



VOLUNTEER
COOPERATIVE



Strategic Plan | 2018

A Message from the Volunteer Cooperative's Guiding Coalition

The following strategic plan is a result of a collaborative effort between several partners dedicated to community engagement, helping Boulder become more resilient in the face of future challenges and continuing to highlight the city's spirit.

The plan was guided by City of Boulder staff who contribute to the Volunteer Cooperative, volunteers who participated in forums, information gleaned from best-practice research with some of our partner cities, as well as findings from cohorts that participated in the Service Enterprise Certification process through Points of Light and Metro Volunteers.

This strategic document includes goals, objects and actions that will inform the Volunteer Cooperative's work plan 2017-2019 and help drive city values of customer service, respect, collaboration, integrity and innovation.

Boulder's vision is service excellence for an inspired future, and we are proud to take our already existing volunteer programs to the next level while truly engaging the community through volunteerism. We know we are stronger when we work with and alongside the community.

Please join us as the Volunteer Cooperative strives towards its vision of an integrated network of resources and opportunities to strengthen community stewardship and engagement. We are excited about the work ahead and hope that you are too!

Sincerely,

The Volunteer Cooperative's
Guiding Coalition



Greg Testa
Chief of Police



Michael Calderazzo
Fire Chief



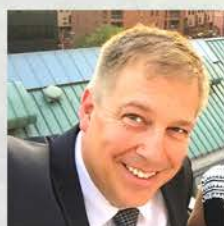
Yvette Bowden
Director of Parks and Recreation



David Farnan
Library and Arts Director



Tracy Winfree
Director of OSMP



Jim Creese
Assistant Director of Information Technology



Tanya Ange
Deputy City Manager

Contents

Acknowledgements **4**

Executive Summary **5**

Timeline: How We Got Here **7**

The Volunteer Cooperative **9**

- Process and Structure **9**
- The Core Team **9**
- Volunteer Cooperative Meetings **9**
- The Guiding Coalition **10**
- Goals and Objectives **10**

Goals **11**

1 Create Integrated Network of Resources **12**

2 Increase Organizational Capacity **13**

3 Improve Volunteer Customer Experience **14**

4 Communicate With and Mobilize Volunteers **15**

5 Evaluate, Celebrate, and Communicate Impact **16**

Metrics **18**

Attachments **19**

- Service Enterprise Diagnostic Summary **20**
- SWOC Analysis **21**
- Work Plan **22**

Volunteer Resources: Want to Get Involved? **25**

Acknowledgements

City Manager's Office:

Jane Brautigam, City Manager
Tanya Ange, Deputy City Manager
Mary Ann Weideman, Deputy City Manager
Chris Meschuk, Assistant City Manager

Guiding Coalition:

Greg Testa, Chief of Police
Michael Calderazzo, Fire Chief
Yvette Bowden, Director of Parks and Recreation
David Farnan, Library and Arts Director
Tracy Winfree, Director of Open Space and Mountain Parks
Jim Creese, Assistant Director of Information Technology
Tanya Ange, Deputy City Manager

Volunteer Cooperative Members

Open Space and Mountain Parks:

Kristin Weinberger
Jennelle Freeston
Halice Ruppi
David Barry
Beau Clark
Ana Sutherland
Alex Shermot

Municipal Courts:

James Cho

Boulder Fire Rescue:

Kim Scott

Boulder Police Department:

Diane Herzberg
Susan Townley

Public Works:

MaryAnn Nason
Rene Lopez
Doug Dunn

Human Services:

Maureen Dobson
Eden Mayne
Betty Kilsdonk

Community Vitality:

Sarah Wiebenson

Library:

Karen Bowen
Shelley Sullivan
Cynthia Nelson
Kate Kelsch

Parks and Recreation:

Cory Lasher
Mary Malley
Cassy Bohnet
Caitlin Berube-Smith
Margo Josephs

Planning, Housing and Sustainability:

Rella Abernathy

City Manager's Office:

Aimee Kane
Brenda Ritenour
Brooke Watkins
Mackenzie Boli

Boulder Office of Emergency Management:

Justin Bukartek
Andrew Notbohm

Volunteer Forum Members:

Joel Koenig
Andy Ames
Ellen Becker
Stephanie Rudy
Chuck Anderson
Joe Braidish
Chip Lackey
Kathie Joyner
Victoria Lyons
Randy Hicks
Kathleen Sears
Stephany Rudy
Judy Koenig
Rachel Davidson

Service Enterprise Coaches and Cohorts:

Beth Steinborn, VQ Volunteer Strategies
Kristy Judd, Metro Volunteers
Butterfly Pavilion
History Colorado

Other Contributors:

Kim McCleskey, City of Boulder Information Technology Department
Charlotte Boney, Volunteer Program Manager – City of Ft. Collins
DOVIA Colorado

Executive Summary

“Service Excellence for an Inspired Future”

The City of Boulder’s vision is “Service Excellence for an Inspired Future” and recognizes the role the community can play in working towards that vision. A strong volunteer culture is instrumental in increasing community engagement, and improving services and programs to accomplish community goals. The delivery of these benefits can be capitalized upon even further when programs are run as efficiently as possible and in collaboration across the organization.

Each year, over five thousand people from Boulder and surrounding communities contribute their time volunteering across the city’s various departments in a multitude of ways. From volunteering on boards and commissions, assisting with library services, to helping clean up parks and maintaining trails, people have been putting their mark on the Boulder community and organization in meaningful ways. Until 2016, most departments were running their volunteer programs independently.

Seeing the opportunity to enhance and build upon the great work city staff were doing in support of volunteer programming, the city created the position of the Volunteer Program and Project Manager. This position initiated a Volunteer Cooperative made up of city staff involved in managing and developing volunteer programs and operations.





How We Got Here

The City of Boulder has a long history of partnering with community members in providing service on behalf of the community. These volunteers have primarily been hosted in Parks and Recreation, Open Space and Mountain Parks as well as the Library. In 2013, the city experienced a flood of historic proportions and brought to the forefront the need for the City to take a more centralized approach in how it engages community members through volunteerism. The role of Volunteer Program and Project Manager was created in 2016 with the formation of the Volunteer Cooperative soon to follow. The timeline below is a demonstration of key activities that outlines the work on behalf of the Cooperative to date.





The Volunteer Cooperative

“To support a community of service.”

Processes and Structure

The Volunteer Cooperative’s mission is to “support a community of service” and its vision is “an integrated network of resources and opportunities to strengthen community stewardship and engagement.” Cooperative members recognized early on, in order to achieve its mission and vision it was important to focus first and foremost on its infrastructure.

The Core Team

4 Department Leads from Parks and Recreation (P&R) | Open Space and Mountain Parks (OSMP) | Library | City Manager’s Office (CMO)

The Core Team provides leadership support to Cooperative members by:

- Assembling the Volunteer Cooperative’s Strategic Plan
- Planning and hosting Cooperative meetings
- Planning and organizing work plan items for Cooperative work
- Pursuing Service Enterprise training and certification through Metro Volunteer’s Points of Light
- Building organizational support with input from the Guiding Coalition of city department leadership.

Volunteer Cooperative Meetings

31 Members | 10 City Departments | Every 2 Months

These meetings are an opportunity for team members to share what work has been accomplished on behalf of the Cooperative to date, learn from their peers, attend formal hosted training and determine next steps for Volunteer Cooperative action items.

2 Subcommittees | Process and Systems | Communication

So far, two subcommittees have focused their work around volunteer communication enhancements and upgrades to volunteer processes and systems. Annually the group will re-evaluate the most effective way to accomplish this work.

The Volunteer Cooperative

“To support a community of service.”

Processes and Structure cont.

The Guiding Coalition

Deputy City Manager | Chief of Police | Fire Chief | Director of OSMP | Director of P&R |
Library Director | Assistant IT Director

The Guiding Coalition provides input and direction to the Core team as they build Cooperative infrastructure and move towards implementation of Cooperative goals. Their support will also be key in providing resources and enlisting the support of other key leaders and staff across all departments.

A substantial amount of work has been achieved by city staff since the Volunteer Cooperative’s inception in the summer of 2016. This Strategic Plan along with the support from the volunteer community, city leadership and staff will assist in the Volunteer Cooperative reach towards its vision of “an integrated network of resources and opportunities to strengthen stewardship and engagement.”

Volunteer Cooperative Goals and Objectives

The Volunteer Cooperative’s Strategic Plan’s goals and objectives were developed over several months based on the following:

- Internal inventory and assessment of current volunteer programming
- SWOC Analysis (see attachment A)
- Information given by volunteers through hosted Volunteer Forums
- Best practice research of industry standards performed by city staff
- Feedback provided through the Service Enterprise Diagnostic (see attachment B)



LEARN
STEAM



GOALS

#1: Create an integrated network of resources to increase volunteer program efficiencies.

Key Deliverables

- > **Promote volunteer opportunities** on a single source website
- > **On-going support** to employees who work with volunteers
- > **Partner with organizations** on communitywide projects
- > **Implement Volunteer Management System**

Objectives

- 1a **Support Volunteer Cooperative members** by providing continuous direction for volunteer programs, projects and staff *(Supports the following Service Enterprise Characteristics: Planning & Development; Leadership Support)*
- 1b **Procure and implement Volunteer Management Systems (VMS)** to enhance tracking, reporting and coordination of volunteers, events, programs and projects. *(Supports the following Service Enterprise Characteristics: Planning & Development; Technology & Communication)*
- 1c **Standardize communication mechanisms for staff** to ease internal coordination and enhance volunteer experience *(Supports the following Service Enterprise Characteristics: Technology & Communication; Outreach)*
- 1d **Develop online volunteer toolkit** on intranet to easily engage volunteers in additional programming and departments *(Supports the following Service Enterprise Characteristics: Planning & Development; Effective Training; Outreach)*
- 1e **Leverage relationships and partner with outside agencies** doing similar work *(Supports the following Service Enterprise Characteristic: Partnering to Extend Reach)*
- 1f **Increase connection of community members to opportunities for service** *(Supports the following Service Enterprise Characteristics: Leadership Support; Outreach; Partnering to Extend Reach)*

#2: Utilize volunteers to increase organizational capacity.

Key Deliverables

- > Establish common success factors, desired outcomes and goals for volunteer impacts
- > Infuse volunteers in City of Boulder Planning Process and working groups
- > Annual review and evaluation of existing volunteer programs

Objectives

- 2a **Evaluate current volunteer impact to assess volunteer opportunities** that can increase organizational efficiency (*Supports the following Service Enterprise Characteristics: Planning & Development; Effective Training; Resource Allocation*)
- 2b **Determine the appropriate staffing needs** to adequately support volunteer efforts (*Supports the following Service Enterprise Characteristics: Resource Allocation*)
- 2c **Explore internal and external funding opportunities** to enhance volunteer programming and efficiencies (*Supports the following Service Enterprise Characteristics: Planning & Development; Resource Allocation; Funding*)



#3: Improve the **volunteer's customer experience** in order to enhance **community engagement and stewardship.**

Key Deliverables

- > **Volunteers to attend appropriate staff training and development opportunities**
- > **Celebrate small success of city departments utilizing volunteers**
- > **Create online orientation for all program volunteers**

Objectives

- 3a **Create and support meaningful and skilled volunteer opportunities** (Supports the following Service Enterprise Characteristics: Planning & Development; Leadership Support; On-boarding & Supervision)
- 3b **Obtain Service Enterprise certification and communicate citywide initiative** (Supports the following Service Enterprise Characteristics: Planning & Development; Leadership Support)
- 3c **Create a strong internal community for existing COB volunteers** (Supports the following Service Enterprise Characteristics: Effective Training; On-boarding; Resource Allocation)



#4: Communicate with and mobilize volunteer community for disaster response and recovery.

Key Deliverables

- > Support department level planning to incorporate volunteers in recovery efforts
- > Embed personal preparedness into volunteer onboarding and trainings

Objectives

- 4a **Enlist volunteers in recovery period following a disaster** *(Supports the following Service Enterprise Characteristics: Planning & Development; Partnering to Extend Reach)*
 - 4b **Create and support network of neighborhood and community level volunteers** to train and organize respective neighborhoods and communities to respond to and recovery from disaster. *(Supports the following Service Enterprise Characteristics: Planning & Development; Partnering to Extend Reach)*
 - 4c **Train city volunteers to be prepared for disaster response and recovery** *(Supports the following Service Enterprise Characteristics: Effective Training; Partnering to Extend Reach)*
-

#5: Evaluate, celebrate, and communicate volunteer impact.

Key Deliverables

- > Comprehensive Annual Report of volunteer contribution and impact
- > Generate program evaluation guidelines
- > Track Return on Volunteer Investment (ROVI) for programs
- > Host annual reward and recognition events

Objectives

- 5a **Create citywide annual impact report** (Supports the following Service Enterprise Characteristics: Planning & Development; Leadership Support; Technology & Communication; Tracking & Evaluation)
- 5b **Demonstrate organizational commitment to volunteerism** through recognition and celebration (Supports the following Service Enterprise Characteristics: Leadership Support, Resource Allocation)





Metrics

Goal

Success Outcomes

How Outcomes Will Be Measured

1	Create an integrated network of resources to increase volunteer program efficiencies.	Staff and departments interested in working with volunteers have access to tools, guidelines, processes and plans needed to facilitate successful volunteer programs and projects.	Analysis of process improvements and efficiencies, compilation of volunteer and staff surveys.
2	Utilize volunteers to increase organizational capacity.	The city offers a more diverse array of easy-to-use processes and tools to engage community volunteers in department priorities and operations.	Survey of city staff working with volunteers that indicates the same or more work is completed without increased staff time or resources.
3	Improve the volunteers' customer experience in order to enhance community engagement and stewardship.	The city achieves a high level of volunteer customer experience around volunteer programs, projects and engagement.	Survey of volunteers indicate increased retention rates and interest in volunteer programs and projects.
4	Communicate with and mobilize volunteer community for disaster response and recovery.	The city is better able to utilize trained community volunteers in disaster preparation, response and recovery.	Survey of city staff and volunteers about their comfort level in feeling prepared to assist with disaster response and recovery and tracking of how many volunteers helped and their impact during and after an event.
5	Evaluate, celebrate, and communicate volunteer impact.	All city volunteers feel their contribution is valued and staff understand the impact of volunteerism.	Annual impact reports and volunteer acknowledgement in city wide publications.



Attachments

Service Enterprise Diagnostic Summary

Evaluating how sustainably the City supports volunteers and volunteer programming.



Throughout 2017, the Core Team has been pursuing Service Enterprise Certification through Points of Light. Organizations that obtain Service Enterprise certification utilize volunteers at all levels of their organization, demonstrate a commitment to the volunteer customer experience, are proven to be more efficient and nimble during economic downturns and operate at about 1/3 the operating costs of traditional organizations.

The certification process starts with a Service Enterprise Diagnostic (SED) which demonstrates where the organization is currently with volunteer programs and identifies opportunities for improvement. The Core team members participated in 16 hours of training with 2 local cohorts (History Colorado and the Butterfly Pavilion) to understand how to better run volunteer programs for maximum capacity and volunteer experience. The team anticipates achieving certification by the end of Q2 of 2018 and will be the second local government entity in the country to do so. The results of the SED are broken down into the following categories:

Overall SE Score

This score provides an overall summary of performance in comparison with organizations similar to the City of Boulder.

65%

With an overall score of 65%, The City of Boulder was ranked in Peer Group 2. This means it has:

≤10%

Ten percent or less of its budget allocated towards volunteer engagement and management.



At least one staff who supports volunteer programs.

Service Enterprise Characteristics

For each of the 10 characteristics, the SED recommended action items.

1. Planning and Development
2. Leadership Support
3. Effective Training
4. Technology and Communication
5. Onboarding and Supervision
6. Outreach and Recruitment
7. Resource Allocation
8. Tracking and Evaluation
9. Partnering to Extend Outreach
10. Funding

These recommendations were incorporated as action items to support the goals and objectives of this strategic plan.

Volunteer Profiles & Value of Service

Estimations of workforce behavior and demographics.

- Most volunteer hours were in support of **program service**, rather than **daily organizational or administrative operations**.
- Volunteers most frequently participated in **one time** or **episodic** service projects.

\$2,930,912.00

Estimated value of time donated by volunteers in 2016.

SWOC Analysis

Strengths - Weaknesses - Opportunities - Challenges

Four areas which affect the Volunteer Cooperative's ability to succeed in the objectives of this strategic plan.

S

Strengths

Engaged and enthusiastic volunteers
 Wide variety of volunteer opportunities
 City of Boulder is a known and trusted presence
 Good training and on-boarding program examples

W

Weaknesses

Limited staff and funding for volunteer programming and support
 Lack of strategy to connect meaningful volunteer opportunities with specialized volunteers and community engagement
 Lack of coordination and inconsistent volunteer programming between departments

O

Opportunities

Engage the community during disaster response and recovery
 New best practices exist to recruit volunteers of different demographics wanting different types of opportunities
 Political environment – taking advantage of those already involved right now
 Making one-day projects more impactful and placing value on neighborhood projects

C

Challenges

Having too many volunteers without staff capacity to manage
 Super busy community
 Building trust with volunteers takes time, effort and commitment
 Perceptions that volunteers may not be reliable, or will replace paid staff

Work Plan

Attachment C

Goal	SED	Action	Year	When
1.1a		Offer paid DOVIA memberships to all interested Volunteer Cooperative members	2017	Q3
1.1a		Additional recruitment of Volunteer Cooperative members from organizational departments	2017	Q4
1.1a		Host Volunteer Cooperative full-team quarterly meetings and subcommittee meetings	2017	Q1-ongoing
1.1a	3.1	Offer on-going support to employees who work with volunteers through continued leadership support of Volunteer Cooperative	2017	Q4
1.1a		Bi-annual review and update of three-year Volunteer Cooperative Strategic Plan in alignment with citywide initiatives and priorities	2018	Q2 (ongoing)
1.1a	6.10-6.12	Create service standards for communicating and responding to interested volunteers, and follow up with prospective volunteers in alignment with customer experience principles	2017	Q4
1.1b		Draft Request for Proposals for Volunteer Management System	2017	Q3
1.1b		Review proposals for Volunteer Management System with Volunteer Cooperative team and appropriate city staff	2018	Q2
1.1b		Select vendor or system	2018	Q3-Q4
1.1b		Implement Volunteer Management System, including training staff and volunteers on utilization	2018	Q3-Q4
1.1b		Seek funding opportunities – cross-departmental funds, grants, other	2017	Q4
1.1c		Develop and maintain intranet site for internal coordination among city staff and volunteers	2017	Q2
1.1c		Develop a communication plan for initial and ongoing communication with staff and stakeholders	2017	Q4
1.1c	4.5 & 4.6 & 6.8	Share relevant and consistent information through standardized methods (social media, emails, press releases) with volunteers and community at large for recruitment; engage volunteers as advocates and promoters on social media	2018	Q1
1.1c		Create shared contact list of volunteers for mass email, texting of City Volunteers	2018	Q4
1.1d	1.2	Provide recommended language for inclusion of volunteerism in master plans and strategic plans	2017	Q4
1.1d		Provide exit interview instructions and survey for volunteers on intranet site	2017-2018	Q4 2017-Q1 2018
1.1d	3.2	Incorporate volunteer management into existing applicable staff trainings, including New Employee Orientation	2018	Q2
1.1d		Provide exit interview instructions and survey for volunteers on intranet site	2018	Q1
1.1d	1.13 & 5.5 & 5.6	Standardize form templates, including volunteer application, risk and release forms, background checks and volunteer position description template	2018	Q1
1.1d	3.7 & 5.9	Create volunteer policies and accompanying volunteer handbook to be posted on intranet and distributed to all volunteers	2018	Q1-Q3
1.1d		Provide sample marketing materials, recruitment language, interview questions and selection criteria	2018	Q2
1.1d		Create process and system for utilization organizationally of court ordered volunteers	2018	Q3
1.1d	8.6 & 8.7	Create instructions for formal grievance and termination procedures in place for volunteer supervisors and included in Volunteer Handbook and available in the online supervisor toolkit	2018	Q4
1.1d		Provide online instructional video for supervising volunteers	2018	Q4
1.1d		Systematize Return on Volunteer Investment (ROVI) tool for determining financial impact of volunteer program	2019	Q1
1.1d	1.3	Implement a tool for conducting needs assessments for volunteer service opportunities	2019	Q1
1.1e	9.1 & 9.2	Identify and reach out to municipalities, businesses and professional networks with similar vision and values to support volunteer efforts	2017	Q1
1.1e		Partner with organizations on communitywide projects to recruit, support and promote initiatives (e.g., Community Clean Up Day, etc.)	2018	Q1
1.1e		Be clear about the ask, expectations and outcomes by creating Memorandums of Understanding with partnering with external organizations	2019	Q1
1.1f	6.3	Promote volunteer opportunities on single-source website, including volunteer success stories and information about the city's commitment to volunteerism through the Volunteer Cooperative	2017	Q2
1.1f	2.10	Prepare ongoing updates and press releases about volunteer successes for newsletters, website and internal communication	2017	Q3

Work Plan Cont.

Goal	SED	Action	Year	When
1.1f	2.5 & 6.5	Develop an 'elevator pitch' for volunteer cooperative volunteers and staff to utilize while promoting volunteer opportunities via word of mouth	2017	Q3
1.1f	6.6	Create volunteer recruitment materials to bring to presentations and events	2017	Q3
1.1f	2.16	Share talking points about board members' role as visible volunteer leaders with your leadership team	2017	Q4
1.1f	9.5	Ask current volunteers to promote their programs within their professional networking groups to target recruitment to populations most likely to have the skills needed for the position	2018	Q2
1.1f		Solicit ideas from community volunteer opportunities and individualized contribution	2018	Q2
1.1f	6.1 & 6.2 & 6.4	Design and implement the utilization of annual recruitment plan including integrating volunteer recruitment into all city outreach events.	2018	Q3
2.2a		Establish common success factors, desired outcomes and goals for volunteer program impacts (saved X \$ in staff time, ROVI)	2017	Q3
2.2a		Assess all available strategic plans/master plans for opportunities to utilize volunteers	2017	Q3
2.2a	2.1	Infuse volunteers in COB planning processes (e.g., OSMP Community Collaborative Group, working groups, Volunteer Cooperative Strategic Plan, Public Participation Working Group)	2017	Q4
2.2a	3.1	Explore engaging experienced volunteer leaders to oversee work of new volunteers and assist in training and mentoring	2017-2018	Q4 2017- Q1 2018
2.2a	7.3	Investigate what resources are needed to effectively engage appropriate volunteers in highly skilled administrative or leadership tasks, including, but not limited to, governance	2018	Q1
2.2a	3.1 & 1.8	Explore engaging experienced volunteer leaders to oversee work of new volunteers	2018	Q1
2.2a		Implement train the trainer model with volunteer leaders when applicable	2018	Q3
2.2a	1.14	Create a tool and conduct needs assessment to help create impactful service opportunities and volunteer positions factoring in Return on Volunteer Investment	2018	Q4
2.2a		Conduct annual review and evaluation of existing volunteer programs to ensure alignment with organization mission	2019	Q1
2.2a		Identify existing and create other volunteer ambassador roles (trail guides, bike patrol, hosts, victim advocates)	2019	Q1
2.2b		Identify and communicate appropriate staff-to-volunteer	2018	Q1-Q2
2.2b	7.5 & 7.6	Conduct job analysis of existing coordinators to determine time allocation on specific volunteer engagement areas	2018	Q4
2.2b		Include 'working with volunteers' in existing job descriptions and provide draft language upon request	2019	Q1
2.2c		Explore external funding opportunities, including grants, corporate gifts and individual contributions	2017	Q3
2.2c		Analyze current spending on volunteerism and look for opportunities to combine resources (money, time, staff)	2017	Q4
2.2c	1.10	Incorporate volunteerism into departmental budget requests as needed	2018	Q2
3.3a		Define and communicate skilled and meaningful volunteerism	2017	Q3
3.3a	2.13 & 2.9	Interview volunteers before placement to understand their abilities, traits and desires to support placement, create opportunity for advancement, and celebrate successes	2017	Q3
3.3a		Celebrate small successes of COB orgs already using skilled volunteers	2017	Q4
3.3a	1.5 & 1.11	Monitor volunteer retention and assess reasons for any unexpected turnover through stay and exit interviews	2018	Q1
3.3a	5.8	Create online orientation for all program volunteers	2018	Q1-Q3
3.3a	1.12	Track volunteer skills and areas of interest to ensure best match to positions, both when recruiting and when identifying new roles	2018	Q2
3.3b		Implement identified Service Enterprise Diagnostic areas for improvement results as outlined in action plan in alignment with Strategic Plan goals and objectives	2017	Q2
3.3b	1.1 & 2.12	Create the guiding coalition and share about Service Enterprise and solicit feedback and buy in on strategic plan goals and objectives and share understanding of the organizations mission to and how volunteers contribute to its attainment	2017	Q3
3.3b		Submit for certification through Service Enterprise site vision and submission of materials to Points of Light	2018	Q2
3.3c	3.4 & 5.7	Offer COB volunteers to attend city staff training and development opportunities	2017	Q3

Work Plan Cont.

Goal	SED	Action	Year	When
3.3c		Market public participation events to existing volunteers	2017	Q4
3.3c	6.9	Invite volunteers to bring friends and families to events	2018	Q1
3.3c		Utilize existing communication tools, create opportunities for volunteers to create their own communication/community and exchange answers and questions	2018	Q3
3.3c	4.2	Create formal and informal opportunities for volunteers to network with staff	2019	Q1
4.4a		Incorporate volunteer component in the City of Boulder Recovery Plan, such that department level recovery plans are encouraged to consider volunteerism as a means of meeting recovery responsibilities	2017	Q3
4.4a		Support department level planning to incorporate volunteers in recovery efforts	2018	Q1
4.4a		Support department level implementation to incorporate volunteers in recovery efforts by creating templates for communication, scope of work, and infrastructure to communicate with and organize volunteers	2018	Q2
4.4a		Create tool kit/communication plan for volunteer coordinators to enlist volunteers during disaster response and recovery to disaster situations	2018	Q3
4.4b		Build infrastructure to assist Community Connectors in organizing neighborhoods and communities with disseminating preparedness information along with other information relevant to individuals in a defined geographic area	2018	Q3
4.4b		Develop model for keeping Community Connectors involved in day-to-day city operations, such that they can engage neighbors and communities in city planning and programs	2018	Q4
4.4c		Participate in Boulder County VOAD and Emergency Support Function – 19 with Boulder County to partner and train volunteers for disaster response and recovery	2017	Q2
4.4c		Embed personal preparedness into volunteer onboarding, trainings and continuing education for volunteers at the city	2018	Q2-Q3
4.4c		Train volunteer coordinators to disseminate preparedness information to volunteers	2018	Q3
4.4c		Include opt-in option for volunteers interested in being a “Community Connector,” in addition to their ongoing role with the city	2018	Q3
5.5a		Gather required data from participating departments in preparation for annual report	2017	Q4
5.5a		Gather required data from participating departments for in preparation for annual report	2018	Q1
5.5a		Creation of a comprehensive annual report	2018	Q1
5.5a		Generate guidelines for consistent program evaluation	2018	Q1
5.5a	2.11	Track Return on Volunteer Investment (ROVI) for organizational volunteer programs	2018	Q2
5.5a	2.17 & 4.8	Provide quarterly one-page written update to Exec Team/Council and community outlining number and hours of volunteers, demographic statistics and highlight one area of impact with example of ROVI	2018	Q3
5.5b	7.1	Determine and communicate realistic cost of volunteering to volunteers (i.e., parking)	2017	Q4
5.5b		Launch organizational paid time off policy for staff to volunteer within the Boulder community	2018	Q1
5.5b	2.6	Recognize work with volunteers in staff performance evaluations	2018	Q2
5.5b		Track volunteer skills and areas of interest when identifying new volunteer positions	2018	Q2
5.5b		Host organizational reward and recognition events for volunteers, including National Volunteer Appreciation week	2018	Q2
5.5b		Present special service awards to volunteer who provide above and beyond service	2018	Q2
5.5b		Provide special activities and behind the scenes opportunities for volunteers to familiarize themselves further with city operations: Water Treatment Facility, Library Tours, Recycling Facilities	2018	Q2
5.5b	2.18	Invite board members to attend volunteer appreciation events	2018	Q2
5.5b	2.7	Reward employees who effectively engage volunteers: bonuses, paid time off, movie tickets, etc.	2018	Q4
5.5b		Incorporate expectation of working with volunteers in staff job descriptions	2019	Q1



Want to Get Involved?

Visit: bouldercolorado.gov/volunteer
- or -
bouldercolorado.gov/engage

Contact: Aimee Kane
at kanea@bouldercolorado.gov

THANK YOU!

to all community volunteers who support
City of Boulder programs and projects.

