The City of Boulder’s Volunteer Cooperative, DEDICATED to creating impactful SERVICE EXPERIENCES for our COMMUNITY.

MISSION: to support a community of service.

VISION: an integrated network of resources and opportunities to support community stewardship and engagement.

10 CITY DEPARTMENTS

31 INDIVIDUAL STAFF MEMBERS

SUPPORTING

6,002 COMMUNITY VOLUNTEERS
**Grand totals include all reported volunteers, hours and values averaged annually. Departments highlighted below include those in the Volunteer Cooperative.**

"**I GAIN more than I GIVE!**"
- Program Volunteer
### SERVICE

**IMPACTS HIGHLIGHTED FROM 2017 PROGRAMS + PROJECTS ACROSS OUR CITY**

<table>
<thead>
<tr>
<th><strong>Impact</strong></th>
<th><strong>Details</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>300+ hours of support</td>
<td>toward Volunteer Cooperative Strategic Plan</td>
</tr>
<tr>
<td>25 trees + 2,970 perennials</td>
<td>planted across Boulder parks</td>
</tr>
<tr>
<td>3,996 youth volunteers</td>
<td>registered Summer Reading Program participants</td>
</tr>
<tr>
<td>64 residents</td>
<td>received one-on-one english literacy tutoring</td>
</tr>
<tr>
<td>9,000+ hours</td>
<td>donated from 30 city boards + commissions</td>
</tr>
<tr>
<td>1,639 pounds + 53 bags</td>
<td>of trash collected from Boulder Creek</td>
</tr>
<tr>
<td>3,677 photos</td>
<td>scanned into Carnegie’s digital repository</td>
</tr>
<tr>
<td>1,400 feet of open space</td>
<td>trails surfaced + restored</td>
</tr>
<tr>
<td>670+ historic grave markers</td>
<td>mapped with GIS</td>
</tr>
<tr>
<td>90 seniors</td>
<td>received library materials via home delivery</td>
</tr>
</tbody>
</table>
"Volunteering at BLDG 61 doesn't feel like work or school, it feels like a tribe of amazing people doing amazing things!"

"Volunteering made me feel connected to my community and part of something larger than myself, what a great way to give back!"

“I love cleaning up the creek and riparian zone. Picking up trash and plastics lessens the impact to wildlife and eventually the ocean.”

We collaborated a lot, interacted positively with the public, added to the national phenology database and contributed time to an issue of global importance.”
“Getting involved locally and sharing with my kids the joys and impacts of giving back where we live - that’s the best part about volunteering!”

“I love helping teach people how to learn for themselves.”

“I’ve never met a more warm, loving, fun, wonderful community!”

“What a great way for me to give back to my community and to make some small positive difference.”
I love cleaning up the creek and the riparian zone, knowing that if we get the trash and plastics that there is less of a chance that it will impact wildlife and eventually the ocean.

WANT TO GET INVOLVED?

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

Contact: Aimee Kane
Volunteer Program and Project Manager
kanea@bouldercolorado.gov

THANK YOU to all community volunteers who supported City of Boulder programs and projects in 2017.

We look forward to working with you in 2018!
Agenda

- Volunteer Impact and Snapshot
- The Library and the City: Volunteer Cooperative
- Learning about Volunteerism at the Library and our Volunteers
- Looking Forward: Needs and Opportunities
Imagine our world without volunteers
3,996 kids might not have spent their summer reading new books through the Library’s Summer Reading Program.
More than 90 seniors would not have had access to library materials through our Homebound Program.
64 adult language learners would not have received 1 to 1 literacy tutoring
BLDG 61 woodshop access would not have been expanded.

Nor the creation of a new wind tube or Latinx teen internship program.
Other impacts we would not have seen if we didn’t have volunteers in 2017...

- **Materials Handling**: 3.2 miles of books, music, and DVDs reviewed to make sure they were in order on the shelves
- **Used Bookstore**: 13,000 donated items sold and earning close to $20,000 for our library
- **Maria Rogers Oral History Program**: 34 oral histories added to our collection
- **Research Rendezvous**: 98 high school students supported doing research
- **Carnegie**: 3,677 photos scanned into the database for public viewing
- **Tween time and Youth Maker Hangout**: available to our youth
Library Volunteers Snapshot

- Last year approximately 770 community members volunteered their time at the library
- Providing 18,320 hours of service
- Value of their work totaling $475,770
Community Comments

- “I now feel much more comfortable and confident speaking and communicating in English. I have noticed a big difference over the last few years. I have passed all of my citizenship exams and interviews. I am using my phone and texting in English.” - Boulder Reads Participant

- “I love this program. You are keeping me alive.” - Homebound Patron

- “The instructor was patient, engaging, and every single kid in the room was glued to every word he said. My son came home talking non-stop about what he’d learned and has been begging to work on his projects every spare minute since.” - Parent Reflection on Computer Science Education Week
Citywide Volunteer Cooperative

**Mission:** Support a community of service.

**Vision:** An integrated network of resources and opportunities to increase community engagement.

- Citywide Effort
- Planning
- Infrastructure
- Community outreach
- Continuous learning
- Service Enterprise Certification
2017 Volunteers Across the City of Boulder

- Open Spaces & Mountain Parks: 1,811
- Boulder Police Department: 160
- Boulder Parks & Recreation: 2,445
- Boulder Public Library: 768
- Human Services: 18,320
- Community Volunteers: 1,540
- City Manager's Office: 1,39
- Public Works: 16,833
- 6,002*
- $2,310,057
- 88,951

*Grand totals include estimates for all other City boards and commissions.
Service Enterprise Certified in April 2018

- Stronger organizations
- Better led and managed
- More adaptable, sustainable and capable of going to scale
- Require strong and well-developed human resources management practices
- Equally as effective as their peers without volunteers, but at almost half the median budget
Volunteer Cooperative
3 year Strategic Plan Goals

- Integrated Network of Resources
- Disaster Response and Recovery
- Evaluate Celebrate Communicate
- Increase Organizational Capacity
- Enhance Community Engagement
Learning about Volunteerism at the Library and Our Volunteers
Why are Volunteers Important?

- Increases community engagement and stewardship
- Builds relationships between staff and community
- Supports an educated and supportive community - our ambassadors
- Increases staff capacity
- Potential donors - 67% of volunteers donate where they volunteer
Focus over the Past Year

- Ensure staff have the volunteer support they need

- Make it easy to learn about volunteer opportunities, become a volunteer, and get started *(see webpage and teen page)*

- Create a consistent experience across the library - application, onboarding, etc.
Volunteer

We are excited to have you join our volunteer team! Learn more about available opportunities and becoming a volunteer. Apply Now!

Under 18? Check out our teen volunteer opportunities.

Volunteer Application

For more information, contact the Volunteer Services Office at 303-441-3114 or Kelschk@bouldercolorado.org.

Note: If you are seeking to volunteer only with BoulderReads or Conversations in English, please check out the BoulderReads volunteer information.

Immediate Volunteer Needs

<table>
<thead>
<tr>
<th>Volunteer Needed</th>
<th>Date</th>
<th>Times</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Movies @ Meadows, Teen Volunteers</td>
<td>2nd Friday of each month</td>
<td>3:15-6 pm</td>
<td>Teen volunteers needed to help make movie night great fun! Set up the room prior to the movie; put pizza on paper plates; help make popcorn and lemonade; serve pizza and popcorn and lemonade; oversee the serving table during the movie; room takedown; and general cleanup at the end of the movie. Seeking 2 volunteers.</td>
</tr>
<tr>
<td>Homebound Volunteer</td>
<td>ongoing</td>
<td>2 – 3 hours</td>
<td>Help bring joy to someone who can’t visit the library.</td>
</tr>
</tbody>
</table>
# Teen Opportunities

We are excited to have you join our teen volunteer team! Learn more about available opportunities and becoming a volunteer.

You must be at least 12 years old to serve as a volunteer at the library.

For more information, contact the Teen Librarian Shannon Kincaid at 303-441-3110 or kincaids@bouldercolorado.org.

[Teen Volunteer Application]

## Volunteer Needs

<table>
<thead>
<tr>
<th>Volunteer Role</th>
<th>Dates</th>
<th>Time</th>
<th>Location</th>
<th>Additional Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Movies @ Meadows Volunteer</td>
<td>2nd Friday of each month – IMMEDIATE NEED</td>
<td>3:15-6pm</td>
<td>Meadows Branch Library</td>
<td>Help make movie night great fun! Set up the room prior to the movie, help make popcorn and lemonade, serve pizza and popcorn and lemonade; oversee the serving table during the movie; room takedown; and general cleanup at the end of the movie. Seeking 2 volunteers.</td>
</tr>
<tr>
<td>Reading Pals – Big Pal at George Reynolds Branch Library</td>
<td>Must be available on Tuesdays and/or Saturdays</td>
<td>4:30 to 5:30 p.m.</td>
<td>George Reynolds Branch Library</td>
<td>Partner up with a child in grades K-3 (a Little Pal) to serve as a role model for once-a-week reading and word games. Each Little Pal will be paired with a Big Pal in 9th to 12th grade. This program promotes literacy skills and a love of reading for children in early elementary school in a comfortable and supportive environment. Spring session starts the week of Feb. 6 and running through April 4 (no session the week of March 30).</td>
</tr>
</tbody>
</table>
Why I Volunteer

Guy & I Love the Kids at READ.
Why I Volunteer

I #volunteer4boulder because... it's fun!
Why I Volunteer

I enjoy giving back to Boulder because...
Why I Volunteer

#volunteer4boulder because...
I want to contribute to the community.
Library Volunteer Services Moving Forward

- Homebound volunteer recruitment and matching - up to 100 volunteers

- More Lead Volunteers - recruit and onboard

- More volunteer appreciation events like Lunch and Learns for current volunteers to connect, engage and share info.

- Systematize the volunteer intake, orientation, training, tracking and evaluation processes across the library and the City

- Online volunteer database system where volunteer opportunities are listed and volunteers can self select and sign up
What can you do to support a community of service?

- Help us find lead volunteers - coordinating, leading, and scheduling volunteers
- Spread the word and help recruit volunteers, especially for:
  - Summer of Discovery table and school visits
  - Used Book Sale
  - Tech Drop In Coach
  - Conversations in English Facilitator
  - Homebound Program
  - Jaipur Literature Festival
Together Creating Community
<table>
<thead>
<tr>
<th>Department / Program</th>
<th>2017 Volunteer #</th>
<th>2017 Volunteer Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jaipur Literature Festival</td>
<td>159</td>
<td>821</td>
</tr>
<tr>
<td>George Reynoldsand + their Summer Reading volunteers</td>
<td>117</td>
<td>1042</td>
</tr>
<tr>
<td>Programs such as Youth Maker Hangout; Adultology; CSED; Pollinator week; Bee Chicas; Art of Repair; Sewing Rebellion</td>
<td>91</td>
<td>405</td>
</tr>
<tr>
<td>BoulderReads!</td>
<td>89</td>
<td>3622</td>
</tr>
<tr>
<td>Summer Reading Program - Main (47 more teen recorded in branches #s)</td>
<td>50</td>
<td>411</td>
</tr>
<tr>
<td>Reading Buddies</td>
<td>45</td>
<td>2075</td>
</tr>
<tr>
<td>Conversations in English</td>
<td>28</td>
<td>414</td>
</tr>
<tr>
<td>Children's</td>
<td>24</td>
<td>1794</td>
</tr>
<tr>
<td>Maria Rogers Oral History Program</td>
<td>23</td>
<td>1053</td>
</tr>
<tr>
<td>Homebound Delivery Program</td>
<td>20</td>
<td>1001</td>
</tr>
<tr>
<td>Carnegie</td>
<td>16</td>
<td>1140</td>
</tr>
</tbody>
</table>
## 2017 Volunteer Areas by Hours

<table>
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<th>2017 Volunteer #</th>
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<tr>
<td>Homebound Delivery Program</td>
<td>20</td>
<td>1001</td>
</tr>
<tr>
<td>Used Bookstore/Donations Sorting</td>
<td>11</td>
<td>876</td>
</tr>
<tr>
<td>Library Commission</td>
<td>5</td>
<td>833</td>
</tr>
<tr>
<td>Jaipur Literature Festival</td>
<td>159</td>
<td>821</td>
</tr>
<tr>
<td>Resource Services</td>
<td>6</td>
<td>734</td>
</tr>
</tbody>
</table>
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

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

Greg Testa
Chief of Police
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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

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Shelley Sullivan
Cynthia Nelson
Kate Kelisch

Parks and Recreation:
Cory Lasher
Mary Malley
Cassy Bohnet
Caitlin Berube-Smith
Margo Josephs

Planning, Housing and Sustainability:
Rella Abernathy

City Manager’s Office:
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Brenda Ritenour
Brooke Watkins
Mackenzie Boli

Boulder Office of Emergency Management:
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Andrew Notbohm

Volunteer Forum Members:
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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

Human Services:
Maureen Dobson
Eden Mayne
Betty Klisdonk

Community Vitality:
Sarah Wiebenson

Volunteer Cooperative Members

Open Space and Mountain Parks:
Kristin Weinberger
Jennelle Freeston
Halice Ruppi
David Barry
Beau Clark
Ana Sutherland
Alex Shemot

Municipal Courts:
James Cho

Boulder Fire Rescue:
Kim Scott

Boulder Police Department:
Diane Herzberg
Susan Townley

Public Works:
MaryAnn Nason
Rene Lopez
Doug Dunn

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
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.

- **Fall 2013**: Historic flooding highlighted need for city-wide volunteer coordination
- **Summer 2016**: City Manager created position for Volunteer Program and Project Manager
- **Fall 2016**: Established Volunteer Cooperative, Core Team, and Communication and Process + Systems Committees
- **Winter 2017**: Developed Volunteer Cooperative Mission + Vision, attended Service Enterprise orientation and training, and hosted 1st Volunteer Forum
- **Spring 2017**: Kicked-off strategic plan process
  Conducted SWOC analysis
- **Summer 2017**: Developed goals, objectives, and actions
  Created Guiding Coalition
- **Fall 2017**: Completed Service Enterprise training
  Hosted 2nd Volunteer Forum
- **Winter 2018**: Finalized Strategic Plan
  Reorganized Volunteer Cooperative Structure
- **Spring 2018**: Complete Service Enterprise Certification
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 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)
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

- Support Volunteer Cooperative members by providing continuous direction for volunteer programs, projects and staff. 
  (Supports the following Service Enterprise Characteristics: Planning & Development; Leadership Support)

- 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)

- Standardize communication mechanisms for staff to ease internal coordination and enhance volunteer experience. 
  (Supports the following Service Enterprise Characteristics: Technology & Communication; Outreach)

- 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)

- Leverage relationships and partner with outside agencies doing similar work. 
  (Supports the following Service Enterprise Characteristic: Partnering to Extend Reach)

- 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**

1. **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)*

2. **Determine the appropriate staffing needs** to adequately support volunteer efforts *(Supports the following Service Enterprise Characteristics: Resource Allocation)*

3. **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

- Create and support meaningful and skilled volunteer opportunities (Supports the following Service Enterprise Characteristics: Planning & Development; Leadership Support; On-boarding & Supervision)

- Obtain Service Enterprise certification and communicate citywide initiative (Supports the following Service Enterprise Characteristics: Planning & Development; Leadership Support)

- 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

- **Create citywide annual impact report** *(Supports the following Service Enterprise Characteristics: Planning & Development; Leadership Support; Technology & Communication; Tracking & Evaluation)*

- **Demonstrate organizational commitment to volunteerism** through recognition and celebration *(Supports the following Service Enterprise Characteristics: Leadership Support, Resource Allocation)*
## Metrics

<table>
<thead>
<tr>
<th>Goal</th>
<th>Success Outcomes</th>
<th>How Outcomes Will Be Measured</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Create an integrated network of resources to increase volunteer program efficiencies.</td>
<td>Staff and departments interested in working with volunteers have access to tools, guidelines, processes and plans needed to facilitate successful volunteer programs and projects.</td>
<td>Analysis of process improvements and efficiencies, compilation of volunteer and staff surveys.</td>
</tr>
<tr>
<td>2. Utilize volunteers to increase organizational capacity.</td>
<td>The city offers a more diverse array of easy-to-use processes and tools to engage community volunteers in department priorities and operations.</td>
<td>Survey of city staff working with volunteers that indicates the same or more work is completed without increased staff time or resources.</td>
</tr>
<tr>
<td>3. Improve the volunteers’ customer experience in order to enhance community engagement and stewardship.</td>
<td>The city achieves a high level of volunteer customer experience around volunteer programs, projects and engagement.</td>
<td>Survey of volunteers indicate increased retention rates and interest in volunteer programs and projects.</td>
</tr>
<tr>
<td>4. Communicate with and mobilize volunteer community for disaster response and recovery.</td>
<td>The city is better able to utilize trained community volunteers in disaster preparation, response and recovery.</td>
<td>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.</td>
</tr>
<tr>
<td>5. Evaluate, celebrate, and communicate volunteer impact.</td>
<td>All city volunteers feel their contribution is valued and staff understand the impact of volunteerism.</td>
<td>Annual impact reports and volunteer acknowledgement in city wide publications.</td>
</tr>
</tbody>
</table>
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**
With an overall score of 65%, The City of Boulder was ranked in Peer Group 2. This means it has:

- **65%**
- **≤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.

<table>
<thead>
<tr>
<th><strong>S</strong></th>
<th><strong>W</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strengths</strong></td>
<td><strong>Weaknesses</strong></td>
</tr>
<tr>
<td>Engaged and enthusiastic volunteers</td>
<td>Limited staff and funding for volunteer programming and support</td>
</tr>
<tr>
<td>Wide variety of volunteer opportunities</td>
<td>Lack of strategy to connect meaningful volunteer opportunities with specialized volunteers and community engagement</td>
</tr>
<tr>
<td>City of Boulder is a known and trusted presence</td>
<td>Lack of coordination and inconsistent volunteer programming between departments</td>
</tr>
<tr>
<td>Good training and on-boarding program examples</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>O</strong></th>
<th><strong>C</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Opportunities</strong></td>
<td><strong>Challenges</strong></td>
</tr>
<tr>
<td>Engage the community during disaster response and recovery</td>
<td>Having too many volunteers without staff capacity to manage</td>
</tr>
<tr>
<td>New best practices exist to recruit volunteers of different demographics wanting different types of opportunities</td>
<td>Super busy community</td>
</tr>
<tr>
<td>Political environment – taking advantage of those already involved right now</td>
<td>Building trust with volunteers takes time, effort and commitment</td>
</tr>
<tr>
<td>Making one-day projects more impactful and placing value on neighborhood projects</td>
<td>Perceptions that volunteers may not be reliable, or will replace paid staff</td>
</tr>
</tbody>
</table>

*This page represents summarized results of the SWOC Analysis. For more information, please email kanea@bouldercolorado.gov.*
<table>
<thead>
<tr>
<th>Goal</th>
<th>SED</th>
<th>Action</th>
<th>Year</th>
<th>When</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1a</td>
<td></td>
<td>Offer paid DOVIA memberships to all interested Volunteer Cooperative members</td>
<td>2017</td>
<td>Q3</td>
</tr>
<tr>
<td>1.1a</td>
<td></td>
<td>Additional recruitment of Volunteer Cooperative members from organizational departments</td>
<td>2017</td>
<td>Q4</td>
</tr>
<tr>
<td>1.1a</td>
<td></td>
<td>Host Volunteer Cooperative full-team quarterly meetings and subcommittee meetings</td>
<td>2017</td>
<td>Q1-ongoing</td>
</tr>
<tr>
<td>1.1a</td>
<td>3.1</td>
<td>Offer on-going support to employees who work with volunteers through continued leadership support of Volunteer Cooperative</td>
<td>2017</td>
<td>Q4</td>
</tr>
<tr>
<td>1.1a</td>
<td></td>
<td>Bi-annual review and update of three-year Volunteer Cooperative Strategic Plan in alignment with citywide initiatives and priorities</td>
<td>2018</td>
<td>Q2 (ongoing)</td>
</tr>
<tr>
<td>1.1a</td>
<td>6.10-6.12</td>
<td>Create service standards for communicating and responding to interested volunteers, and follow up with prospective volunteers in alignment with customer experience principles</td>
<td>2017</td>
<td>Q4</td>
</tr>
<tr>
<td>1.1b</td>
<td></td>
<td>Draft Request for Proposals for Volunteer Management System</td>
<td>2017</td>
<td>Q3</td>
</tr>
<tr>
<td>1.1b</td>
<td></td>
<td>Review proposals for Volunteer Management System with Volunteer Cooperative team and appropriate city staff</td>
<td>2018</td>
<td>Q2</td>
</tr>
<tr>
<td>1.1b</td>
<td></td>
<td>Select vendor or system</td>
<td>2018</td>
<td>Q3-Q4</td>
</tr>
<tr>
<td>1.1b</td>
<td></td>
<td>Implement Volunteer Management System, including training staff and volunteers on utilization</td>
<td>2018</td>
<td>Q3-Q4</td>
</tr>
<tr>
<td>1.1b</td>
<td></td>
<td>Seek funding opportunities – cross-departmental funds, grants, other</td>
<td>2017</td>
<td>Q4</td>
</tr>
<tr>
<td>1.1c</td>
<td></td>
<td>Develop and maintain intranet site for internal coordination among city staff and volunteers</td>
<td>2017</td>
<td>Q2</td>
</tr>
<tr>
<td>1.1c</td>
<td></td>
<td>Develop a communication plan for initial and ongoing communication with staff and stakeholders</td>
<td>2017</td>
<td>Q4</td>
</tr>
<tr>
<td>1.1c</td>
<td>4.5 &amp; 4.6 &amp; 6.8</td>
<td>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</td>
<td>2018</td>
<td>Q1</td>
</tr>
<tr>
<td>1.1c</td>
<td></td>
<td>Create shared contact list of volunteers for mass email, texting of City Volunteers</td>
<td>2018</td>
<td>Q4</td>
</tr>
<tr>
<td>1.1d</td>
<td>1.2</td>
<td>Provide recommended language for inclusion of voluntarism in master plans and strategic plans</td>
<td>2017</td>
<td>Q4</td>
</tr>
<tr>
<td>1.1d</td>
<td></td>
<td>Provide exit interview instructions and survey for volunteers on intranet site</td>
<td>2017-2018</td>
<td>Q4 2017-Q1 2018</td>
</tr>
<tr>
<td>1.1d</td>
<td>3.2</td>
<td>Incorporate volunteer management into existing applicable staff trainings, including New Employee Orientation</td>
<td>2018</td>
<td>Q2</td>
</tr>
<tr>
<td>1.1d</td>
<td></td>
<td>Provide exit interview instructions and survey for volunteers on intranet site</td>
<td>2018</td>
<td>Q1</td>
</tr>
<tr>
<td>1.1d</td>
<td>1.13 &amp; 5.5 &amp; 5.6</td>
<td>Standardize form templates, including volunteer application, risk and release forms, background checks and volunteer position description template</td>
<td>2018</td>
<td>Q1</td>
</tr>
<tr>
<td>1.1d</td>
<td>3.7 &amp; 5.9</td>
<td>Create volunteer policies and accompanying volunteer handbook to be posted on intranet and distributed to all volunteers</td>
<td>2018</td>
<td>Q1-Q3</td>
</tr>
<tr>
<td>1.1d</td>
<td></td>
<td>Provide sample marketing materials, recruitment language, interview questions and selection criteria</td>
<td>2018</td>
<td>Q2</td>
</tr>
<tr>
<td>1.1d</td>
<td></td>
<td>Create process and system for utilization organizationally of court ordered volunteers</td>
<td>2018</td>
<td>Q2</td>
</tr>
<tr>
<td>1.1d</td>
<td>8.6 &amp; 8.7</td>
<td>Create instructions for formal grievance and termination procedures in place for volunteer supervisors included in Volunteer Handbook and available in the online supervisor toolkit</td>
<td>2018</td>
<td>Q4</td>
</tr>
<tr>
<td>1.1d</td>
<td></td>
<td>Provide online instructional video for supervising volunteers</td>
<td>2018</td>
<td>Q4</td>
</tr>
<tr>
<td>1.1d</td>
<td></td>
<td>Systematize Return on Volunteer Investment (ROVI) tool for determining financial impact of volunteer program</td>
<td>2019</td>
<td>Q1</td>
</tr>
<tr>
<td>1.1d</td>
<td>1.3</td>
<td>Implement a tool for conducting needs assessments for volunteer service opportunities</td>
<td>2019</td>
<td>Q1</td>
</tr>
<tr>
<td>1.1e</td>
<td>9.1 &amp; 9.2</td>
<td>Identify and reach out to municipalities, businesses and professional networks with similar vision and values to support volunteer efforts</td>
<td>2017</td>
<td>Q1</td>
</tr>
<tr>
<td>1.1e</td>
<td></td>
<td>Partner with organizations on communitywide projects to recruit, support and promote initiatives (e.g., Community Clean Up Day, etc.)</td>
<td>2018</td>
<td>Q1</td>
</tr>
<tr>
<td>1.1e</td>
<td></td>
<td>Be clear about the ask, expectations and outcomes by creating Memorandums of Understanding with partnering with external organizations</td>
<td>2019</td>
<td>Q1</td>
</tr>
<tr>
<td>1.1f</td>
<td>6.3</td>
<td>Promote volunteer opportunities on single-source website, including volunteer success stories and information about the city’s commitment to volunteerism through the Volunteer Cooperative</td>
<td>2017</td>
<td>Q2</td>
</tr>
<tr>
<td>1.1f</td>
<td>2.10</td>
<td>Prepare ongoing updates and press releases about volunteer successes for newsletters, website and internal communication</td>
<td>2017</td>
<td>Q3</td>
</tr>
<tr>
<td>Goal</td>
<td>SED</td>
<td>Action</td>
<td>Year</td>
<td>When</td>
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<td>------</td>
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</tr>
<tr>
<td>1.1f</td>
<td>2.5 &amp; 6.3</td>
<td>Develop an 'elevator pitch' for Volunteer Cooperative volunteers and staff to utilize while promoting volunteer opportunities via word of mouth</td>
<td>2017</td>
<td>Q3</td>
</tr>
<tr>
<td>1.1f</td>
<td>6.6</td>
<td>Create volunteer recruitment materials to bring to presentations and events</td>
<td>2017</td>
<td>Q3</td>
</tr>
<tr>
<td>1.1f</td>
<td>2.16</td>
<td>Share talking points about board members' role as visible volunteer leaders with your leadership team</td>
<td>2017</td>
<td>Q4</td>
</tr>
<tr>
<td>1.1f</td>
<td>9.5</td>
<td>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</td>
<td>2018</td>
<td>Q2</td>
</tr>
<tr>
<td>1.1f</td>
<td></td>
<td>Solicit ideas from community volunteer opportunities and individualized contribution</td>
<td>2018</td>
<td>Q2</td>
</tr>
<tr>
<td>1.1f</td>
<td>6.1 &amp; 6.2 &amp; 6.4</td>
<td>Design and implement the utilization of annual recruitment plan including integrating volunteer recruitment into all city outreach events.</td>
<td>2018</td>
<td>Q3</td>
</tr>
<tr>
<td>2.2a</td>
<td></td>
<td>Establish common success factors, desired outcomes and goals for volunteer program impacts (saved X $ in staff time, ROVI)</td>
<td>2017</td>
<td>Q3</td>
</tr>
<tr>
<td>2.2a</td>
<td></td>
<td>Assess all available strategic plans/master plans for opportunities to utilize volunteers</td>
<td>2017</td>
<td>Q3</td>
</tr>
<tr>
<td>2.2a</td>
<td>2.1</td>
<td>Infuse volunteers in COB planning processes (e.g., OSMP Community Collaborative Group, working groups, Volunteer Cooperative Strategic Plan, Public Participation Working Group)</td>
<td>2017</td>
<td>Q4</td>
</tr>
<tr>
<td>2.2a</td>
<td>3.1</td>
<td>Explore engaging experienced volunteer leaders to oversee work of new volunteers and assist in training and mentoring</td>
<td>2017-2018</td>
<td>Q4 2017-2018 Q2 2018</td>
</tr>
<tr>
<td>2.2a</td>
<td>7.3</td>
<td>Investigate what resources are needed to effectively engage appropriate volunteers in highly skilled administrative or leadership tasks, including, but not limited to, governance.</td>
<td>2018</td>
<td>Q1</td>
</tr>
<tr>
<td>2.2a</td>
<td>3.1 &amp; 1.8</td>
<td>Explore engaging experienced volunteer leaders to oversee work of new volunteers</td>
<td>2018</td>
<td>Q1</td>
</tr>
<tr>
<td>2.2a</td>
<td>1.14</td>
<td>Implement train the trainer model with volunteer leaders when applicable</td>
<td>2018</td>
<td>Q3</td>
</tr>
<tr>
<td>2.2a</td>
<td></td>
<td>Create a tool and conduct needs assessment to help create impactful service opportunities and volunteer positions factoring in Return on Volunteer Investment</td>
<td>2018</td>
<td>Q4</td>
</tr>
<tr>
<td>2.2a</td>
<td></td>
<td>Conduct annual review and evaluation of existing volunteer programs to ensure alignment with organization mission</td>
<td>2019</td>
<td>Q1</td>
</tr>
<tr>
<td>2.2a</td>
<td></td>
<td>Identify existing and create other volunteer ambassador roles (trail guides, bike patrol, hosts, victim advocates)</td>
<td>2019</td>
<td>Q1</td>
</tr>
<tr>
<td>2.2b</td>
<td></td>
<td>Identify and communicate appropriate staff-to-volunteer</td>
<td>2018</td>
<td>Q1-Q2</td>
</tr>
<tr>
<td>2.2b</td>
<td>7.5 &amp; 7.6</td>
<td>Conduct job analysis of existing coordinators to determine time allocation on specific volunteer engagement areas</td>
<td>2018</td>
<td>Q4</td>
</tr>
<tr>
<td>2.2b</td>
<td>7.5 &amp; 7.6</td>
<td>Include 'working with volunteers' in existing job descriptions and provide draft language upon request</td>
<td>2019</td>
<td>Q1</td>
</tr>
<tr>
<td>2.2c</td>
<td>2.9</td>
<td>Explore external funding opportunities, including grants, corporate gifts and individual contributions</td>
<td>2017</td>
<td>Q3</td>
</tr>
<tr>
<td>2.2c</td>
<td></td>
<td>Analyze current spending on volunteerism and look for opportunities to combine resources (money, time, staff)</td>
<td>2017</td>
<td>Q4</td>
</tr>
<tr>
<td>2.2c</td>
<td>1.10</td>
<td>Incorporate voluntarism into departmental budget requests as needed</td>
<td>2018</td>
<td>Q2</td>
</tr>
<tr>
<td>3.3a</td>
<td></td>
<td>Define and communicate skilled and meaningful voluntarism</td>
<td>2017</td>
<td>Q3</td>
</tr>
<tr>
<td>3.3a</td>
<td>2.13 &amp; 2.9</td>
<td>Interview volunteers before placement to understand their abilities, traits and desires to support placement, create opportunity for advancement, and celebrate successes</td>
<td>2017</td>
<td>Q3</td>
</tr>
<tr>
<td>3.3a</td>
<td></td>
<td>Celebrate small successes of COB orgs already using skilled volunteers</td>
<td>2017</td>
<td>Q4</td>
</tr>
<tr>
<td>3.3a</td>
<td>1.5 &amp; 1.11</td>
<td>Monitor volunteer retention and assess reasons for any unexpected turnover through stay and exit interviews.</td>
<td>2018</td>
<td>Q1</td>
</tr>
<tr>
<td>3.3a</td>
<td>5.8</td>
<td>Create online orientation for all program volunteers</td>
<td>2018</td>
<td>Q1-Q3</td>
</tr>
<tr>
<td>3.3a</td>
<td>1.12</td>
<td>Track volunteer skills and areas of interest to ensure best match to positions, both when recruiting and when identifying new roles</td>
<td>2018</td>
<td>Q2</td>
</tr>
<tr>
<td>3.3b</td>
<td></td>
<td>Implement identified Service Enterprise Diagnostic areas for improvement results as outlined in action plan in alignment with Strategic Plan goals and objectives</td>
<td>2017</td>
<td>Q2</td>
</tr>
<tr>
<td>3.3b</td>
<td>1.1 &amp; 2.12</td>
<td>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</td>
<td>2017</td>
<td>Q3</td>
</tr>
<tr>
<td>3.3b</td>
<td></td>
<td>Submit for certification through Service Enterprise site vision and submission of materials to Points of Light</td>
<td>2018</td>
<td>Q2</td>
</tr>
<tr>
<td>3.3c</td>
<td>3.4 &amp; 5.7</td>
<td>Offer COB volunteers to attend city staff training and development opportunities</td>
<td>2017</td>
<td>Q3</td>
</tr>
<tr>
<td>Goal</td>
<td>SED</td>
<td>Action</td>
<td>Year</td>
<td>When</td>
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<td>------</td>
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<td>------------------------------------------------------------------------</td>
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</tr>
<tr>
<td>3.3c</td>
<td></td>
<td>Market public participation events to existing volunteers</td>
<td>2017</td>
<td>Q4</td>
</tr>
<tr>
<td>3.3c</td>
<td>6.9</td>
<td>Invite volunteers to bring friends and families to events</td>
<td>2018</td>
<td>Q1</td>
</tr>
<tr>
<td>3.3c</td>
<td>4.2</td>
<td>Utilize existing communication tools, create opportunities for volunteers to create their own communication/community and exchange answers and questions</td>
<td>2018</td>
<td>Q3</td>
</tr>
<tr>
<td>3.3c</td>
<td></td>
<td>Create formal and informal opportunities for volunteers to network with staff</td>
<td>2019</td>
<td>Q1</td>
</tr>
<tr>
<td>4.4a</td>
<td></td>
<td>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</td>
<td>2017</td>
<td>Q3</td>
</tr>
<tr>
<td>4.4a</td>
<td></td>
<td>Support department level planning to incorporate volunteers in recovery efforts</td>
<td>2018</td>
<td>Q1</td>
</tr>
<tr>
<td>4.4a</td>
<td></td>
<td>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</td>
<td>2018</td>
<td>Q2</td>
</tr>
<tr>
<td>4.4a</td>
<td></td>
<td>Create tool kit/communication plan for volunteer coordinators to enlist volunteers during disaster response and recovery to disaster situations</td>
<td>2018</td>
<td>Q3</td>
</tr>
<tr>
<td>4.4b</td>
<td></td>
<td>Build infrastructure to assist Community Connectors in organizing neighborhoods and communitie with disseminating preparedness information along with other information relevant to individuals in a defined geographic area</td>
<td>2018</td>
<td>Q3</td>
</tr>
<tr>
<td>4.4b</td>
<td></td>
<td>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</td>
<td>2018</td>
<td>Q4</td>
</tr>
<tr>
<td>4.4c</td>
<td></td>
<td>Participate in Boulder County VOAD and Emergency Support Function – 19 with Boulder County to partner and train volunteers for disaster response and recovery</td>
<td>2017</td>
<td>Q2</td>
</tr>
<tr>
<td>4.4c</td>
<td></td>
<td>Embed personal preparedness into volunteer onboarding, trainings and continuing education for volunteers at the city</td>
<td>2018</td>
<td>Q2-Q3</td>
</tr>
<tr>
<td>4.4c</td>
<td></td>
<td>Train volunteer coordinators to disseminate preparedness information to volunteers</td>
<td>2018</td>
<td>Q3</td>
</tr>
<tr>
<td>4.4c</td>
<td></td>
<td>Include opt-in option for volunteers interested in being a “Community Connector,” in addition to their ongoing role with the city</td>
<td>2018</td>
<td>Q3</td>
</tr>
<tr>
<td>5.5a</td>
<td></td>
<td>Gather required data from participating departments in preparation for annual report</td>
<td>2017</td>
<td>Q4</td>
</tr>
<tr>
<td>5.5a</td>
<td></td>
<td>Gather required data from participating departments for in preparation for annual report</td>
<td>2018</td>
<td>Q1</td>
</tr>
<tr>
<td>5.5a</td>
<td></td>
<td>Create a comprehensive annual report</td>
<td>2018</td>
<td>Q1</td>
</tr>
<tr>
<td>5.5a</td>
<td></td>
<td>Generate guidelines for consistent program evaluation</td>
<td>2018</td>
<td>Q1</td>
</tr>
<tr>
<td>5.5a</td>
<td>2.11</td>
<td>Track Return on Volunteer Investment (ROVI) for organizational volunteer programs</td>
<td>2018</td>
<td>Q2</td>
</tr>
<tr>
<td>5.5a</td>
<td></td>
<td>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</td>
<td>2018</td>
<td>Q3</td>
</tr>
<tr>
<td>5.5b</td>
<td>7.1</td>
<td>Determine and communicate realistic cost of volunteering to volunteers (i.e., parking)</td>
<td>2017</td>
<td>Q4</td>
</tr>
<tr>
<td>5.5b</td>
<td>2.6</td>
<td>Launch organizational paid time off policy for staff to volunteer within the Boulder community</td>
<td>2018</td>
<td>Q1</td>
</tr>
<tr>
<td>5.5b</td>
<td></td>
<td>Recognize work with volunteers in staff performance evaluations</td>
<td>2018</td>
<td>Q2</td>
</tr>
<tr>
<td>5.5b</td>
<td></td>
<td>Track volunteer skills and areas of interest when identifying new volunteer positions</td>
<td>2018</td>
<td>Q2</td>
</tr>
<tr>
<td>5.5b</td>
<td></td>
<td>Host organizational reward and recognition events for volunteers, including National Volunteer Appreciation week</td>
<td>2018</td>
<td>Q2</td>
</tr>
<tr>
<td>5.5b</td>
<td></td>
<td>Present special service awards to volunteer who provide above and beyond service</td>
<td>2018</td>
<td>Q2</td>
</tr>
<tr>
<td>5.5b</td>
<td></td>
<td>Provide special activities and behind the scenes opportunities for volunteers to familiarize themselves further with city operations: Water Treatment Facility, Library Tours, Recycling Facilities</td>
<td>2018</td>
<td>Q2</td>
</tr>
<tr>
<td>5.5b</td>
<td>2.18</td>
<td>Invite board members to attend volunteer appreciation events</td>
<td>2018</td>
<td>Q2</td>
</tr>
<tr>
<td>5.5b</td>
<td>2.7</td>
<td>Reward employees who effectively engage volunteers: bonuses, paid time off, movie tickets, etc.</td>
<td>2018</td>
<td>Q4</td>
</tr>
<tr>
<td>5.5b</td>
<td></td>
<td>Incorporate expectation of working with volunteers in staff job descriptions</td>
<td>2019</td>
<td>Q1</td>
</tr>
</tbody>
</table>
Want to Get Involved?

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

Contact: Aimee Kane  
kanea@bouldercolorado.gov

THANK YOU!

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

### Current Volunteer Opportunities

<table>
<thead>
<tr>
<th>Volunteer Opportunity</th>
<th>Dates</th>
<th>Times</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marker Tie Dye Program Helper</td>
<td>Sunday, May 20</td>
<td>2-4:30 pm</td>
<td>Help organize and hand out supplies, assist children in doing crafting activities, and take down after the program has ended.</td>
</tr>
<tr>
<td>Program Registration Volunteer-summer of Discovery</td>
<td>May 30-July 31</td>
<td>3-6 pm M-F</td>
<td>Sign up adults for the Summer of Discovery program. Customer service skills and patience are recommended!</td>
</tr>
<tr>
<td>BIG Used Book Sale</td>
<td>Sat, June 2\textsuperscript{nd}</td>
<td>9:30a-1:30p &amp; 1:30p-6:00p</td>
<td>Help run the used book sale by keeping the event organized and clean for customers.</td>
</tr>
<tr>
<td>Children’s Garden Art Activity Helper</td>
<td>Monday, June 4\textsuperscript{th}</td>
<td>10 am-12:30 pm</td>
<td>Help set up an art activity in the Edible Learning Garden, transition families outside after story time, and assist with activity of painting stakes to decorate the garden!</td>
</tr>
<tr>
<td>Summer of Discovery School Outreach</td>
<td>Thursday, June 14\textsuperscript{th}</td>
<td>8:45 am-12:15 pm, school location vary</td>
<td>Assist with crafting activities and pass out Summer of Discovery logs and incentives in the schools.</td>
</tr>
<tr>
<td>Volunteer Opportunity</td>
<td>Dates</td>
<td>Times</td>
<td>Information</td>
</tr>
<tr>
<td>----------------------------------------</td>
<td>-------------------------------------------</td>
<td>---------------</td>
<td>------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Drop In Technology Coach</td>
<td>1(^{st}) Saturday and/or 4(^{th}) Saturday each month</td>
<td>10-11 am</td>
<td>Help adults learn basic computer skills, give them tools to continue to gain digital literacy. Experience with internet applications and MS Office programs like Word and Excel as well as good communications skills are required.</td>
</tr>
<tr>
<td>Beginner Conversations in English Facilitator</td>
<td>ongoing</td>
<td>2 hours a week for 6 months</td>
<td>Facilitate English-conversation groups on general topics and conversations. Native English speakers who are skilled communicators and listeners needed.</td>
</tr>
<tr>
<td>Movies @ Meadows Teen Volunteers</td>
<td>2(^{nd}) Friday of each month at Meadows Library</td>
<td>3:15-6pm</td>
<td>Help set up the movie room, serve pizza, popcorn, and lemonade, and help clean up after the show! Two volunteers needed.</td>
</tr>
<tr>
<td>Lego Block Party Volunteer</td>
<td>1(^{st}) Fridays of the month at Main Library</td>
<td>3:30 to 6 pm</td>
<td>Help bring joy to someone who cannot visit the library. Volunteer to support 1 to 3 individuals by selecting and delivering books to their home.</td>
</tr>
<tr>
<td>Homebound Volunteer</td>
<td>Ongoing</td>
<td>2 -3 hours per week for at least 6 months</td>
<td>Help bring joy to someone who cannot visit the library. Volunteer to support 1 to 3 individuals by selecting and delivering books to their home.</td>
</tr>
<tr>
<td>Homebound Delivery Volunteer</td>
<td>Ongoing</td>
<td>2 to 3 hours a week for 6 months</td>
<td>Bring the library to those who cannot come to us! Select and deliver books to homes. Valid license, insurance, and background check required.</td>
</tr>
</tbody>
</table>

Learn about more opportunities and sign up at https://boulderlibrary.org/volunteer
May 30 – July 31

BOULDER PUBLIC LIBRARY 2018
SUMMER OF DISCOVERY

LIBRARIES ROCK!
Pre-Readers and their loved ones can use this page to build the foundation of early reading skills.

Complete 7 activities and visit a library location to collect halfway prize.
Complete all activities to collect final prize.

Pre-Readers

READ

- Read a book together at bedtime.
- Read the same book more than one time.
- Make up a story based on pictures in a book.

WRITE

- Practice writing the first letter of your name.
- Use sticks to make shapes in the dirt.
- Draw or paint your favorite animal.
Complete 7 activities and visit a library location to collect halfway prize. Complete all activities to collect final prize.

**SING**
- Sing the alphabet song together.
- Dance and sing to a favorite song.
- Clap or tap out each syllable of your name.

**PLAY**
- Play “I Spy” together.
- Get messy outside!
- Make letter shapes with your body.

**TALK**
- Explore your 5 senses and describe them.
- Point out shapes around you.
- Count cars that pass by.
Readers

Color reading minutes and completed activities this summer.

After 400 minutes and 2 activities, visit a library location to collect halfway prize.

Complete 800 minutes and 4 activities total to collect final prizes, while supplies last.

Go on a hike with friends or family.

Create a dance routine to your favorite song.

Turn a rock into a work of art.

START               HALFWAY

20 (200 TOTAL)
Readers

- Color reading minutes and completed activities this summer. After 400 minutes and 2 activities, visit a library location to collect halfway prize.
- Complete 800 minutes and 4 activities total to collect final prizes, while supplies last.

- Make a musical instrument out of household items.
- Compose a song.
- Invent your own activity and tell a librarian what you did.

(400 MINUTES) 20 (200 TOTAL) 20

FINISH (800 MINUTES) 20 (200 TOTAL) 20
Read 5 books, represented by the 5 library locations throughout Boulder. Enter weekly prize drawing.

Complete 3 activities by hiking, taking in a free concert or visiting a new library location to finish the program.

For details on the activities, visit: boulderlibrary.org/summer

Map of Boulder – LEGEND

Library
1 NoBo
2 Carnegie
3 Main
4 Meadows
5 Reynolds

Park
1 Foothills Park
2 Eben G. Fine Park
3 Columbia Cemetery
4 East Boulder Community Park
5 Martin Park

Trail
1 Wonderland Lake Trailhead
2 Centennial Trailhead
3 Settler’s Park
4 NCAR Trailhead
5 Bobolink Trailhead

Concerts
1 Salberg Park
2 North Boulder Park
3 Central Park
4 Chautauqua Green
5 Scott Carpenter Park
6 Harlow Platt's Park

Note: map is not to scale
The Boulder Library Foundation is a charity that supports the Boulder Public Library by granting money for the free programming offered by the library, such as the Summer of Discovery Program!

The Foundation believes that supporting every member of the community through creative, cultural, and literacy based programs creates a better world for all of us.

Join the Library League of Boulder to show your support for this program and many more: boulderlibraryfoundation.org/library-league-boulder

Boulder Library Foundation has proudly funded Summer Reading since 1992.

All prizes must be picked up by July 31, while supplies last.

boulderlibrary.org/summer
Groovy

Tie Dye Dynamo

Create something groovy with tye dye — a shirt, socks, drawing... Or whatever you can think of!
Crown Yourself

Make a crown out of flowers and wear it around.

“Life moves pretty fast. You don’t stop and look around once in a while, you could miss it.”

— from “Ferris Bueller’s Day Off”
Never Gonna Give You Up

Rick Roll someone you know.
Happy Accidents

Learn how to paint like Bob Ross by checking out a Bob Ross dvd or book from your library.

“We don’t make mistakes, just happy little accidents.”

— Bob Ross
2018 TEEN SUMMER OF DISCOVERY

LIBRARIES ROCK!
Knee-Hi Roller

Put on your raddest knee-hi socks and roller blade around town.

“I feel the need... The need for speed.”

— from “Top Gun"
Water Tracker

How much water do you drink each day? Track your daily water intake to find out!

8 oz          8 oz         8 oz         8 oz

8 oz          8 oz         8 oz         8 oz

8 oz          8 oz         8 oz         8 oz
Creative Cuisine

Sloppy Joes, 7 Layer Dips, and pasta salads were all popular foods during the 80s. Create one of these dishes — or another popular 80s food to share with your friends or family!

“Never feed him after midnight.”
— from “The Gremlins”
Getting to Know You

Ask your friends and family the following question. Track and discuss the results.

Would you rather...

A....be a Ninja Turtle who couldn’t eat pizza?

OR

B....be a Care Bear who has no feelings and a blank tummy?
Pay It Forward

Perform a random act of kindness.

“No act of kindness, no matter how small, is ever wasted.”
— Aesop
Rock On!

Visit the Rock Park (Arapahoe Ridge Park) and go through the tunnels. Take pictures of yourself exploring the rock tunnels!

“May the Force be with you.”
— from “The Empire Strikes Back”
Throw Back Slang

Learn 80s slang and use it through the day.

For example:

Take a chill pill: Relax
Grody to the max: Super disgusting
Motor: To go
Tubular: When “cool” isn’t cool enough
What’s your damage?: What’s your problem?
Music Mania

Make a playlist of 80s music and post it to your Flipgram.

Some song suggestions:

Eye of the Tiger — Survivor
Beat It — Michael Jackson
Should I Stay or Should I Go? — The Clash
Walk Like an Egyptian — The Bangles
Girls Just Want to Have Fun — Cyndi Lauper
LIBRARIES ROCK!

2018 TEEN SUMMER OF DISCOVERY
Movie Madness

Grab some popcorn and watch a movie from the 80s.

Some movie suggestions:

The Goonies
Back to the Future
E.T.: The Extra-Terrestrial
Ghostbusters
The Karate Kid
The Princess Bride
Totally Tubular

Unplug

How long can you go without using a personal electronic device? An hour? A day? A month? Push yourself to find out!
Totally Tubular

Let’s Get Physical!

Put on a sweatband and Jazzercise!

You can find great Jazzercise videos on YouTube.

“I was part of a Jazzercise class. It was an aerobic routine accompanied by loud music, sounding quite awful to me.”

—Ruth Bader Ginsburg
Totally Tubular

Library Love

Attend an event for teens at any library location.

Choose from rock climbing, cooking, hip-hop dancing, drumming, and more!

“Nobody puts Baby in the corner.”
— from “Dirty Dancing”
Jennifer, the master plan is great! How wonderful to see it all in one piece.

My comments are in the attached document. The only area where I have substantial substantive comments is the financial options section. I suggest that we plan to revisit that section on May 24.

Thanks!

Joni
Dear Council members and City Executive Staff,

As you know, the Library Commission sees the library's long term financial sustainability as a fundamental and important question to be addressed in the 2018 library master plan. Since the master planning process aims to identify core programs/services and expansion needs, analysis of associated operating and capital funding needs - and potential sources of funding - has been an important part of our process.

Some Council members suggested that Commission provide Council with a detailed estimate of funding needed by the library for the next two years for Council's consideration during this year's budget discussions. The attached letter & table provides that information, along with estimated costs for one time capital funding needs system-wide during that time period.

The attached breakdown addresses only funding needed to meet current service demands; it does not address funding needs for the long term vision outlined in the library's draft Master Plan. Costs to construct, furnish, equip and provide core staffing for the expanded NoBo branch are called out separately in this document.

This analysis was prepared before the City announced its budget shortfalls. As you grapple with how to adjust the City's budget to match revenues, we ask you to consider three factors which - in our opinion - put the library in a unique situation relative to the City as a whole.

1. BPL has seen no growth in operational funding, and reductions in staffing, for more than 15 years. The library's operational funding today (adjusted for inflation) is exactly what it was in 2002, when the City last had to cut services to match declining revenues. In contrast, City funding overall has outstripped inflation during those 15 years, keeping pace with the City's growth in population and property values. Library staffing has decreased 16% since 2002, while City staffing has increased 12% in that time (adding ~142 positions City-wide since 2005).

Unfortunately, while the City budget as a whole has recovered and grown since the City's last fiscal downturn, the library has not been included in this recovery.

2. Over the last four years, the Library Director and staff have worked hard to find efficiencies in the library's delivery of programs and services. These efforts have included 3 staff reorganizations; reallocation of library resources to the highest priority needs (including cancelation of some programs/services); development of partnerships with community businesses and nonprofits to provide high quality library programming; and increased revenue from grants (including the Boulder Library Foundation). These measures have allowed the library to continue its exemplary service to the community in the face of dramatic increases in demand.

The library today is a lean, mean fightin' machine.

3. Library staff have established metrics and measures for every aspect of library services and programs. These metrics are reviewed by staff and Commission on a quarterly basis and summarized each year in the library's annual report to the community. Library resources are adjusted regularly based on the outcome of these metrics - a practice that has allowed the library to live within its means.

We believe that the library represents a "best practice" model for budget management.
As you undertake the difficult task of budgeting in the face of revenue shortfalls, we ask that you give careful consideration to the library’s unique circumstances.

Thank you.

The Library Commission
Joni Teter, Chair
Tim O’Shea, Vice Chair
Juana Gomez
Joel Koenig
Jane Sykes Wilson
Subject: Kickoff Event for the Civic Area East Bookend and Alpine-Balsam Area Plans

When: Wednesday, May 16, 2018 4:30 PM-7:30 PM (UTC-07:00) Mountain Time (US & Canada).
Where: North Courtyard and Canyon Theater, Main Library

On May 16, the city will host a kickoff event for the Alpine-Balsam and Civic Area East Bookend area plan processes. At the event, city staff and consultants will discuss the planning areas, the process for creating the area plans and how the community can get involved. The final area plans are anticipated to be completed by mid-2019. For those who can't make the event, a presentation will be available on the Alpine Balsam project webpage <https://t.e2ma.net/click/c3sugb/8zjydm/gq1val> and the East Bookend project webpage <https://t.e2ma.net/click/c3sugb/8zjydm/wi2val> soon after the kickoff event.

Where: Boulder Main Library, north courtyard and Canyon Theater, 1001 Arapahoe Ave (enter on the north side near Canyon Boulevard).

When: Wednesday, May 16, from 4:30 to 7:30 p.m. Stop by the Open House between 4:30 and 6:30 p.m. In case of inclement weather, the Open House will be in the muni lobby. A presentation will begin at 6:30 p.m. in the Canyon Theater.