

BLM Volunteer Program National Strategy 2004

BLM





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Background and Development

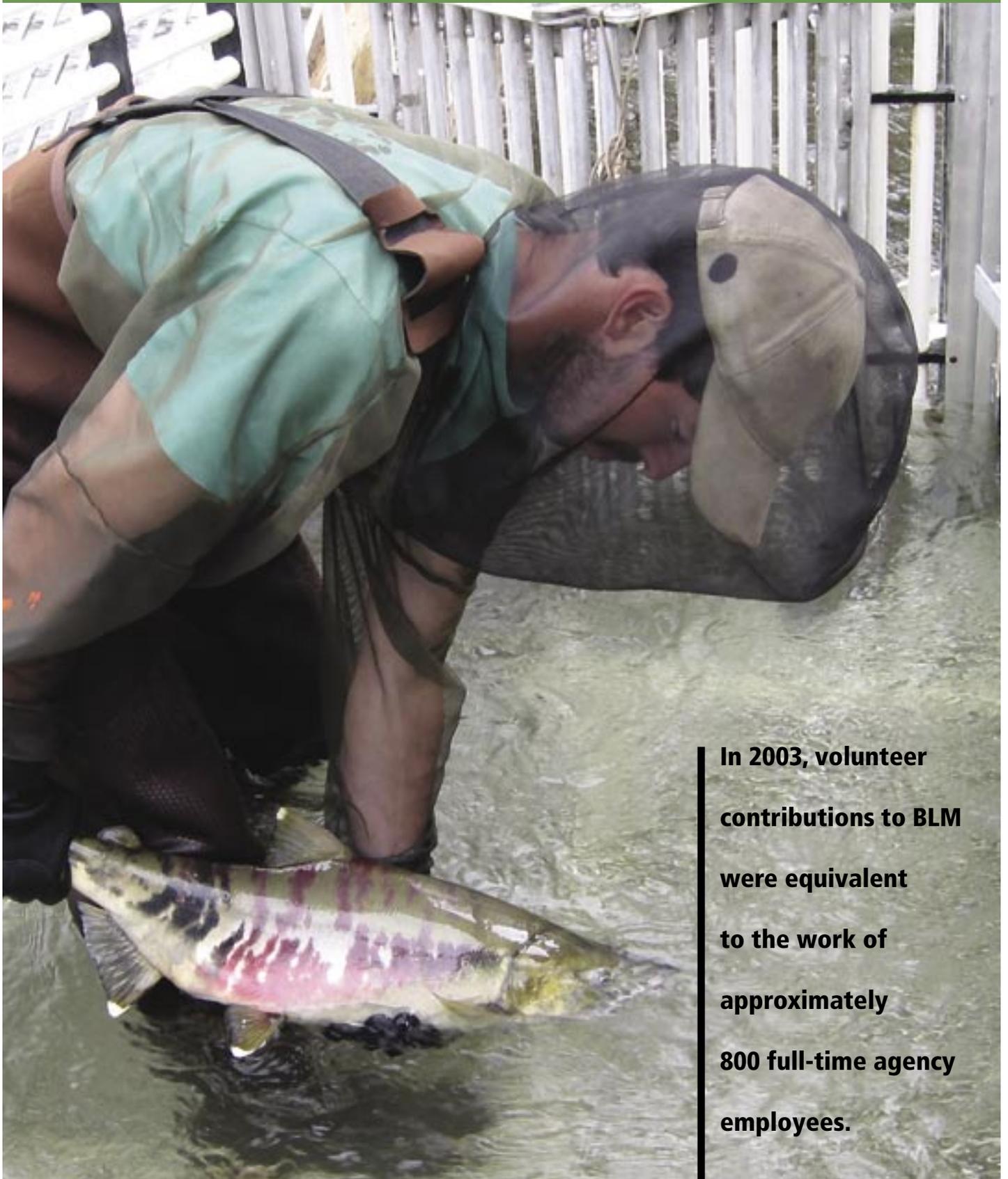
Since 1981, volunteers have played an important role in helping the Bureau of Land Management (BLM) achieve its multiple-use mission. In 2003 alone, BLM volunteers contributed more than 1.5 million hours of their time, valued at over \$25 million. Their contributions were equivalent to the work of approximately 800 full-time agency employees. As the Bureau faces the growing challenge of accomplishing more work with a level labor force, it is obvious that volunteers can—and must—play a key role in helping to maintain the health and productivity of the public lands.

BLM's current Volunteer Program Strategy was produced in 1995 and updated in 1999. The Department of the Interior's 2003 re-launching of the Take Pride in America (TPIA) program, which allows for many unique approaches in Federal volunteer program management, provided impetus for the development of an enhanced BLM Volunteer Program Strategy.

To help shape the future of its Volunteer Program, BLM hosted a workshop for Volunteer Coordinators, Field Managers, and several volunteers from February 18-20, 2004, in Phoenix, Arizona. Approximately 30 attendees came from every BLM State to lead the development of the updated BLM Draft Volunteer Program Strategy presented here. Several then continued as post-workshop "Team Leads" in the further development and refinement of the Goals, Objectives, and Actions presented here.

The Strategy Development Group is grateful for the active involvement, contributions, and support of BLM Deputy Director Fran Cherry, BLM California State Director Mike Pool, and BLM Safford (AZ) Field Office Manager Bill Civish in shaping this document.





In 2003, volunteer contributions to BLM were equivalent to the work of approximately 800 full-time agency employees.

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Abbreviations/Acronyms Used

BLM	Bureau of Land Management
CD	Compact Disk
Department/DOI	U.S. Department of the Interior
EE&V	BLM Environmental Education & Volunteers Group
ELT	BLM Executive Leadership Team
EPPR	Employee Performance Plan and Results Report
FMT	BLM Field Management Team
FY	Federal Fiscal Year (October 1- September 30)
NPLD	National Public Lands Day
NSTC	BLM National Science & Technology Center (Denver, CO)
NTC	BLM National Training Center (Phoenix, AZ)
OMB	Office of Management and Budget
SMT	BLM State Management Team
TPIA	Take Pride in America program
VPAT	BLM Volunteer Program Adjunct Team
WO	BLM Washington Office (headquarters)

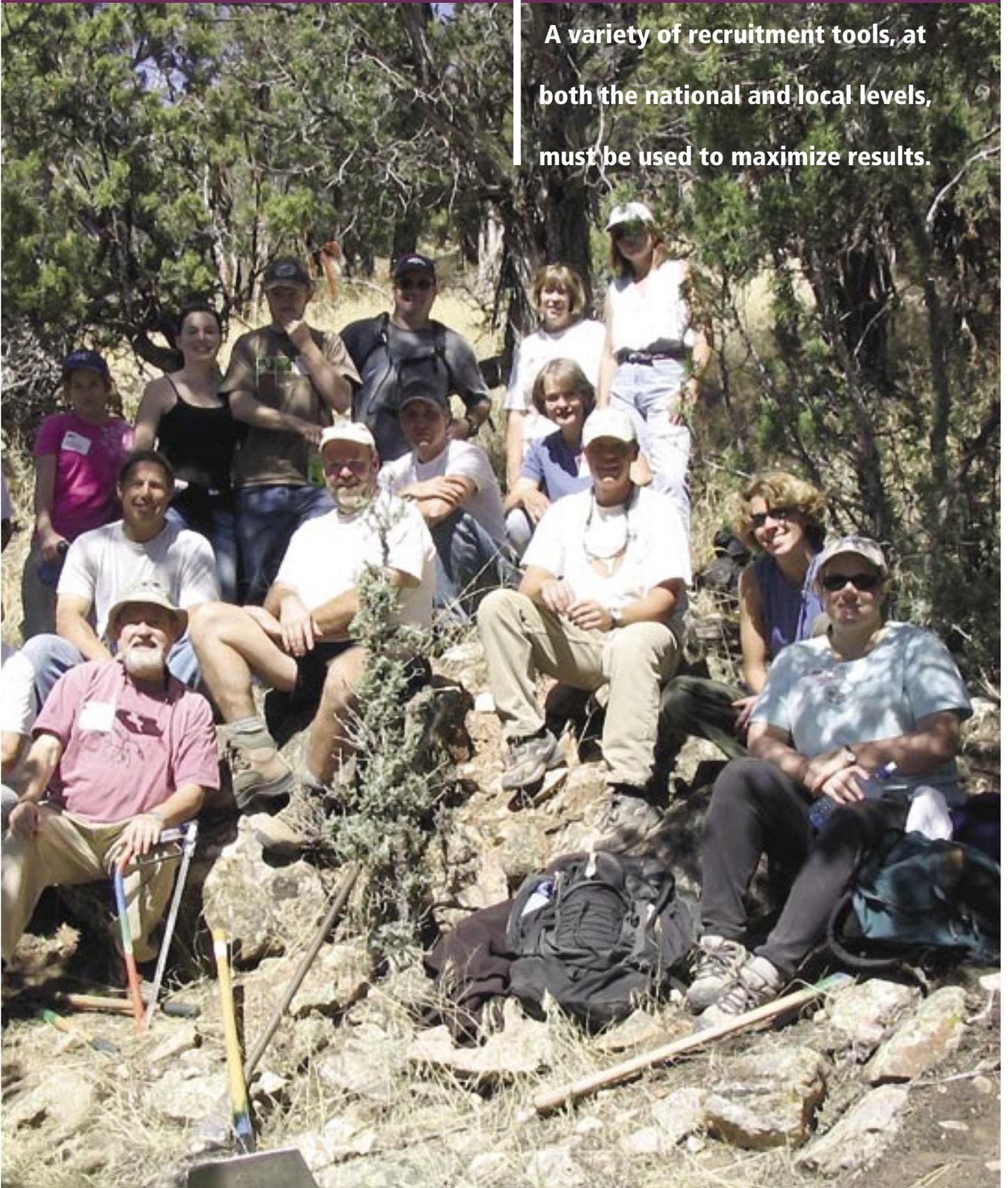




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A variety of recruitment tools, at both the national and local levels, must be used to maximize results.



Goal 1: Recruit, retain, and recognize a diverse and multi-skilled volunteer workforce for BLM. Ensure volunteer satisfaction to maximize retention of skilled and experienced BLM volunteers.

Rationale:

BLM's ability to complete work in a timely and cost-effective manner is greatly increased by investment in long-term volunteers. As they gain tenure, volunteers acquire in-depth understanding of BLM's resource management programs and are able to assume greater responsibilities, including assistance with project planning and management. Long-term volunteers also serve as informed and enthusiastic community ambassadors with a sense of "ownership" in the BLM mission. BLM and other agencies already draw many retirees as long-term volunteers; this available pool will grow larger as "Baby Boomers" reach retirement age. Residents of so-called "gateway communities" (i.e., communities that abut or are nearby public lands) and travel enthusiasts are also likely candidates for targeted recruiting of volunteers.

Recruitment of volunteers who possess skills that are compatible with job requirements is an important factor in maximizing volunteer productivity, ensuring volunteer satisfaction, and fostering volunteer retention. And while most BLM volunteers contribute their services purely out of a desire to help BLM and the public lands, recognition can nevertheless also be a significant component in volunteer retention: showcasing volunteer success stories, acknowledging long-term volunteer service, and providing special incentives reinforce the fact that BLM values its volunteers and appreciates their accomplishments.

Background:

Recruitment: The Office of Management and Budget (OMB) requires that agencies eliminate duplication of effort in their web pages, and Volunteer.Gov is now the central location and the leading tool for online volunteer recruitment for all Federal volunteer positions. The National Public Lands Day (NPLD) Federal Partnership recruits at many levels using various means, and Take Pride in America (TPIA) maintains an official government website to aid in volunteer recruitment; some of TPIA's private partners have created an additional website to assist, and have also issued a volunteer guide. A variety of recruitment tools, at both the national and local levels, must be used to maximize results.

Retention/Recognition: Current national-level award programs are the BLM "Making a Difference" National Awards and several Take Pride in America awards programs. BLM also nationally recognizes and publicizes the work of its volunteers through online volunteer feature stories, print articles, and the distribution of imprinted giveaway items. Some BLM State and Field Offices also conduct excellent volunteer recognition programs and showcase volunteer activities/projects regularly; however, the levels of effort, funding, and staffing put into such BLM field programs are inconsistent from office to office. In order to have maximum effect, volunteer recognition should take as many forms, and be carried out on as many levels, as possible.



Objective 1: Expand the volunteer workforce by 2% annually over the next five years.

Action	Lead(s)	Target Date(s)	Measurable Unit(s)	Resource(s)
<p>1: As appropriate, efficiently recruit volunteers through Volunteer.Gov.gov and other avenues:</p> <ul style="list-style-type: none"> ensure that volunteer opportunities are listed in a timely fashion ensure that applicants receive timely responses coordinate with State volunteer recruitment networks, as appropriate 	Field Volunteer Coordinators/ Resource Specialists/ Field Managers	Ongoing	Number of opportunities listed; Number of applicants responded to	Labor
2: Launch a nationwide, coordinated volunteer recruitment campaign to target a variety of audiences, using a variety of methods.	EE&V/ Field Offices	Volunteer Week 2006 (April)	One campaign	\$50,000 (variable, depending upon campaign type and materials)
3: Develop an electronic ListServ for volunteer coordinators to quickly communicate and share effective recruiting techniques and resources.	Volunteer Program Adjunct Team (VPAT)/ EE&V	January 2005	One Listserv	Labor
4: Launch a variety of high-visibility, targeted efforts to promote the Volunteer.Gov.gov website.	WO Recreation Group (WO-250) [funding]; EE&V [text]; NSTC-Denver [design/production]	January 2005-2009	Number of efforts launched	\$60,000 over five years



Objective 2: Increase the retention rate for BLM volunteers by communicating agency appreciation for their contributions, showcasing the progress of BLM volunteer projects, and providing special incentives for long-term volunteers.

Action	Lead(s)	Target Date(s)	Measurable Unit(s)	Resource(s)
1: Showcase the progress of local BLM volunteer projects and highlight volunteer contributions on State and Field Office websites.	State Directors/ Field Managers, Public Affairs Officers	April 2005	Number of web pages active	Labor
2. Provide special incentives for long-term volunteers, e.g., training, jobs shared between states so volunteers can move with seasons. Incorporate into State action plans.	State Volunteer Coordinators	April 2005	Number of plans incorporating special incentives	Labor

Objective 3: Appropriately recognize BLM volunteer service and accomplishments.

Action	Lead(s)	Target Date(s)	Measurable Unit(s)	Resource(s)
1: BLM State Offices to institute State and/or Field Office volunteer award program(s) where they don't currently exist. Awards could include volunteer certificates, letters of appreciation, or more substantial recognition items.	State Directors/ State Volunteer Coordinators	April 2005	Number of State/Field Office award programs instituted	\$1,000 per State per year (could be funded through Take Pride in America fundraising efforts)
2: Formally request that the Department increase the limit on non-monetary awards for volunteers to \$250, and review other award caps.	EE&V	January 2005	Formal request made	Labor
3: Recognize BLM volunteers through the Take Pride in America (TPIA) awards program: <ul style="list-style-type: none"> annually consider nominating at least one volunteer per Field Office for TPIA special accomplishment awards annually nominate any volunteers who are eligible for TPIA length-of-service awards 	Field Managers/ State/Field Office Volunteer Coordinators	January 2005 (and ongoing thereafter)	Number of award nominations submitted	Labor

**With planning and
commitment from
managers and staff,
volunteers can
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Goal 2: Use proactive planning and budgeting efforts to develop a more efficient and effective volunteer program that supports agency priorities.**Rationale/Background:**

To acknowledge volunteers as more than just extra hands and integrate them fully into the BLM team, BLM must plan for their use; designate management and resource staff to ensure that such planning is accomplished; and institute an agency “culture change” such that the use of volunteers is considered essential as opposed to merely helpful.

With planning and commitment from managers and staff, volunteers can contribute to all phases of project design and implementation. An infrastructure needs to be established to facilitate Field Managers’ efforts to expand the role of volunteers. This infrastructure, of which the budget process is a critical part, will link and support national and Field efforts that will have collective impacts and will accurately reflect Field needs. It will also lead to improved coordination, more efficient and effective use of resources, and shared expertise.

There is currently no line-item funding for the BLM Volunteer Program; therefore, it is critical that all BLM resource programs plan and budget for the use of volunteers. The most recent Departmental and BLM Strategic Plans call for the increased use of volunteers and enhancement of agency volunteer programs, as does the November 2002 BLM document entitled “Director’s Priorities for Recreation and Visitor Services.”



Objective 1: Ensure that BLM Annual Work Plans and other budget documents reflect the full integration of volunteer and partnership programs.

Action	Lead(s)	Target Date(s)	Measurable Unit(s)	Resource(s)
1. Emphasize message that “planning for the use of volunteers is essential.”	BLM Director	January 2005	Instruction Memorandum issued	Labor
2: Direct Field Offices to identify the use of volunteers and partners in budget directives/advices, the Annual Work Plan, other budget documents, strategic plans, strategic plan updates, etc.	WO Budget [budget documents], resource program leads [strategic plans, etc.]	Critical budget points, strategic planning sessions	Number of budget documents, plans, etc., addressing volunteers	Labor

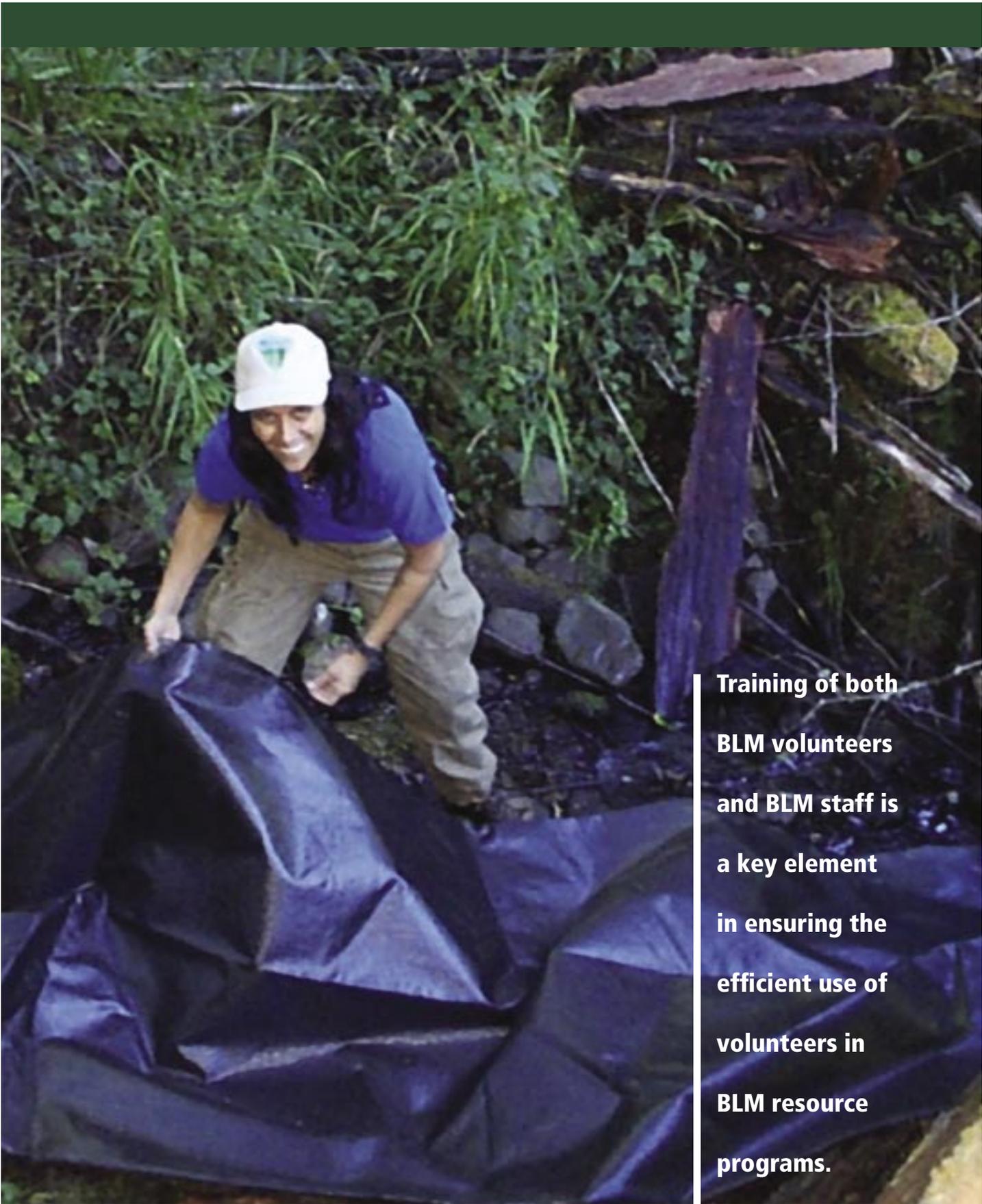
Objective 2: Conduct an annual Volunteer Program needs assessment and prepare an action plan for each BLM State.

Action	Lead(s)	Target Date(s)	Measurable Unit(s)	Resource(s)
1: Involve volunteers and partners to ensure that action plans are collaborative in nature. Develop plan.	State resource program leads with help from: Volunteer Coordinators; a long-term volunteer; and partner group representative(s)	January 2005	Number of plans with identified items/tasks, annual accomplishments	Labor
2: Identify State and Field Management Team representatives (“champions”) to ensure that a realistic and responsive plan is developed.	State Directors	First budget cycle after November 2004; annually thereafter	Number of management representatives identified	Labor
3: Use Appendix 2 of the BLM Volunteer Manual (1114) as a guide to creation of State volunteer action plans. Consider long-term programs and short-term projects. Review and/or update each year.	State Directors, with help from Field Offices	May/June 2005, and before the Annual Work Plan process each year thereafter	Number of State plans submitted to WO	Labor

Objective 3: Educate BLM employees on the budget process as it relates to Volunteer Program resources and program elements.

Action	Lead(s)	Target Date(s)	Measurable Unit(s)	Resource(s)
1: Distribute budget process fact sheet with calendar to all Volunteer Coordinators. Include guidance on working with resource specialists in planning budgets. Incorporate budget into Basic Volunteer Administration course. Identify which Program Elements have the most potential for volunteer involvement.	EE&V [to prepare/distribute fact sheet], VPAT [to amend training course]	90 days after Strategy approval	Fact sheet developed, course amended	Labor
2: Working with SO budget staff, include volunteer component in yearly budget orientation to all employees. Incorporate into budget packages.	State Volunteer Coordinators	After Strategy approval and annually at time of Annual Work Plan	Number of State budget packages that include volunteers	Labor





Training of both BLM volunteers and BLM staff is a key element in ensuring the efficient use of volunteers in BLM resource programs.

Goal 3: Establish and implement standard procedures to ensure proper orientation and training of BLM volunteers and staff who work with volunteers.**Rationale:**

Training of both BLM volunteers and BLM staff is a key element in ensuring the efficient use of volunteers in BLM resource programs. Trained volunteers are able to accomplish work efficiently and safely, and frequently view instruction—particularly that involving new skills—as a valuable practical benefit of their BLM volunteer service.

BLM resource program employees must be trained in the use of volunteers from both the philosophical and practical perspectives.

Background:

Volunteer Program training is available through the BLM National Training Center (NTC) in Phoenix, Arizona. Typically, four “traveling” training sessions are conducted annually by members of the BLM Volunteer Program Adjunct Team (VPAT) (composed of several Field Volunteer Coordinators, a Field Manager, two volunteers, and a Washington Office representative or other experienced volunteer coordinator). The potential for online training is currently being investigated by the VPAT, as is volunteer program training aimed specifically at BLM Field Managers.

In January 2004, Washington Office EE&V staff conducted a telephone survey of State Volunteer Coordinators. In response to a request for suggestions to enhance the BLM Volunteer Program, the most common response was to expand training of Field Office coordinators.



Objective 1: Ensure that BLM staff who work with volunteers receive appropriate training.

Action	Lead(s)	Target Date(s)	Measurable Unit(s)	Resource(s)
1: Require BLM Volunteer Coordinators, and encourage other BLM staff who work with volunteers, to attend the BLM Basic Volunteer Administration Course.	Field Volunteer Coordinators/ Resource Specialists/ Field Managers VPAT [to present training]	For Volunteer Coordinators: within 6 months of beginning Volunteer Coordinator duties; for others: within 1 year	NTC Volunteer Training certificates issued	Labor plus travel and per diem (\$6,500/year)
2. Create an adaptable training module for managers and employees, including field resource specialists and Field Managers. Include the module in National Training Center resource-specialty and management courses, and also make available online.	VPAT, NTC, EE&V	March 2005	Training module completed	Labor
3: Develop an online refresher course to be taken by all who work with volunteers.	NTC [to develop course]	Annually	Training certificates issued	Costs to design and maintain website (labor plus possible contract costs) [EE&V to get cost estimates]
4: Determine the depth of the NTC Pathways portion on budget as it relates to volunteers. If required, enhance/add to it.	EE&V, NTC Coordinators	After Strategy approval	Pathways course incorporates adequate info on budget as related to volunteers	Labor



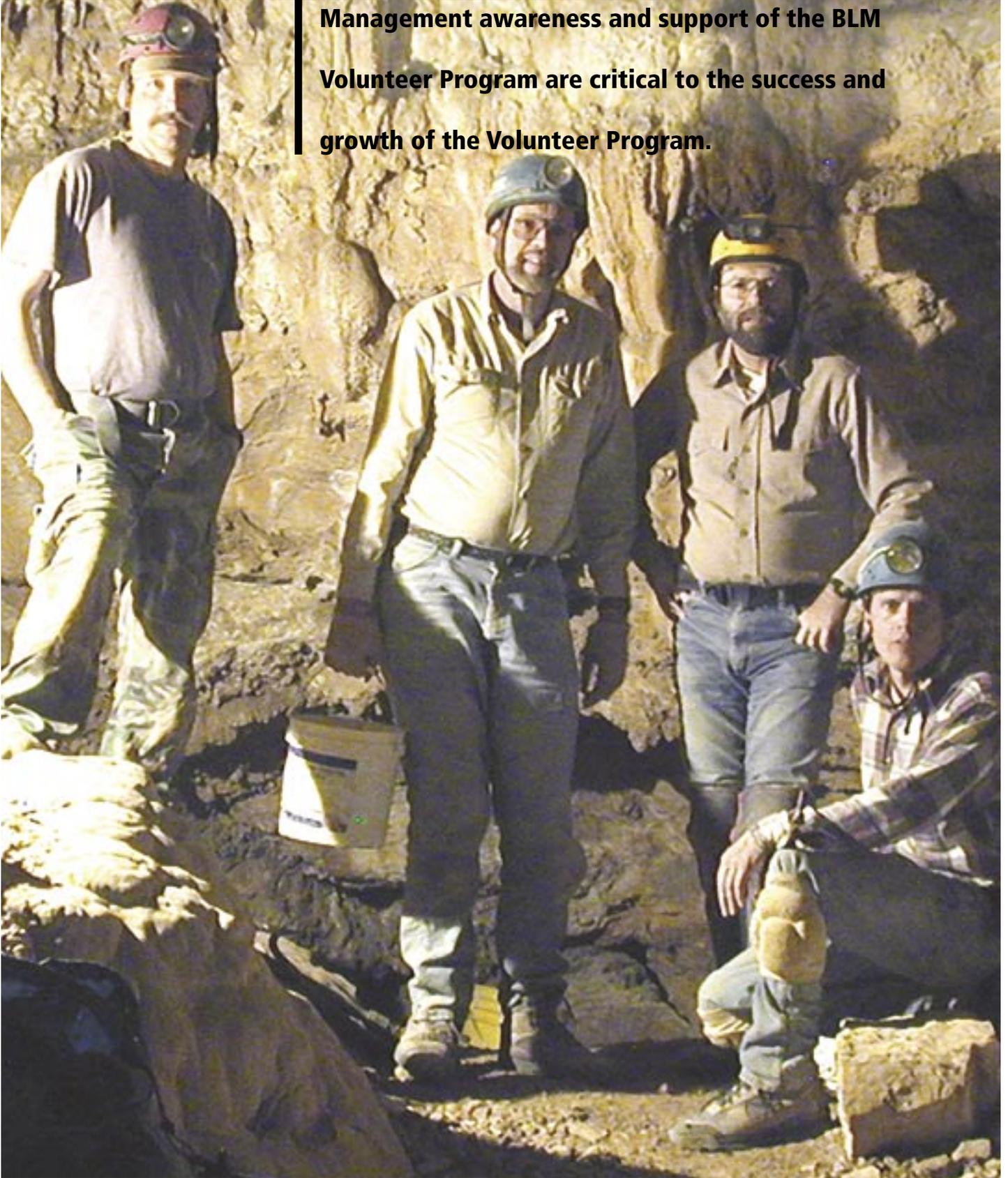
Objective 2: Ensure that each volunteer is aware of job requirements and is prepared and equipped to safely complete his/her job.

Action	Lead(s)	Target Date(s)	Measurable Unit(s)	Resource(s)
1: Provide volunteers job/project orientation, including a job description and appropriate safety training. Complete volunteer checklist for all volunteers. Adhere to BLM Volunteer Manual and Field Safety Handbook requirements.	Volunteer Supervisors	Before volunteer begins duties	Signed volunteer agreements, completed checklists	Labor
	Safety Officers	Ongoing	N/A	Labor
2: Develop and include a Risk Assessment Analysis with the project/work description. Make Job Hazard Analysis, other relevant forms, and sample completed forms available online.	Volunteer Supervisors	When volunteer agreement is initiated or amended	Signed volunteer agreements	Labor
	Safety Officers	Immediately following Strategy approval	Forms posted	Labor

Objective 3: Update BLM volunteer training and orientation materials.

Action	Lead(s)	Target Date(s)	Measurable Unit(s)	Resource(s)
1. Evaluate adequacy of existing volunteer orientation materials.	VPAT, EE&V	Before end of FY 2005	Completed evaluation	Labor
2: Update BLM Intranet volunteer website with Job Hazard Analysis and other new forms and examples as they become available. Solicit examples of field volunteer orientation/training materials from Field Volunteer Coordinators; post on Intranet volunteer website for sharing.	VPAT, EE&V	January 2005	Updated website with new materials posted	Labor
3: Update BLM Volunteer Handbook.	VPAT, EE&V	Before end of FY 2005	Completed, updated handbook	Approx. \$2/ book [EE&V to confirm estimate]
4: Develop a new content checklist form to serve as the first page of BLM volunteer record files.	VPAT	January 2005	Checklist developed	Labor

**Management awareness and support of the BLM
Volunteer Program are critical to the success and
growth of the Volunteer Program.**



Goal 4: Strengthen internal support of volunteers and BLM's use of volunteers.**Rationale:**

Management awareness and support of the BLM Volunteer Program are critical to the success and growth of the Volunteer Program. Experience has shown that management attitudes toward programs, projects, and initiatives set the tone taken by staff at lower organizational levels—a “trickle-down” effect, which may be negative or positive. Volunteer Program staff believe that awareness of the practical (including monetary) benefits of the Volunteer Program, as well as the ease of incorporating volunteers into BLM projects, will increase management support of the programs, thereby also increasing support for and use of volunteers on the ground.

Background:

According to the results of a January 2004 survey conducted by EE&V, State Volunteer Coordinators generally regard their State Leadership Teams as philosophically supportive of the BLM Volunteer Program. However, there is a further perception among Coordinators that while supportive in theory, State leaders are not willing to obligate time or other practical resources to the BLM Volunteer Program.



Objective 1: Create and enhance management awareness of the BLM Volunteer Program.

Action	Lead(s)	Target Date(s)	Measurable Unit(s)	Resource(s)
1: Make substantive presentations on the Volunteer Program to ELT and SMTs. (Presentations to SMTs to address comparative Program progress of Field Offices.)	California State Director [Mike Pool], State Volunteer Coordinators	Annually; to begin with PowerPoint presentation at ELT meeting in September 2004	Number of presentations, management feedback	Labor
2. Make presentations at Field Office all-employee meetings.	Volunteer Coordinators	At least annually	Number of presentations, management feedback	Labor
3: Create a “dispelling-the-myths” fact sheet and other products for managers, e.g., a one-page guide to using volunteers, a yearly (short) State program fact sheet.	EE&V, State Volunteer Coordinators, VPAT	January 2005	Number of fact sheets and other products distributed	Labor, plus costs of printing [EE&V to check costs with Denver]
3: Update managers’ guide to BLM Volunteer Program.	VPAT	End of FY 2005	Completed guide	Labor, plus costs of printing [EE&V to check costs with Denver]

Objective 2: Designate a volunteer coordinator in every office to administer and facilitate the program.

Action	Lead(s)	Target Date(s)	Measurable Unit(s)	Resource(s)
1: Ensure that Volunteer Coordinators’ EPPRs reflect time allocated for the BLM Volunteer Program.	Field Managers, Field Volunteer Coordinators	Ongoing; complete by FY 2006	Number of Field Volunteer Coordinators’ EPPRs that reflect coordinator duties	Labor

Objective 3: Provide employees incentives and recognition for expansion of the use of volunteers and for meeting Annual Work Plan needs.

Action	Lead(s)	Target Date(s)	Measurable Unit(s)	Resource(s)
1: Incorporate into State Volunteer Action Plans appropriate incentives for BLM resource specialists to use volunteers.	State resource program leads with help from: Volunteer Coordinators; a long-term volunteer; and partner group representative(s)	Annually	Number of Action Plans that incorporate incentives, incentives given	Labor, plus possible incentive awards
2: Incorporate into State Volunteer Program Action Plans appropriate recognition for BLM resource specialists who use volunteers. Post a “sampler” of ideas on Intranet.	State resource program leads with help from: Volunteer Coordinators; a long-term volunteer; and partner group representative(s)	Ongoing	Number of BLM offices participating (also express as a percentage of all BLM offices); Number of Action Plans that incorporate recognition; Recognition given	Labor, plus cost of possible achievement awards

Objective 4: Market the BLM Volunteer Program both internally and externally.

Action	Lead(s)	Target Date(s)	Measurable Unit(s)	Resource(s)
1: Showcase success stories and best practices on websites and with other tools, e.g., volunteer newsletter, PowerPoint presentations, <i>People Land & Water</i> (PLW) articles.	EE&V, State Volunteer Coordinators	Ongoing; begin in January 2005	Stories posted on web; issues of newsletters published; PLW articles published	Labor, plus costs of printing/ mailing newsletters [EE&V to check costs with Denver]

2: Highlight BLM’s use of volunteers in presentations at local, state, and national professional meetings. Identify one person in each resource program area, at WO, State, and Field levels, to ensure achievement. Program leads at WO level to ensure “trickle-down” effect.	Assigned specialists in each resource program at WO, State, and Field levels (see Goal 2, Objective 2)	January 2005 [resource specialists identified]	Number of presentations given	Labor only
3: Market existing web tools (e.g., electronic toolkit, Volunteer.Gov/gov) through use of posters in BLM offices, lunchrooms, etc., and diverse other approaches.	EE&V, VPAT, State Volunteer Coordinators	Ongoing	For web tools, number of new hits; for office postings, measurable use	Labor, plus minimal costs of photocopying
4: Create new products, such as small promotional posters, for internal campaign. Post in lunchrooms, copy rooms, etc. Make posters available to BLM offices via small print run and on CD.	VPAT, EE&V	FY 2005-2006	Number of new products created, number distributed	Labor, plus cost of CDs and small print run [EE&V to check costs with Denver]
5: Work with BLM Public Affairs Offices to promote success stories in news media, including newsletters.	Resource program specialists	As stories occur and/or at time of publication of monthly or quarterly publications	Number of submissions to local, State, and WO websites	Labor

Objective 5: Fully utilize national and local volunteer events (e.g., National Public Lands Day, National Trails Day, National River Cleanup Day) and Take Pride in America (TPIA) resources.

Action	Lead(s)	Target Date(s)	Measurable Unit(s)	Resource(s)
1: Every Field Office to hold at least one TPIA project/event per year. Integrate into existing priorities and State Action Plans.	Field Managers, Field Volunteer Coordinators	Annually	Number of events held	\$4,000 per BLM State



Goal 5: Ensure that BLM Volunteer Program recordkeeping is organized and comprehensive.**Rationale:**

Volunteer Program recordkeeping should be standardized and improved in order to ensure volunteer safety, accurate tracking of volunteer hours, and appropriate recognition for length of service. Complete and accurate records show the value of volunteers to Congress, partners, and other entities with an interest/stake in the program who may also be in a position to enhance it. Records also help BLM to recognize volunteers for length of service and ensure that volunteers and BLM staff are in compliance with legal and policy requirements related to use of volunteers and volunteer activities. Establishing a means of tracking hours spent by BLM staff in Volunteer Program coordination and management is critical to accurately presenting the program's benefits and costs to BLM.

Background:

The Department is currently pursuing an effort to standardize reporting within agency volunteer programs. There are currently no national-level program evaluations performed, except those done for National Public Lands Day. Take Pride in America requires accurate recording of volunteer hours in order for volunteers to receive recognition for length of service. The BLM Volunteer Program Manual (1114) requires retention of volunteer agreements and selected other volunteer records. Methods for computation of the costs of administering BLM field volunteer programs vary significantly from State to State and resource program to resource program.



Objective 1: Establish and maintain an organized, comprehensive recordkeeping system for the BLM Volunteer Program.

Action	Lead(s)	Target Date(s)	Measurable Unit(s)	Resource(s)
1: Require Volunteer Coordinators to keep necessary information on volunteers and volunteer groups, consistent with BLM Volunteer Manual requirements, other BLM guidance, and guidelines set by DOI and Take Pride in America.	Volunteer Coordinators	When agreement is initiated or amended	Signed agreements	Labor
2: Conduct audits of the records of Volunteer Coordinators by incorporating into the standard audits of the BLM Program Evaluation Office.	VPAT, Volunteer Coordinators, Program Evaluation Office	Annually	Completed audits	Travel and per diem in some cases
3. Develop a Program Element (PE) or special code (similar to codes for work in Litigation (LITU) or Threatened & Endangered Species (TTTT)) for volunteer coordinators/managers in order to better reflect hours spent in program coordination and administration.	Budget Group	Spring 2005	PE developed	Labor



Goal 6: Enhance the BLM Volunteer Program through the use of partnerships.

Rationale:

Secretary of the Interior Norton's "4C's" – conservation through cooperation, communication and consultation – comprise the operating principle of the Department. The Department requires agencies to: identify and remove barriers that stand in the way of partnership building; endorse low-cost, high-value best practices, collaboration models, and processes; bring attention and focus to the many excellent examples of best practices and successful partnerships now underway; and accelerate the adoption and integration of those practices in Departmental activities. Scientifically-informed and technologically-based stewardship of our public lands – if it is to succeed – must be done in collaboration and partnership with Interior agencies, with other governmental entities and, most importantly, with the citizens who share in BLM's mission.

Partnerships with other government agencies and private organizations maximize volunteer contributions by leveraging resources, bringing in technical expertise and leadership capabilities, and providing funds.

Background:

Examples of successful national-level partnerships include those with the Student Conservation Association for weeds/fire/native plant seeds education, the National Public Lands Day Partnership, the Boy Scouts of America, and the Girl Scouts of the USA. The 2002 Volunteer Annual Report includes approximately 400 local/regional partnerships reported by BLM Field Offices.

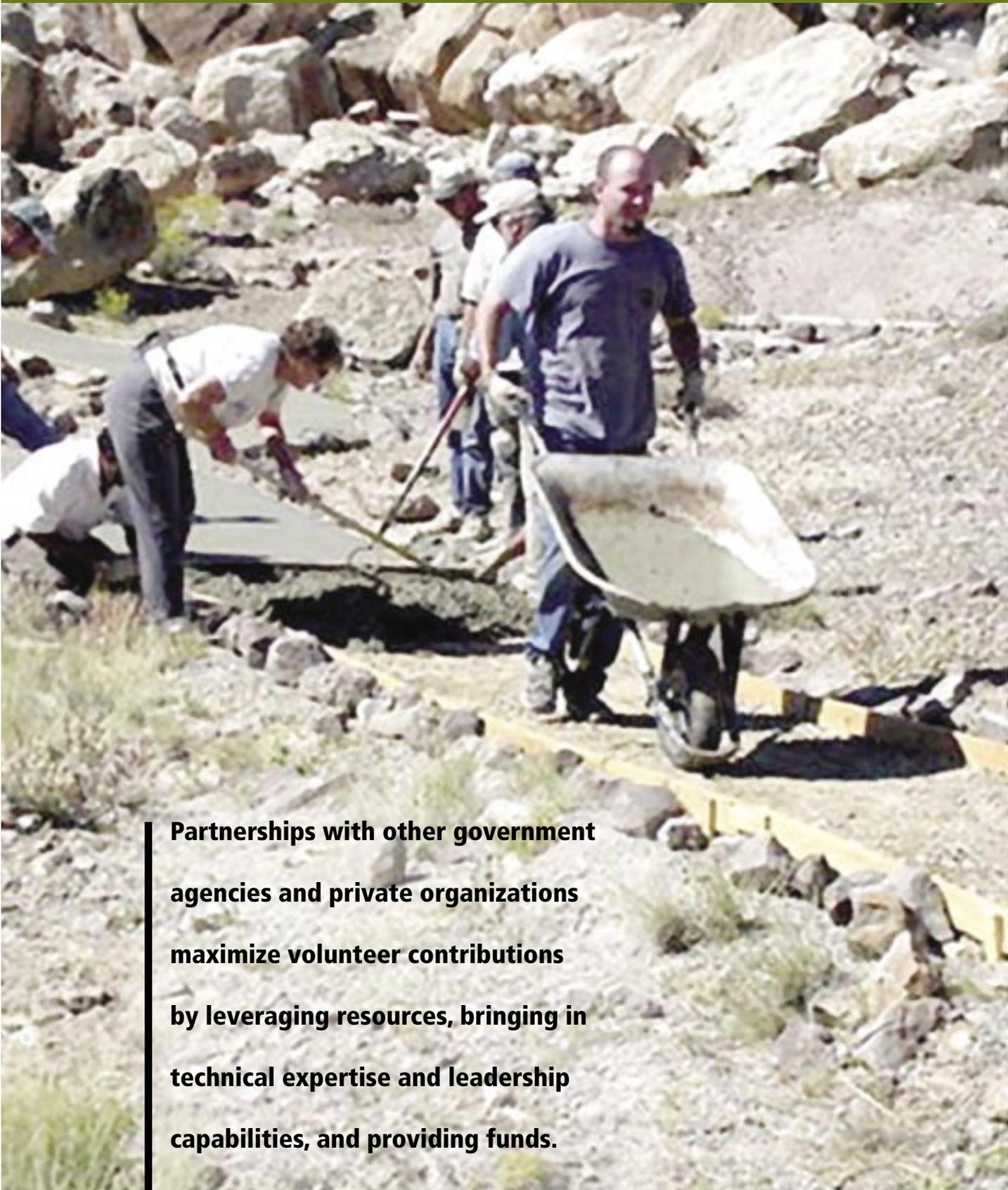


Objective 1: Increase BLM's capacity to work with partners to support Volunteer Program initiatives.

Action	Lead(s)	Target Date(s)	Measurable Unit(s)	Resource(s)
1: Share successful State partnership examples for Field Offices to use as models. Create and post an information input form on Volunteer Intranet site.	State Volunteer Coordinators [input] EE&V [form development, web postings]	Annually	Postings on Intranet	Labor
2: Work with resource specialists to evaluate and pursue desired volunteer-related corporate or non-profit partnerships (i.e., with groups that bring significant funding and other resources, and that can complete entire projects).	Field Volunteer Coordinators, Field Resource Program Leads	June 2005	Partnerships identified	Labor
3: Establish a State team of mentors to assist Field Offices in developing volunteer-related corporate or non-profit partnerships to meet desired goals.	State Directors [to identify mentors and include mentoring in official duties]	September 2005 and ongoing	Number of mentors enlisted	Labor, plus travel and per diem in some cases

Objective 2: Where appropriate to increase efficiency, create interagency volunteer centers to manage all aspects of volunteer management.

Action	Lead(s)	Target Date(s)	Measurable Unit(s)	Resource(s)
1: Assess appropriateness of establishing "one-stop shopping," interagency volunteer recruitment and resource centers, particularly in "gateway communities." Consider partnerships with State-agency volunteer recruitment networks. Develop guidelines for establishment of centers.	Field Volunteer Coordinators [assessment], EE&V [guidelines]	Annually [assessment] January 2005 [guidelines]	Assessments made; reports made to EE&V; Guidelines issued	Labor
2: Research and post resources on volunteer centers and contacts on the Intranet, with suggestions for ideas and models.	EE&V	January 2005	Postings made	Labor



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September 2004

Copies available from
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