State of California . The Natural Resources Agency . Department of Parks and Recreation

VOLUNTEER MANAGEMENT

December 13-17, 2009

Training Syllabus



William Penn Mott Jr. Training Center



Memorandum

- Date: December 3, 2009
- To: Supervisor
- From: Department of Parks and Recreation William Penn Mott Jr. Training Center
- Subject: Employee Attendance at Formal Training

An employee from your office will soon be attending the formal training program described in the attached. Please insure that the employee is fully prepared to attend the session and that the groundwork is laid for the employee's implementation of the training upon returning to work.

You can assist with capturing the full value of the training by taking the following steps:

Prior to Training

- 1. Make sure that **specific** employee needs are identified and, if necessary, called immediately to the attention of the Training Coordinator.
- 2. Review with the employee the reason for the employee's attendance.
- 3. Review objectives and agenda with the employee.
- 4. Discuss objectives and performance expected after the training.

Immediately Following Attendance

- 1. Discuss what was learned and intended uses of the training.
- 2. Review the employee's assessment of the training program for its impact at the workplace and review the due date of the Post-Training Evaluation form.
- 3. Support the employee's use of the training at the work place.

Prior to Three Months Following Training

- 1. Employee after discussion with the supervisor login to the Employee Training Management System (ETMS) to complete the Post-Training Evaluation form.
- 2. Supervisor evaluates the effectiveness of the training on the employee's job performance and login to the ETMS to complete the Training Effectiveness Assessment form.

Thank you for your assistance in seeing that the full benefit of training is realized.

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Tina Williams Department Training Officer

Attachment

cc: Participant

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Mission Statement Training Section

The mission of the Training Section is to improve organizational and individual performance through consulting, collaboration, training, and development.

TRAINING SECTION STAFF

	Department Training Officer
	Academy Coordinator
	Training Specialist
	Training Specialist
	Training Specialist
Karyn Lombard	Training Specialist
Connie Breakfield	Cadet Training Officer
Matt Cardinet	Cadet Training Officer
Pamela Yaeger	. Assistant Program Coordinator
Edith Alhambra	. Assistant Program Coordinator
Bill Spencer	Assistant Program Coordinator
Eric Marks	Assistant Program Coordinator

THE MISSION

of the California Department of Parks and Recreation is to provide for the health, inspiration and education of the people of California by helping to preserve the state's extraordinary biological diversity, protecting its most valued natural and cultural resources, and creating opportunities for high quality outdoor recreation.



FORMAL TRAINING GUIDELINES

Welcome to formal training, an essential component in your career development.

Since 1969, our Department has been providing a continuously changing number of diverse training programs at its main training facility, the William Penn Mott Jr. Training Center, and other locations including Marconi Conference Center. The Department strives to enhance your learning and job performance with formal training of the highest quality.

Our Department's dedication to training is only one aspect of its commitment to you and to the public. This commitment is costly and represents an important investment in you and your career. You and the Department realize a return on that investment by your positive participation in formal training itself and post training follow-through.

The program you will be participating in is described in this training syllabus, which outlines what you can expect from this training and what is expected of you. This syllabus details what you should do before you leave for training; what to do when you arrive; what you will be doing while in training; and, importantly, what you should be able to do when you return to your work site. Specifically:

- 1. SYLLABUS: Your copy of this syllabus is an important part of your training experience and should be brought with you to training. Read it before you arrive and review it following the program along with material you received at training.
- PRE-TRAINING ASSIGNMENTS: Your completion of pre-training assignments is essential to the success of your training. You are responsible for all reading assignments in preparation for classroom sessions. Time will be provided during working hours to accomplish any assignments which involve either individual or group efforts and resources.
- 3. TRAVEL: Arrange your travel to and from the training site through your District or Office. (No reimbursement for travel expense including per diem costs will be approved for travel not specifically authorized in advance by the District

Superintendent). Individuals may claim reimbursement for incidental expenses incurred as outlined in DAM 0410.6.

- 4. HOUSING: Housing will be assigned to you on a shared-room basis and will be available from 3:00 p.m. on the date of arrival to 10:00 a.m. on the date of departure. The Department provides your room and board expenses at the Marconi Conference Center only. No per diem allowance will be authorized for living off-grounds. This does not preclude living off-grounds at your own expense. In the event of an emergency, staff must know your room assignment; therefore, you may not switch rooms without staff approval. Overnight guests are not allowed.
- 5. <u>HOUSING CANCELLATION POLICY</u>: If you do not need lodging or must change or cancel your reservation, you must contact Dave Galanti at dgalanti@parks.ca.gov at least 72 hours prior to your date of arrival. Lodging, registration and associated fees will be charged to the employee's District or Office if a training cancellation is received with less than 72 hours notice.

The Training Section is committed to ensuring that the reservation that has been made for you is accurate and needed.

- 6. MEALS: Meals will be provided from dinner on the date of arrival through lunch on the date of departure. Meals will be served at 7:00 a.m. for breakfast, 12:00 noon for lunch, and 6:00 p.m. for dinner. Hot or box lunches may be provided on some days. If you require a special diet, notify the Marconi Conference Center no later than one week before your scheduled arrival.
- CLOTHING: Field uniforms as found in "Description of Required Field Uniforms", DOM Chapter 2300, Uniform Handbooks, not including optional items, will be worn daily by all uniformed employees during formal training sessions <u>unless</u> <u>otherwise specified in the Program Attendance Checklist</u>. Non-uniformed employees shall wear professional business attire.

Because we are on the conference grounds with other groups, and the image we project as State Park employees is important not only during working hours but off duty hours as well, your informal sportswear should be appropriate.

8. COURSE LEADERS: The formal training you will attend is developed and, for the most part, conducted by experienced State Park employees in field and staff positions. Some courses will be conducted by qualified instructors from other agencies and educational institutions. Your course leaders have proven their ability and knowledge in their profession, and provide a level of expertise difficult to match.

- 9. TRAINING SECTION STAFF: David Galanti is your Training Specialist and has been assigned the responsibility for your training group. You may be asked to assist Training Section Staff in the logistics of your training program, please work with Training Section Staff to help make your training experience pleasant and meaningful.
- 10. ATTENDANCE: Regular attendance is a critical course requirement and your participation is important to the success of this training. All absences, except those of an emergency nature, must be approved in advance by the Training Specialist.
- 11. TRAINING MATERIALS: May be made available to you at both your unit and at the Marconi Conference Center. Handout materials issued at your unit should be brought to training for possible use. A conference binder or notebook will be issued to you at the training session for note taking and convenience in handling materials. Please bring your own pens and pencils.
- 12. CELL PHONES: As a courtesy to your fellow participants and course leaders ensure that your cell phone is turned off during classes. Participants should not be receiving or making cell phone calls during class time. Please limit those calls to your breaks.

Verizon and AT&T cell phones work at Marconi. Otherwise, cell reception is poor. There is a payphone which takes prepaid phone cards or coins. If you have a phone in your room you can also use a prepaid calling card. There is one computer available for checking email in the Administration Building. There is also wi-fi access, which requires a pre-established account or a fee for use which cannot be charged to your room.

- 13. TELEPHONE: Limit phone calls during classroom hours to urgent business or emergencies. Anyone wishing to contact you by telephone during working hours should call (415) 663-9020.
- 14. COLLEGE CREDIT: Most Training Section programs are accredited by Monterey Peninsula College for lower division credit. If you successfully complete an accredited program, you will receive either a letter grade or a credit/no-credit designation.
- 15. MPC STUDENT ID: If you have filled out an MPC application before, you have already been issued a student ID number to use in lieu of your SSN on future applications. You can obtain your MPC ID number by going to their secure website and providing your SSN number (no name required), and birthdate.

https://autobahn.mpc.edu/scripts/autobahn.exe/Execute?Application=WebReg&Pr ogram=REPORT-SR-FIND-SSN Newcomers to training will still need to provide their SSN on the first MPC application only, after which a student ID number will be assigned and available at the web address above within a few weeks of the program's conclusion. You can store your MPC ID number in your ETMS Profile for future reference.

16. POST-TRAINING ASSIGNMENTS: In connection with formal training are to be completed under the direction of your supervisor.

Marconi Conference Center PLANNING INFORMATION

To make your visit as comfortable and satisfying as possible, please take a few moments to read the following.

CHECK-IN/CHECK-OUT

Please check in at the Front Desk. Follow the signs for Check-in.

Check-in: 3 p.m. to 11 p.m. Check-out 7 a.m. to 10 a.m. (Bring your key) Late check-out (after 10 a.m.) will incur an

additional day's charge.

DINING

Meals are served in Redwood Dining Hall. Breakfast buffet: 7 a.m. to 9 a.m. Lunch buffet: 11:30 a.m. to 1:30 p.m. Full service dinner: 6 p.m. to 8 p.m.

LODGING

You may wish to bring: shampoo, flashlight, comfortable shoes for hilly trails. Please note cooking and other appliances, candles and incense are not allowed, and food should not be kept in your room as it attracts insects.

PARKING

Please park in designated parking spaces only and observe the law regarding spaces for the handicapped. Campers, recreational vehicles and motor homes are not permitted.

♦ DRIVING

Please drive slowly and carefully, yielding to pedestrians, bicyclists and animals. The speed limit is 15 mph, and all signs and barriers must be observed.

GAS STATIONS

The closest gas station is located in Point Reyes Station, 15 minutes to the south.

TELEPHONES

Your guestroom has a private telephone number which you can give callers after you check in, as well as a port for your modem. All outbound telephone and modem calls require a toll-free 800 number. Bring your calling card for phone calls; check with your ISP for 800number access. Most cellular phones DO NOT work at Marconi Conference Center.

MESSAGES, FAXES, MAIL

If your callers would like to leave a message, give them this number:

Front Desk Telephone: (415) 663-9020 You may also want to give them your lodging building, room number and name of conference, to expedite receiving emergency messages.

We post messages for guests on the message board. We'll also post a notice if you receive mail or a package. *Emergency messages will be delivered.*

If you wish to receive a fax, use this number: Front Desk Fax: (415) 663-1731 We will post a notice on the message board when your fax arrives and collect the service charge when you pick it up.

If you wish to receive mail, use this address: (your name), (conference name) c/o Marconi Conference Center P.O. Box 789, 18500 State Route 1 Marshall, CA 94940 We will post a notice on the message board and hold your mail at the Front Desk.



Marconi Conference Center's guestrooms overlook Tomales Bay

♦ EMERGENCIES

Between 11 p.m. and 7 a.m., the recorded message on (415) 663-9020 tells callers how to contact a guest or Marconi staff member in an emergency.

GUEST SERVICES

In the front desk area we have games, reading material and a VCR with a selection of movie videos; volleyball, badminton and horseshoe equipment; ice, irons and ironing boards, all at no charge. Our commissary sells snacks, cold drinks, personal hygiene items,

flashlights/batteries, writing supplies, stamps. We have a selection of Marconi souvenirs such as shirts, hats, mugs and other items that make wonderful remembrances of your stay with us. Our Front Desk staff can also help you with local information.

BUSINESS CENTER

The Business Center is located in the Pelican Building lounge and is open 7 am to 11 pm. For your convenience, we are pleased to provide **free of charge**, the following services: Internet / E-mail

- Computer with MS Office
- ♦ LaserJet Printer
- Photocopier

WALKING & EXPLORING

Marconi Conference Center is a unit of the California State Park system and all natural elements such as branches, pine cones, mushrooms and flowers are protected by state law and may not be removed. Camping and

campfires are not permitted. We suggest walking on designated footpaths to avoid poison oak. The pine needles can be slippery—please use caution. We recommend flashlights at night.

SMOKING

State law prohibits smoking in or within 50 feet of Marconi Conference Center buildings. Ashtrays are located at entrances, on decks and on patios. Smoke only in paved areas and please use extreme caution when smoking on the property.

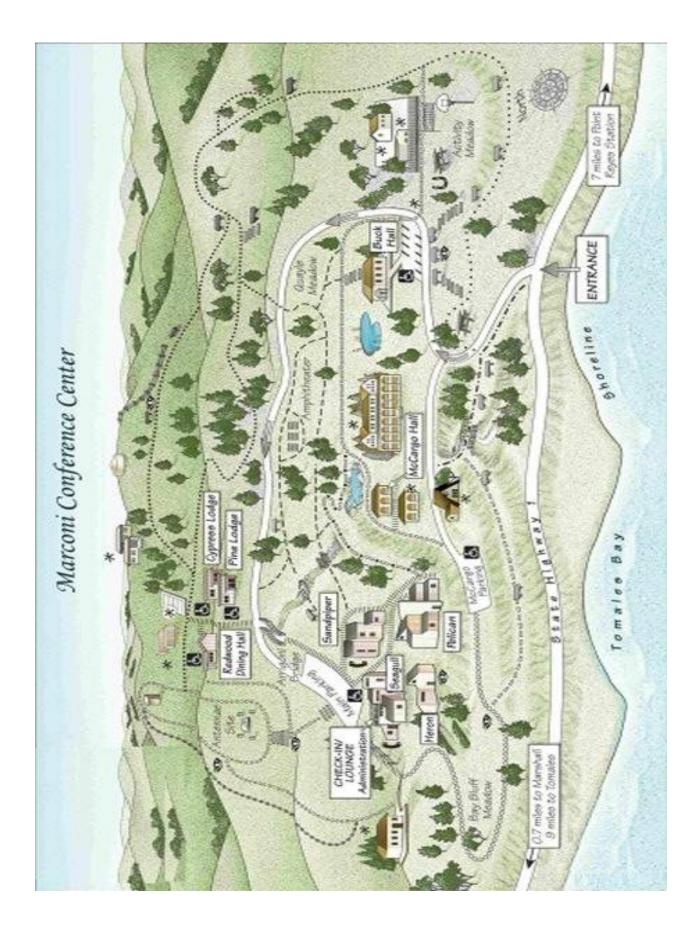
PETS

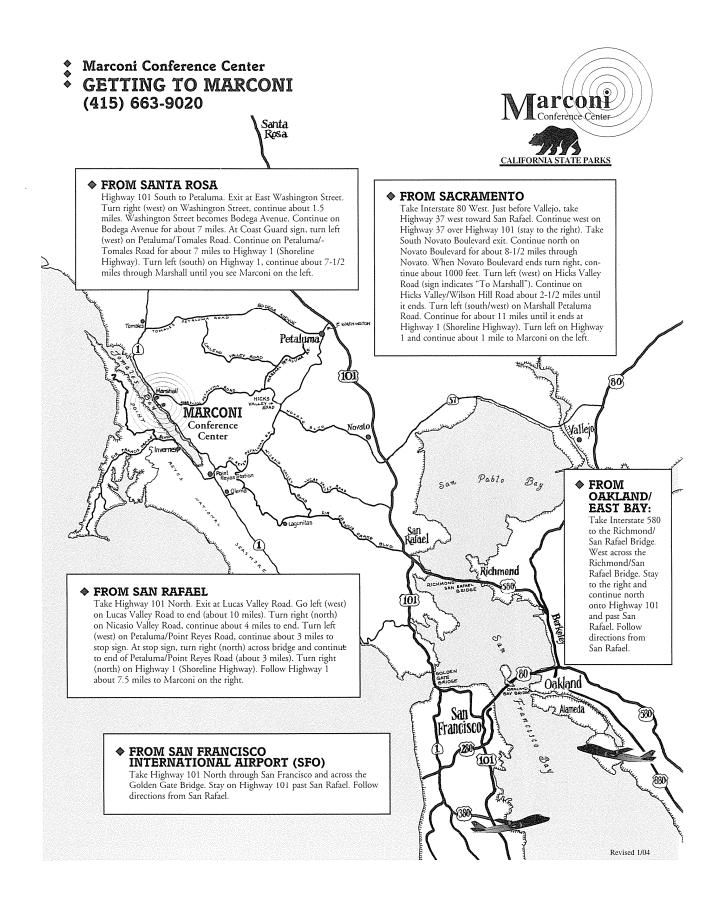
With the exception of guide dogs for the handicapped, *pets are not permitted* in Marconi

Conference Center buildings and cannot remain on the property overnight. Dogs must be on a leash at all times.

ENJOY!

We hope that between highly productive meetings you'll have some time to appreciate the rich human and natural history that surrounds us here. Please let us know if there is anything we can do to enhance your stay.





PROGRAM ATTENDANCE CHECKLIST

To assist you in your preparation for formal training session at the Marconi Conference Center, the following checklist is provided.

- Be sure you have read and understand the Volunteer Management Program Syllabus prior to the first scheduled session.
- Arrange your travel through your District/Section Office.
- Bring the following with you to training:
 - U Volunteer Management Program Syllabus
 - Professional business attire (uniforms are not required for this program)
 - Pens and pencils

If you have questions or need assistance, contact Dave Galanti, Training Specialist:

 Phone:
 916-319-9659

 Fax:
 916-319-9656

 Email:
 dgalanti@parks.ca.gov

POST-TRAINING ASSIGNMENT

Prior to ninety days after the completion of this program, the employee and his/her supervisor should sit down and discuss the impact and assess the effectiveness this program has had on the employee. Then both the supervisor and employee should login to the Employee Training Management System (ETMS) and complete the Post-Training Evaluation form (an email will be sent to both employee and supervisor notifying them that the evaluation needs to be completed).

The post-training evaluation process is intended to provide a bridge between classroom instruction and the on-the-job application of training. The information obtained through this process will assist the training participant, supervisor, and Training Section in providing a return on the investment the Department has on training.

VOLUNTEER MANAGEMENT GROUP 21 AGENDA December 13-17, 2009

Sunday <u>December 13</u> 1500–	Registration: Check-in at the Marconi Conference Center	All
Monday <u>December 14</u> 0800–0830	Welcome	Galanti
0830–1000	Instructions, Review Agenda Objectives, Expectations, Questions, Overview of Interpretation and Education Division	Cowan
1000–1200	Introduction to VIP Program	Cowan
1200–1300	Lunch	
1300–1445	Registration of Volunteers	Cowan
1445–1645	District Registration Procedures	Barrett/Jonson/ Valencia
1645–1700	Wrap-up, Questions, Adjournment	Cowan
Tuesday December 15		
0800–0815	Review/Questions	Cowan
0815–1015	Volunteer Recruitment	Brown
1015–1200	Recordkeeping and Reporting	Cowan/Fenkell/ Larsen
1200–1300	Lunch	Laroon
1300–1430	How Does Your Program Rate?	Cowan
1430–1600	Nurturing and Supervising Your Ideal Volunteer	Cowan
1600–1645	Volunteer Recognition	Cowan
1645–1700	Wrap-up, Questions, Adjournment	Cowan

VOLUNTEER MANAGEMENT GROUP 21 AGENDA December 13-17, 2009

Wednesday December 16		
0800-0930	Maintenance Volunteers	Rodgers
0930–1100	Public Safety	TBA
1100–1200	Campground and Park Hosts	Rath
1200–1300	Lunch	All
1300–1400	Campground and Park Hosts	Rath
1400–1530	Volunteers Providing Interpretation Panel Discussion: Creative Interpretation on a Shoestring Budget	ТВА
1530–1700	Funding Sources for Volunteer Programs Discussion: Do You Treat Your Coop Like an ATM?	Cowan/Mott
Thursday		Cowan/Mott
		Cowan/Mott Cowan
Thursday December 17	Discussion: Do You Treat Your Coop Like an ATM?	
Thursday <u>December 17</u> 0800–0815	Discussion: Do You Treat Your Coop Like an ATM? Review/Questions	Cowan
Thursday <u>December 17</u> 0800–0815 0815–1015	Discussion: Do You Treat Your Coop Like an ATM? Review/Questions Legal Actions Distinctions Between the Cooperating Associations	Cowan Lynch

VOLUNTEER MANAGEMENT

PROGRAM OUTLINE

<u>28 Hours</u>

Program Orientation and Objectives Expectations; Questions; Overview of Interpretation and Education Division	1.0
Recruitment	2.0
Successful Strategies and Best Practices in Capital District; Writing an Effective Press Release	2.0
Introduction to California Volunteers	2.5
History of Volunteers in DPR; Legal Authority; Value of Volunteers to DPR; VIPP Online; VIPP Organizational Structure; Role of Volunteer Coordinators	
Registration Policies and Procedures	3.5
Volunteer Application; Types Eligibility of Volunteers; Screening and Interviews; Insurance Requirements; Information Privacy Protection Training; Visual Media Consent; VSA Copyright, and Intellectual Property Provisions	
Program Implementation and Evaluation	2.0
Scheduling Volunteers; VIP Reports; Volunteer Management Software - Volgistics Demo; Volunteer Website; Program Evaluation and Needs Assessment;	
Skills Inventory; Developing Roles and Responsibilities	
Nurturing and Supervising Your Ideal Volunteer	1.5
Training; Motivation; Evaluation; Separation; Uniforms and Accessories	
Legal Issues: Confidentiality and Insurance Liability	2.5
Restrictions Against Volunteers Supplanting or Replacing Regular Public	
Employees; California Good Samaritan Policy	
Public Safety	1.5
Background Checks; Processing Confidential Information; Use of Equipment; Procedures for Reporting Accidents	
Workers Comp, Risk Management and Occupational Safety	10
Workers' Compensation and Tort Liability	1.0
Managing Camp Hosts and Maintenance Volunteers	4.0
Recruitment: Application and Screening; Registration; Duty Statements; Standards of Conduct; Coordinating with Group Leaders and Staff; Project Evaluation	4.0
Volunteers as Park Interpreters	1.0
Panel Discussion	
Cooperating Associations and the VIP Program	1.5
Perplexing Questions and Burning Issues	
Funding Volunteer Programs	2.0
Volunteer Enhancement Program/PID; California State Parks Foundation	
Ranger Lane Fund; Cooperating Associations	
Recognition and Awards	1.0
VIP Passes; Poppy Award and Volunteer Medallion; Director's Recognition	
Program; Governor and First Lady's Service Award; President's Volunteer	
Service Award	
Discussion and Summary	<u>1.0</u>
Total Hours2	28.0

VOLUNTEER MANAGEMENT

PROGRAM PURPOSE

<u>Purpose</u>: To provide background and orientation on Department policies and procedures that influence and guide the Volunteers in Parks Program.

Program Objectives: By the close of the program the participant will

- 1. Describe the background and value of the Volunteers in Parks Program to California State Parks.
- 2. Demonstrate understanding of the complexities of the VIP Program; possess knowledge of the tools and resources available to the volunteer manager.

TRAINING ORIENTATION

<u>Purpose</u>: To provide general orientation on ground rules and attendance procedures, in order for participants to gain the full benefits of the training.

Program Objectives: By the close of the session the participant will

- 1. Formally register through Monterey Peninsula College.
- 2. Presented with an overview of the Volunteer Management training objectives and expectations.

INTRODUCTION TO VOLUNTEERS IN PARKS PROGRAM

<u>Purpose</u>: To provide an overview of Volunteers in Parks Program (VIPP), its history and value to the Department, distribute copies of the Volunteers in Parks Program Guidelines and Annual Report, and define organizational structure of VIPP.

- 1. Demonstrate familiarity with the Volunteers in Parks Program Guidelines as the handbook of policies and procedures for managing the Department's volunteer programs.
- 2. Identify the mission, history, legal authority, qualitative and quantitative value of the Volunteers in Parks Program.

3. Describe the organizational structure of the VIP Program, including the roles and responsibilities of volunteer coordinators at the unit, sector, district, and headquarters levels.

REGISTRATION OF VOLUNTEERS

<u>Purpose</u>: To identify the types and eligibility requirements of volunteers in the VIP Program, the specific forms used for registration, evaluation and separation of volunteers, and the policies and procedures for annual recordkeeping and reporting of volunteer activities.

Performance Objectives: By the close of the session the participant will

- 1, Identify the distinctions between the types and eligibility requirements of volunteers.
- 2. Describe appropriate registration forms, including the Volunteer Service Agreement and Duty Statement, and registration procedures for specific types of volunteers.
- 3. Describe the insurance requirements for organized groups, and the distinction between organized and informal groups.
- 4. List the policies and procedures regarding VIPP annual recordkeeping and reporting, formal evaluation of volunteers, and separation documentation.

RECRUITMENT AND SELECTION

<u>Purpose</u>: Develop a successful recruitment/marketing campaign for volunteer programs and concentrate on individual needs for development of an appropriate duty statement.

- 1. Identify where and how to recruit volunteers.
- 2. Identify sample recruitment brochures, flyers, and promotional materials.
- 3. Describe the process for development of a press release.

MANAGING A VOLUNTEER PROGRAM

<u>Purpose</u>: To introduce the administrative skills and procedures needed to manage a successful volunteer program.

Performance Objectives: By the close of the session the participant will

- 1. Describe the administrative duties and technology necessary for effective management of a volunteer program.
- 2. Identify the skills to evaluate and assess their existing volunteer program.
- 3. Demonstrate how to implement necessary administrative duties in a volunteer program, including scheduling volunteers, reporting hours, processing medical background and other confidential information.

NURTURING AND SUPERVISING YOUR IDEAL VOLUNTEER

<u>Purpose</u>: To provide an overview of the psychological and social needs of individuals and what motivates them to volunteer.

Performance Objectives: By the close of the session the participant will

- 1. Describe the types of people who volunteer and their needs.
- 2. Demonstrate how to provide effective orientation and training of volunteers.
- 4. List the tools to help a volunteer succeed at his/her assignment.
- 5. Describe effective techniques for evaluation of volunteers.

DEPARTMENT RECOGNITION PROGRAMS

<u>Purpose</u>: To provide information on recognition programs and techniques that enhance volunteer productivity and retention.

- 1. Identify and develop meaningful formal and informal recognition programs for volunteers.
- 2. Coordinate an awards and recognition program.

LEGAL ISSUES

<u>Purpose</u>: To provide an overview of significant legal issues guiding and influencing the VIP Program.

Performance Objectives: By the close of the session the participant will

- 1. Restate the legal requirement in the California State Government Volunteers Act that ensures that volunteers are not intended "to supplant and replace regular public employees."
- 2. Identify what confidential information is and how the Information Practices Act and Public Records Act affect volunteer registration.
- 3. Recognize tort liability and workers' compensation insurance coverage, and how they affect volunteers in the VIP Program.
- 4. Explain the key principles for providing accessibility and reasonable accommodation in California State Parks.

PUBLIC SAFETY AND RISK MANAGEMENT

<u>Purpose</u>: To present information on Department policies and procedures related to reducing risks and accidents associated with volunteer activities.

Performance Objectives: By the close of the session the participant will

- 1. Apply the Department's policies of risk management and strategies for reducing on-the-job accidents and injuries to volunteers, including procedures for reporting accidents.
- 2. Identify volunteer activities that require criminal and medical background checks, and familiarity with procedures for conducting those checks.
- 3. Describe the Department's policies on use of firearms, state and private vehicles and equipment, and procedures for volunteer reimbursement of travel-related expenses.

CAMP HOSTS, MAINTENANCE AND INTERPRETIVE VOLUNTEERS

<u>Purpose</u>: To provide the policy framework and forms and procedures for utilizing individuals as interpreters, camp hosts, and trails and facilities maintenance volunteers.

Performance Objectives: By the close of the session the participant will

- 1. Restate the history of the camp host program, and policies and procedures for use of camp hosts, including registration, background checks, liability issues, time limits, and vehicle registration.
- 2. Explain the policies and procedures for using volunteers in trails and facilities maintenance, including appropriate duties, registration, project selection, coordination and supervision.
- 3. Describe the policies and procedures for use of volunteers in special events and other out of the ordinary activities, such as living history events or programs co-sponsored with the California State Parks Foundation or a cooperating association. Demonstrate familiarity with group volunteer registration, insurance, liability issues, task sheets, and other considerations.

FUNDING SOURCES

<u>Purpose</u>: To present an overview of the sources and guidelines for funding volunteer programs.

Performance Objectives: By the close of the session the participant will

- 1. Discuss the funding provided by cooperating associations to support the interpretive and educational programs of specific park units.
- 2. Describe the Volunteer Enhancement Program (VEP), including source, availability and use of funds, entering projects on the Park Infrastructure Database, and monitoring, tracking, and reporting expenditures.
- 3. Recognize the funding available through the California State Parks Foundation for collaborative special events, and for volunteer programs funded through the Ranger Lane Volunteer Fund.

DIFFERENCES BETWEEN COOPERATING ASSOCIATIONS AND THE VOLUNTEERS IN PARKS PROGRAM

<u>Purpose</u>: To present Department policies and rationale on the separation of the two related, but distinct programs.

Performance Objectives: By the close of the session the participant will

1. Describe the rationale for separate management of the two programs.

- 2. Describe the role of the Cooperating Association Liaison.
- 3, Evaluate if a task is a cooperating association task or a Department volunteer task.
- 4. Demonstrate how to register cooperating association members as Department volunteers.

PROGRAM IMPLEMENTATION

<u>Purpose</u>: To provide the resources, support and assistance necessary to implement an effective volunteer program after the participant returns home.

- 1. List the resources and support available to volunteer coordinators.
- 2. Describe how to utilize partnerships in building a successful volunteer program.
- 3. Review and evaluate a model training program for volunteers in state parks.