharing (i.e. e-mail, list serves, website).
3. By **January 2007** identify and implement marketing modes (i.e. newsletter, roundtables) for promoting the services and benefits provided by the Volunteer Program and Volunteer Committee. Target audiences include both staff and volunteers.
4. By **June 2007** identify and compile a list of staff and volunteer experts to promote their service as resource experts for staff and volunteers to tap into.
5. By **September 2008** develop processes and set calendar dates for holding annual public forums in all three regions for staff and volunteers to express suggestions and concerns regarding Volunteer Program issues.



## Objective VI.

### Develop guidelines for volunteer recognition.

#### Action Strategies:

1. Develop statewide guidelines based on a tiered approach for volunteer recognition by **May 2006** including the necessary structure and implementation to provide opportunities for volunteers to be recognized and rewarded for their valuable contributions.
2. Solicit feedback on recognition guidelines from the Volunteer Committee, Leadership Team, staff and volunteers by **August 2006**.
3. Communicate recognition options to park managers and all coordinators of volunteer programs by **December 2006** by distributing guidelines.
4. Commend outstanding volunteer efforts and achievements by developing a special awards program and guidelines, including nomination and selection processes, event dates, and acceptable venues of honoring outstanding volunteers, starting in **January 2008**.
5. Identify and implement modes for acknowledging outstanding volunteers (i.e. newsletters, website) by **March 2008**.
6. Provide a variety of forums for staff to participate in an exchange of ideas regarding recognition and create resources for all to access starting in **April 2008**.

## Objective VII.

### Create meaningful experiences for volunteers to learn, grow and explore.

#### Action Strategies:

1. Develop a comprehensive, ongoing strategy to increase State Park's volunteer retention, including identifying baseline retention rate and targeted increase, by **February 2006**.
2. Provide opportunities for volunteers to enhance required skills for supporting State Parks and its priorities and meet their individual needs for professional and personal growth starting in **March 2007**.
3. Develop a list of specialized training opportunities by **May 2007** and yearly thereafter, geared to individual volunteer interests as a reward or recognition.
4. Identify and offer social events, field trips and other recognition related functions for volunteers across the state and create a statewide schedule of opportunities, updated regularly, starting in **November 2007** for calendar year 2008 and yearly thereafter.
5. Promote leadership and growth opportunities by incorporating volunteers into higher levels of responsibility and establishing a leadership track for volunteers starting in **January 2008**.

## Objective VIII.

### Expand ways to recognize staff for working effectively with volunteers.

#### Action Strategies:

1. Statewide Volunteer Committee and staff will recognize state park staff successes through a variety of informal methods such as highlights in On Our Screen, featured staff of the month at regional office bulletin boards, and others as identified starting in **July 2006**.
2. Create official recommendations by **February 2007** that are approved by the Statewide Volunteer Committee for providing formal and informal incentives, awards and rewards for staff's achievements and innovations around volunteer management.
3. Coordinate with DNR Human Resources, State Parks' Leadership Team and park managers to tie working with volunteers to staff individual performance objectives by **November 2008**.
4. Incorporate incentives into employees' performance plans and reward accomplishments by working with DNR Human Resources starting in **June 2009**.

\*Indicates objectives and action strategies from Colorado State Parks 5-Year Strategic Plan (2005-2009).





# Goal: Marketing



**Retain current and acquire new customers through exceptional service and by improving State Parks' visibility with innovative marketing.**

Colorado State Parks continues to be primarily an undiscovered gem. There are numerous individuals, organizations and agencies unaware of the volunteer opportunities available with State Parks. Through a well-organized campaign, not only will potential volunteers be exposed to these opportunities, but general public awareness of Colorado State Parks' outdoor recreation opportunities will be increased.

The Volunteer Program will partner with State Parks' marketing efforts through printed materials, electronic communication, news releases and feature stories, trade and travel shows, community events and through the renovation of the State Parks' Web site. Consistency in theme, image and message through well thought out tag lines and promotions will be stressed.

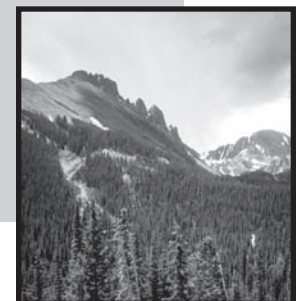
The Volunteer Program can help retain current customers and acquire new customers by attracting new individuals and groups to volunteer. Through inspiring communication, valuable connections to the outdoors are promoted, and opportunities for discovery encourage first-time volunteers to become long-term volunteer stewards. Volunteering is one significant part of the continuum of public engagement that State Parks is endorsing. If volunteers are treated with respect and meaningfully incorporated into Colorado State Parks, many of them will become life-long advocates for park programs and services.

## Objective I.

**Attract new individuals and groups to volunteer.**

### *Action Strategies:*

1. Starting in **June 2006** coordinate with statewide marketing efforts to create a volunteer program marketing plan by **January 2007**. Include strategies for volunteer recruitment and the identification of target audiences.
2. By **March 2007** identify and develop printed materials to educate the public about State Parks Volunteer Program and opportunities.
3. Upon marketing plan approval in **January 2007**, annually participate in ongoing communication with the public through community newspapers, fairs, festivals, trade shows and other community events to promote volunteer opportunities at Colorado State Parks.
4. Annually advertise via websites including Workamper News, Metro Volunteers, Directors of Volunteers in Agencies (DOVIA), Colorado State Parks, Volunteers for Outdoor Colorado (VOC) *V-outdoors*, and seek others.
5. Utilize on-line volunteer database to capture potential volunteers and their profiles and keep volunteers informed regarding volunteer opportunities and events at Colorado State Parks.



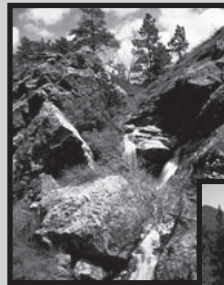
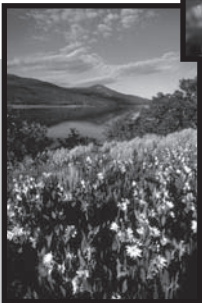
\*Indicates objectives and action strategies from Colorado State Parks 5-Year Strategic Plan (2005-2009).

## Objective II.

**Communicate externally with volunteer program partners and the community.**

### *Action Strategies:*

1. By **March 2007** compile a list of external partners that have potential to advocate for and recruit volunteers for Colorado State Parks including Volunteers for Outdoor Colorado (VOC), Metro Volunteers, Retired Seniors Volunteer Program (RSVP), Environmental Alliance for Senior Involvement (EASI), Colorado Lake & Reservoir Management Association (CLRMA), Boy/Girl Scouts, schools, service learning programs, community/senior centers, outdoor recreation clubs, and local chambers. Update the list as new partners are identified.
2. By **June 2007** complete and implement an external communications plan to outreach through the identified partners and local community contacts including advocacy messages to encourage future stewards and supporters of Colorado State Parks.





# Goal: Partnerships



**Strengthen partnerships and strategically engage new partners to achieve common goals and mission.**

**S**trengthening current partnerships and engaging new partners to achieve a common mission and goals is the foundation that Colorado State Parks and the Volunteer Program are built upon. Many of the Objectives and Action Strategies in this plan stemmed directly from the agency Partnerships goal. Key concepts from the agency goal were expanded upon in the Introduction and highlighted throughout the entirety of this plan.

Partnerships are key to leveraging the agency's financial and other resources. As a result of the importance of partnerships, the Volunteer Program will continue to develop and foster partnerships with organizations, businesses, and agencies to strengthen and reinforce volunteerism for Colorado State Parks and to provide more meaningful experiences.

Colorado State Parks pledges to increase its recruitment, retention and recognition of talented volunteers, which will develop new advocates for the agency. To support this pledge, the Volunteer Program will create new and innovative ways to recruit volunteers, encourage and motivate volunteers and staff, and will support all parks in their endeavors for volunteer development. In addition, this pledge will promote opportunities to develop new partnerships and collaborations with individuals, groups, and agencies throughout local communities, the state, nationally, and, possibly, even internationally. The Volunteer Program will strive for stronger relationships with existing organizations and groups through clear, consistent communication and well-developed and organized educational opportunities and partnerships.

## Objective I.

**Establish and cultivate State Parks' champions and advocates, including individuals, organizations, government entities and user groups.(6.1)\***

### *Action Strategies:*

1. Expand opportunities for Colorado's youth to develop an awareness of natural resource stewardship and outdoor recreation by increasing learning, volunteer and work opportunities in parks, beginning in **July 2007**.(6.1.6)\*

## Objective II.

**Expand and promote meaningful opportunities for volunteer partners.(6.2)\***

### *Action Strategies:*

1. Provide four established volunteer program training opportunities per year that are available to all agency employees, beginning in **April 2005**.(6.2.1)\*
2. Create and implement a five-year volunteer program plan by **January 2006**, which includes the strategic deployment of program resources to foster existing volunteer partnerships and increase the agency's volunteer numbers and functions.(6.2.2)\*
3. Create and implement a volunteer marketing strategy by **January 2006** that addresses recruitment and retention.(6.2.3)\*
4. Develop a comprehensive, ongoing strategy to increase State Parks volunteer retention, including a suggested list of award items and formal recognition options, by **January 2006**.(6.2.4)\*
5. Analyze and report on current "Friends" groups and make recommendations on charters, agreements and the financial viability and sustainability of these existing partnerships by **June 2007**.(6.2.5)\*

\*Indicates objectives and action strategies from Colorado State Parks 5-Year Strategic Plan (2005-2009).







# Goal: Planning



**Apply effective, accurate and reliable information for the analysis, planning and implementation of all decisions.**

Providing sufficient infrastructure to support current and future growth of Colorado State Parks and assessing whether volunteers are effectively addressing State Parks' mission and goals is paramount to the Volunteer Program's long-term sustainability. Volunteer recruitment, retention and management is an essential part of the integrated planning that occurs at all levels of Colorado State Parks and ensures effective management of State Park resources.

Methodology for gathering effective internal and external information is necessary for documentation of the impacts of volunteers on park resources.

Concise, accurate policies, directives, procedures and management manuals are required. In addition, having processes in place to ensure all are kept current and functional is important for ongoing success. The Volunteer Program will pursue a variety of strategies and technologies to disseminate accurate and timely information throughout the agency and make the information available to local communities and constituent groups.

*Note: Current Key Performance Indicators/Measures can be requested from the Statewide Volunteer Program*

## Objective I.

**Create, implement and annually update the agency-wide, Five-Year Strategic Plan to allocate agency resources.(7.2)\***

### Action Strategies:

1. Complete an annual implementation plan by **April** that integrates with State Parks' budgeting process. Finalize the plan by **early June** of each year, beginning in **2005**.(7.2.1)\*

## Objective II.

**Develop specific, consistent plans for each program and section that support the Strategic Plan.(7.3)\***

### Action Strategies:

1. Beginning in **January 2006**, review and update program and section plans for analytical thoroughness, consistency with the Five-Year Strategic Plan, and realistic and justifiable budget projections.(7.3.3)\*
2. Search Colorado State Parks Strategic Plan for pertinent calendar dates and timelines that tie in with the Statewide Volunteer Program by **January 2006**.
3. Review other individual park management, statewide program or initiative planning documents by **June 2006**, or as available, to make certain priorities are cross-referenced and to gauge impact on Volunteer Program Plan and staff responsibilities.
4. Define actions necessary for volunteer program staff to address responsibilities reflected in other planning documents by **September 2006**.

## Objective III.

**Produce an integrated Management Plan for each park that supports the Strategic Plan.(7.4)\***

### Action Strategies:

1. Design and produce a template for each individual park management plan by **July 2007**. These integrated plans may include: natural resources stewardship, business, conceptual design, interpretation, IT management and operations, recreation, archaeological and cultural resources, marketing, interpretation, volunteer resources and land and water assets.(7.4.1)\*

\*Indicates objectives and action strategies from Colorado State Parks 5-Year Strategic Plan (2005-2009).

## Objective IV.

**Update and maintain policies and procedures to provide direction for all agency planning and decision-making.(7.5)\***

### *Action Strategies:*

1. Beginning in **April 2005**, review current board policies, administrative directives, procedures and manuals. Develop a list of specific sections and full documents that need to be updated or repealed beginning in **January 2006**. By **January 2007**, create a schedule for future maintenance of this information. This will include concession data, public safety procedures and volunteer manuals.(7.5.1)\*
2. Revise Volunteer Program Administrative Directive 151 by **January 2006**. Review all agency Administrative Directives and Board Policies related to the management of the Volunteer Program by **September 2006** before finalizing volunteer handbook to incorporate consistent procedures and content.
3. Initiate the research and revision of identified priority components of the existing Volunteer Management Handbook in **January 2006**. Handbook will be finalized and distributed in sections with final portions completed by **December 2006**.
4. Define legal, liability and safety issues as they relate to the volunteer program starting in **January 2006**. Include applicable definitions in a glossary attached to the revised volunteer handbook by **December 2006** and add to or update these definitions as needed.
5. Prioritize and take action on identified legal, liability and safety issues that require immediate attention by **February 2006**. Develop long-term risk management procedures by **January 2007**.
6. Create guidelines for developing and writing standardized volunteer job descriptions by **February 2006**.
7. Outline procedures on when to conduct background and reference checks on potential volunteers and research possible vendors by **March 2006**.
8. Initiate review of current insurance coverage and establish procedures to follow in regards to standard insurance, power-tool coverage, and group coverage starting in **April 2006**.

## Objective V.

**Supply adequate administrative and organizational structure, tailored to the needs of all levels of the organization, to accommodate volunteers.**

### *Action Strategies:*

1. Develop statewide guidelines for providing a safe working environment for individual, group and outside partnership volunteer efforts by **August 2006**.
2. Develop guidelines for identified priorities including but not limited to the use of tools and equipment, maintenance safety, trail building, use of vehicles, and emergency protocol to be included in the volunteer handbook by **December 2006**.
3. Guarantee consistent supervision of volunteers by providing standards for staff division-wide to follow by **March 2007**.
4. Create and distribute volunteer workspace guidelines for staff division-wide by **April 2007**. By **January 2010** individual parks and offices with volunteer programs should have an appropriate workspace for volunteers.

## Objective VI.

**Provide a volunteer database that serves as an effective tracking and management tool.**

### *Action Strategies:*

1. Create process for database users to express issues and successes by contacting them on a regular basis and offering refresher courses once a quarter starting in **January 2006**.
2. Starting in **January 2006**, continue to annually provide on-going training and support to staff regarding operations of the database.
3. Based on consistent and on-going evaluation of the database starting in **February 2006** incorporate feasible changes to assure its short and long-term effectiveness.
4. Update user manual and provide other training tools like “at-a-glance” note card instructions by **March 2006**.

## Objective VII.

**Develop and conduct yearly assessments of statewide and park volunteer programs.**

### *Action Strategies:*

1. Identify and gather all relevant information required, as defined by Statewide Volunteer Program staff and Volunteer Committee, to be included in the annual assessment process, starting in **January 2006**.
2. Conduct initial site visits, by **January 2006** and yearly thereafter as needed, to individual parks, statewide programs, and administrative offices to assess the effectiveness of each individual volunteer program and to document results. Use initial 2005 needs assessment as baseline.
3. Assessment tools, utilizing current formative and summative techniques and a variety of delivery methods, will be developed by **June 2006** for use with both volunteers and staff. “Volunteer” and “categories of volunteers” will be defined for consistency in data gathering.
4. Opportunities for feedback will be provided to volunteers through annual surveys to measure their experiences and motivations starting in **August 2006**.
5. Surveys will be conducted with staff to assess the Statewide Volunteer Program for appropriateness and sustainability, to assure that operational needs are being met, and to identify and address obstacles for managing effective programs starting in **October 2006**.

## Objective VIII.

**Based on assessment results produce a Statewide Volunteer Program annual action plan and yearly report, modify and update as necessary.**

### *Action Strategies:*

1. Define processes and timelines for reporting program assessment results by **September 2006** utilizing a variety of dissemination forums with measurable impacts.
2. Evaluation findings will be included in a yearly action plan and in the Statewide Volunteer Program annual report and shared with appropriate stakeholders starting in **January 2007** and yearly thereafter. Stakeholders include, but are not limited to, volunteers, staff, GOCO, State Parks Volunteer Committee, State Parks and Department of Natural Resources Administrations, and the Colorado State Parks Board.
3. Modify annually and make adjustments to the Volunteer Program 5-year Strategic Plan as necessary through Volunteer Committee review(s) and feedback starting in **November 2006**.
4. On-going adjustment of State Parks’ strategic planning implementation documents and Statewide Volunteer Program annual work plan based on annual assessment results and individual feedback provided by parks staff and volunteers starting in **January 2007**.







# Glossary of Terms



## **Action Strategies**

Methods to achieve the goals and objectives – quantified end products or outcomes with the best use of resources.

## **Administrative Directives and Board Policies**

Official procedures approved by the Executive Team or State Parks Board that establish policies and protocol on how to conduct business.

## **Annual Report**

Produced each year, this report will highlight Division-wide annual accomplishments and highlight upcoming actions that Parks will undertake in the following year.

## **Charter**

A written document, signed by State Parks Leadership Team, which conveys specific rights to a group of individuals to complete a (short-) or long-term task on behalf of the Division.

## **Colorado Alliance for**

### **Environmental Education (CAEE)**

CAEE was incorporated as a 501(c)(3) non-profit in 1989 to serve the shared interests of public agencies, businesses, teachers, community organizations and individuals distributing and using EE (Environmental Education) materials and programs. It is a neutral and objective source of information related to EE in Colorado, and a voice for EE's important role in the balance between societal needs and environmental quality.

## **Colorado Lake & Reservoir**

### **Management Association (CLRMA)**

The Colorado Lake and Reservoir Management Association was formed in 1996 as a non-profit, charitable organization. It is a statewide organization of individuals, organizations, and lake associations devoted to the protection and preservation of lakes and reservoirs. CLRMA is a recognized chapter of the North American Lake Management Society (NALMS). The primary objectives of CLRMA are to promote understanding and comprehensive management of lakes, reservoirs, and watersheds.

## **Colorado State Parks**

Attracting nearly 11 million visitors per year, Colorado's 41 State Parks are a vital cornerstone in Colorado's economy and quality of life, offering some of the highest quality outdoor recreation destinations in the state. Colorado State Parks manages over 245,000 land and water acres. State Parks mission is to be leaders in providing outdoor recreation through the stewardship of Colorado's natural resources for the enjoyment, education and inspiration of present and future generations.

## **Department of Natural Resources (DNR)**

The Colorado Department of Natural Resources was created to develop, protect and enhance Colorado natural resources for the use and enjoyment of the state's present and future residents, as well as for visitors to the state. There are 9 agencies under DNR including: Divisions of Forestry; Minerals & Geology; Water Resources; Wildlife; the Board of Land Commissioners; Geological Survey; Oil and Gas Conservation Commission; Water Conservation Board; and State Parks.

## **Directors of Volunteers in Agencies (DOVIA)**

DOVIA are local organizations that provide opportunities for professional growth in the field of volunteerism by providing a variety of ways to further excellence in volunteer management. These usually involve hosting monthly training workshops; providing extensive web and library resources and networking opportunities; and recognizing outstanding volunteer managers and volunteers. In Colorado there are local chapters in Denver, Colorado Springs, Grand Junction, and Larimer County.

## **Environmental Alliance**

### **For Senior Involvement (EASI)**

The Environmental Alliance for Senior Involvement (EASI) is a national non-profit coalition of environmental, aging and volunteer organizations established in 1991 as the result of a visionary agreement between the US Environmental Protection Agency and the American Association of Retired Persons. EASI's mission is to increase opportunities for older adults to play an active, visible role in protecting and improving the environment in their communities.

## Environmental Education

According to CAEE's definition, environmental education is "A life-long process of discovering and understanding Earth's natural systems and the human role in those systems." State Parks make excellent outdoor classrooms, providing a direct and first-hand experience with the natural resources existing in Colorado State Parks.

## Facility

Something tangible that is built, installed or established in a park to serve a particular purpose (i.e. visitor center, trails, picnic site or campground).

## Friends of State Parks

A membership based nonprofit support group usually connected to an individual park like Friends of Castlewood Canyon. Their purpose is to engage in fund-raising to extend resources for park projects like making the grounds and facilities more beautiful, restoring park structures and interpreting the park's natural and cultural history or purchasing buffer zones. They can also organize to take on critical issues or challenges facing a park.

## Goals

Set the desired future for State Parks in stating what the agency needs to do to accomplish its mission and vision.

## Great Outdoors Colorado (GOCO)<sup>1</sup>

In 1992, the citizens of Colorado voted to create Great Outdoors Colorado (GOCO) Trust Fund, Article XXVII of the Colorado Constitution. GOCO administers grants from a portion of state lottery proceeds to projects that preserve, protect, and enhance the state's wildlife, parks, rivers, trails, and open spaces.

## Implementation Plan

An annual planning process, due at the end of March each year, which specifically describes action strategies from the Five-Year Strategic Plan to be funded in the next State fiscal year and/or budgeting cycle. It further identifies specific agency funds and staff resources responsible for accomplishing the action strategy and the timeline for completion. It is developed internally and ultimately approved by State Parks' Leadership Team by May of each year.

## Infrastructure

The stock of basic facilities and capital equipment needed for the basic functioning of a state park. These include, but are not limited to, utilities (water, sewer,

gas and electricity) and roads. Infrastructure could also mean basic components of a program (like volunteer or educational) needed for it to function successfully.

## Interpretation

An informational and inspirational process designed to enhance understanding, appreciation and protection of our cultural and natural resources.

- *Personal* – Delivered by an interpreter/ naturalist to visitors and can include everything from hikes, fireside programs and slide presentations to children's activities, field experiences, demonstrations, and living history.
- *Non-Personal* – Not delivered by an interpreter/ naturalist. Rather, the visitor is provided diverse opportunities ranging from self-guided trails, wayside exhibits, interpretive kiosks, interactive exhibits and exhibits in a visitor center to brochures, video and cassette tapes and CD-ROMs.
- *Self-directed* – Directs the visitor to explore or discover the resource in a particular way. It is one form of non-personal interpretation, see non-personal interpretation.

## Interpretation and Environmental Education (I&EE) Plan

Provides direction and establishes priorities to guide Colorado State Parks in its provision of environmental education and interpretive services. The plan was last revised in 1999 and is targeted to be updated in 2007 to reflect the agency's new vision, mission and goals.

## Leadership Team

Consists of the State Parks' Director, two Deputy Directors, Chief Financial Officer, Public Safety and Training Manager, three Region Managers, and three Assistant Region Managers.

## Management Plan

A long-term outline of a project or government function.

## Metro Volunteers

Metro Volunteers is a nonprofit organization, otherwise known as a volunteer center, that helps individuals, families, and corporate and community groups find volunteer opportunities with diverse service organizations throughout the metro Denver area. Its capacity-building programs and services allow volunteers to work hand-in-hand with

<sup>1</sup> Provided by Great Outdoors Colorado - for more information, go to [www.goco.org](http://www.goco.org).

nonprofit agencies to develop strong and vibrant communities. Other volunteer centers in Colorado are: Aurora Volunteer Center; Eagle County Volunteer Center; FirstCall211 in Ft. Collins; Volunteer Connections of Boulder County; Volunteer Center of the Pikes Peak Region; and Volunteer Connections of San Luis Valley.

### **Mission**

State Parks' reason for existence: basic purpose, what it does, why it does it, and for whom.

### **National Association of Interpretation (NAI)**

A professional association dedicated to the advancement of the profession of interpretation with an emphasis on professional development and certification. The craft of interpretation is often characterized by on-site informal education programs at parks, monuments, zoos, nature centers, historic sites, museums and aquaria. Such programs and activities are often referred to as "natural interpretation," "cultural interpretation," "resource interpretation," or "heritage interpretation."

### **NAI Certified Interpretive Guide and Host (CIG or CIH)**

A certification program including up to 40 hours of classroom instruction. At the completion of the instruction an exam is administered and participants must pass the written exam and give a presentation modeling interpretation principles in order to receive their certification from NAI.

### **Natural Areas**

Areas considered being original or unique Colorado landscapes, on either public or private land. Areas can consist of native plant communities, geologic formations or processes, paleontological sites, or habitat for rare plants or animals that State Parks' manage. The Natural Areas program serves a vital role in providing information to protect these unique and treasured places in Colorado. This has primarily been accomplished through resource inventories and stewardship plans.

### **Objectives**

Statements that reflect the desired expectations and requirements to be achieved by State Parks under each goal statement.

### **Park Management Plan**

A public document that outlines the overall direction for a Colorado State park. The primary goals are (1) to ensure there is a clearly defined direction for the maintenance or restoration of ecological integrity in the park, and (2) to guide the management and development of the park. The direction outlined in the management plan is used by park managers to set the strategic direction for the development and operation of the park.

### **Program**

A formal system of projects or services within Colorado State Parks intended to meet a public need. State Park programs directly support legal directives from the State Legislature and include such projects and services as recreation trails, natural areas, registration of snowmobiles, boats and off-highway vehicles, volunteerism, camping reservations, and boat safety. Plans for each program are developed accordingly.

### **Regional Volunteer Resource Providers**

Positions created to provide on-going support for State Parks' volunteer programs both regionally and statewide through training, recruitment, marketing, administrative guidance and other resources.

### **Retired Seniors Volunteer Program (RSVP)**

A program of the Corporation for National & Community Service Senior Corps. RSVP offers maximum flexibility and choice to its volunteers on a local level as it matches the personal interests and skills of older Americans with opportunities to serve their communities.

### **State Parks Board**

A Governor appointed, five-member decision-making body for State Parks. Board members represent four regions of the state and an additional member serves at-large. Members are appointed to four-year terms and must be confirmed by the State Senate.

### **State Trails Program**

Nationally recognized, this program annually grants funding (over \$3 million in 2004) from a variety of sources for local and regional trails projects through a highly competitive grant process. Additionally, the program serves as a statewide resource for trails planning and grant writing.

**Stewardship**

An ethic and practice of maintaining the viability of Colorado's lands, resources, species and natural processes. Stewardship involves managing, conserving, and improving natural resources and the environment. A steward promotes awareness of environmental values and uses sound environmental protection, compliance and restoration practices.

**Stewardship Plan**

A comprehensive natural resource plan, which is based on a set of baseline resource inventories and always includes comprehensive vegetation mapping and a set of wildlife surveys. The plan contains goals, objectives and recommendations that provide input to the park manager for resource management decisions.

**Strategic Plan**

This plan sets the future direction for the Division and outlines goals and expectations to meet internal and external environmental challenges. The plan will provide guidance for development of State Parks' operational, business, and marketing plans, as well as other efforts..

**Values**

A statement or word that expresses the enduring ideals, or shared beliefs of Colorado State Parks employees. Identifying these beliefs is of utmost importance in providing guidance in achieving the Division's mission.

**Vision**

An expression of State Park's ideal future — highlighting what the agency wants to strive to become and what it wants to be known for.

**Volunteer Committee**

Founded in February 2004, the Volunteer Committee consists of a cross-section of Colorado State Parks' staff members and volunteers. The Committee provides insight, support, and direction for the Statewide Volunteer Program.

**Volunteer Database**

A database used by all parks and programs to track volunteer activities and hours efficiently.

**Volunteer Management Handbook**

A comprehensive resource handbook to be distributed to all Colorado State Park locations and programs. Continually updated, the handbook will serve as a reference to answer pertinent questions and provide guidelines.

**Volunteer Partners**

This term refers to individuals and groups who volunteer for State Parks as well as other groups and organizations that provide support for State Parks' volunteer program.

**Volunteer Program Administrative Directive 151**

A specific Administrative Directive that establishes basic policy for State Parks' volunteer programs.

**Volunteers for Outdoor Colorado (VOC)**

Founded in 1984 as a non-profit organization, VOC's mission is to motivate and enable citizens to be active stewards of Colorado's public lands, thereby creating enthusiastic and beneficial stewardship of Colorado's natural and cultural resources.

**V-outdoors**

V Outdoors is a web-based, volunteer management and recruitment tool sponsored by VOC designed to help agencies to access more volunteers and utilize those volunteers more efficiently.

**Workamper News**

A national bimonthly publication promoting opportunities for Recreational Vehicle (RV) users to volunteer at national, state and local parks and open spaces.

**Work Plan**

A plan created and submitted to Region Managers by individual Park Managers on an annual basis, which outlines priority park-specific stewardship practices and funding requests for upcoming budget cycles.



# Notes







# Notes



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