

# Colorado's Public Lands: Engaging Our Communities in Their Care and Protection

## Report on the Impact of Volunteer Stewardship in 2010



This report has been compiled and publically released in April, 2011 because of the generosity of a number of organizations who felt it was important enough to contribute funding to the effort. These organizations include: Volunteers for Outdoor Colorado, Responsible Recreation Foundation, Colorado Mountain Club, Roaring Fork Outdoor Volunteers, Colorado Fourteeners Initiative, Colorado Youth Corps Association, Colorado State Parks, Wildlands Restoration Volunteers, and the Outdoor Industry Association.

The report was made possible because of the efforts of all members of the Stewardship Advisory Council (listed on page 4).

The report is a direct result of feedback from the Stewardship Forum held in Fall, 2010 where participants repeatedly called for the development of baseline data regarding volunteer stewardship on Colorado's public lands.

Many thanks to all of the organizations that provided data, answered questions and posed new ones. These organizations are listed in the appendix.

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## EXECUTIVE SUMMARY

The crisis facing Colorado's public lands is at a critical point. The combination of budget cuts, environmental stressors, population and development pressure and increasing use of our lands demands a response. The good news is that our communities care tremendously about these public lands, are willing to help and in 2010 contributed over **1.3 million hours** of volunteer labor. Volunteers cared for habitats, built trails, preserved historic structures, educated youth and adults about the environment, staffed visitor centers and much, much more. The combined value of these efforts equates to nearly **\$28 million**.

A coalition of stewardship organizations and land management agencies at the federal, state and local levels has worked together to prepare this report about volunteer stewardship. We are working together to create community partnerships that will benefit our lands and to highlight the importance of volunteer stewardship efforts. We are also working to build our collective capacity to engage our communities in caring for our public lands.

There are enormous benefits of outdoor stewardship volunteerism. The amount of work done is a huge asset to land managers and of great benefit to our public lands. It allows land managers to extend the reach of their budgets extensively. The intangible benefits to the volunteers themselves and from their heightened connection to the land are also tremendous.

There are big challenges however. Volunteer labor is not free. It requires sufficient capacity to manage and train volunteers to be as effective as they can be and to ensure that they have a great experience. Volunteer management and training programs require sufficient funding and support. With that support, the investment in volunteers can be leveraged many times over.

The outdoor stewardship movement needs to be strengthened. The challenges faced in collecting consistent data demonstrate the need for more cohesion and collaboration between organizations and agencies and across sectors. By working together more effectively and creating collaborative efforts, we can mobilize a million people who love Colorado AND we can also put them to work to make their experience both productive and an invaluable learning experience.

## A CALL TO ACTION: MOBILIZING A MILLION PEOPLE WHO CARE ABOUT COLORADO

As our nation celebrates the 41<sup>st</sup> anniversary of Earth Day on April 22, 2011 it is timely to share this initial report on the impact of outdoor stewardship<sup>1</sup> on the preservation of Colorado's natural resources. Across the country we are witnessing environmental disasters as cities and river basins are ravaged by hurricanes and flood waters; we anxiously await recovery of fragile ecosystems disrupted by massive oil spills; we experience the loss of wilderness as our towns and cities expand; we mourn the extinction of wildlife when natural habitats are adversely affected by changing climatic patterns. Americans are rediscovering the importance of a healthy and sustainable environment and are willing and eager to get involved, wanting to work together with public agencies to help protect these valuable and increasingly scarce resources.

Coloradans contribute to the protection of our state's natural resources and public lands through volunteerism, advocacy efforts, voting for conservation measures, and financial support. However, these current investments are inadequate to maintain and sustain our natural assets for future generations. Place-based stewardship organizations and volunteer programs within natural resource agencies have attempted to respond to these challenges by expanding their capacity and reach, often straining their budgets and staff, while still unable to meet the growing gap in stewardship needs.

For the past year, a collaboration of non-profit stewardship organizations and federal, state and local land managers have been convening as part of the Stewardship Advisory Council (SAC), a collaboration staffed and organized by Volunteers for Outdoor Colorado. In November 2010, the SAC sponsored a statewide Stewardship Forum in Golden. Over 175 representatives from public land agencies, and nonprofit stewardship organizations attended, spending two days exploring capacity, funding and implementation issues as part of a collective challenge: ***to engage a million Coloradans in taking care of our state's outdoors resources, helping to preserve, protect and sustain our natural resources for generations to come.***

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<sup>1</sup> For the purposes of this report, stewardship is defined as the active and direct involvement of people caring for our public lands including (but not limited to) trail work, historic and cultural preservation, environmental education, visitor and interpretive services, monitoring, invasive weed control, re-vegetation, and habitat improvements.

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The Stewardship Advisory Council is a public-private collaboration formed in 2010 to address outdoor stewardship issues and actively work to support an increased role for public involvement in the preservation and conservation of Colorado's natural and cultural heritage. The Council is hosted and staffed by Volunteers for Outdoor Colorado.

### COUNCIL MEMBERS

Bryan Martin, Chair  
Colorado Mountain Club

Sue Anderson  
Volunteers for Outdoor Colorado

Jennifer Freeman  
Colorado Youth Corps Association

David Hamilton  
Roaring Fork Outdoor Volunteers

Tom Hoby  
Jefferson County Open Space

Faye Koeltzow  
Colorado State Parks

Greg Labbe  
Stay the Trail/Responsible Recreation  
Foundation

Stuart Miner  
Brownfield Partners

Tom Morrissey  
Colorado State Parks  
State Trails Program

Hugh Osborne  
National Park Service

Jack Placchi  
Bureau of Land Management

Greg Seabloom  
Colorado Fourteeners Initiative

Ed Self  
Wildlands Restoration Volunteers

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Ensuring that there is sufficient skilled volunteer capacity and that it is effectively coordinated across the state, as well as launching a public awareness and education campaign were identified by Forum participants as critical initial steps to addressing the state's escalating stewardship needs.

Charged with implementing some of the major findings of the Forum, the Stewardship Advisory Council undertook this initial study to establish, for the first time, an aggregated baseline of volunteer information and data from representative federal, state and local agencies and non-government organizations (NGOs) working in outdoor resource management and protection of Colorado's public lands. From this data, we will be better informed about the current level of volunteer engagement and strategize on how to strengthen volunteer capacity. The current gap between our public land management agencies' needs versus their ability to effectively meet those needs using volunteers directly or engaging volunteer stewardship organizations must be narrowed to care for our lands well. By building and expanding all sectors of outdoor stewardship, we can meet these needs and respond to the challenge.

## **NOW MORE THAN EVER: AN URGENCY TO ENGAGE OUR COMMUNITIES**

In April 2010, President Obama launched the America Great Outdoors (AGO) initiative. One of the key goals of the AGO is to empower and engage all Americans to share in the responsibility to conserve, restore, and provide better access to our lands and waters in order to leave a healthy, vibrant outdoor legacy for future generations to come.

In Colorado, we love our outdoors –our parks, national forests, our trails, and our urban green spaces. With over 300 days of sunshine a year, we enjoy bicycling, camping, fishing, hunting, paddling, snow sports, hiking, and wildlife viewing year round. According to the Outdoor Foundation, outdoor recreation contributes \$10 billion annually to Colorado's economy and supports 107,000 jobs across the state.

Well before the AGO report was released, Coloradans have recognized that our quality of life is directly tied to our outdoor natural resources and have overwhelmingly supported the preservation and protection of Colorado lands. In 1992, Coloradans took a major step toward preserving our state's outdoor heritage by voting to create the Great Outdoors Colorado (GOCO) Trust Fund, which now forms Article XXVII of the Colorado Constitution. The GOCO Amendment dedicates a portion of state lottery proceeds to projects that preserve, protect, and enhance Colorado's wildlife, parks, rivers, trails, and open spaces. Since it began awarding grants in 1994, GOCO has awarded nearly \$690 million for more than 3,000 projects throughout the state, including such efforts as acquiring new park lands, preserving open space, building trails and urban parks, restoring wetlands for water fowl, and supporting community recreation through soccer and baseball field construction.

Many of our state's local governments, including cities, counties, recreation and conservation districts, have also publicly funded local and regional open space programs that work to preserve urban and rural open space and natural areas by providing planning, management and maintenance of neighborhood parks and open space.

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## ENVIRONMENTAL CHALLENGES:

### VOLUNTEERS WANT TO HELP!

The effects of the mountain pine beetle clearly demonstrate how difficult it is to manage massive environmental disturbances and allocate adequate resources from already under-resourced government agencies. Since 1996, over three million acres of trees in Colorado have been destroyed by the mountain pine beetle. Not only is the epidemic visually impactful as we see our beloved forests dying before our eyes, but the resulting wildfire, drought, floods and watershed damage are straining public land managers' ability to mitigate and restore damaged habitats. Public safety concerns result in closures of popular campgrounds and trails. Clean water supplies in mountain reservoirs serving our large metropolitan centers are threatened by unstable, eroding mountainsides.

Volunteers are already helping to restore campgrounds and protect watersheds through tree planting and reforestation efforts. Trained sawyers in youth conservation corps are also a primary resource to assist forest personnel in safe tree removal.



*Volunteers at a June 2010 family-friendly reforestation project in Summit County organized by Volunteers for Outdoor Colorado and Friends of the Dillon Ranger District in cooperation with the US Forest Service.*

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Despite these important strides, our public lands face increasing recreational pressures, a growing population, a changing climate, and shrinking budgets to maintain and preserve them. In the past decade, Colorado has grown 16.9% to over five million residents according to the 2010 Census. The State Demography Office estimates that we will gain another 2.2 million residents by 2030, representing over 50 percent growth since 2005. As population grows, so does the number of people pursuing outdoor recreation, straining public land managers' ability to keep pace with the increased public demand for safe, recreational access. As our cities and towns accommodate population growth residential development expands, further diminishing open space and increasing water and energy consumption.

The US Forest Service, Bureau of Land Management and the National Park Service manage about 35% of all land in Colorado. With shifting political realities, funding constraints and conflicting management priorities, federal land managers are without human and financial resources to keep pace with current maintenance needs let alone the enormous backlogged maintenance that has amassed in recent decades.

Colorado is also challenged by its own unprecedented budget shortfalls, facing a \$1 billion deficit in FY 2012. Every state government department faces reductions. In the coming months, the Department of Natural Resources will undergo a major restructuring of its Parks and Wildlife divisions, consolidating the two agencies to streamline costs and eliminate redundancies. By 2012, the allocation of general funds to Colorado State Parks will be eliminated with yet unknown effects that could result in closure of parks and reduction in services. Local and county government open space programs are equally threatened in these uncertain economic times. Stewardship organizations, critical partners to land management agencies, are directly impacted as government partnerships shift in their priorities and competition in private funding increases.

A less obvious but very alarming crisis facing the future of our public lands is the growing disconnection of our children from the outdoors. In only a generation, kids have stopped spending most of their playtime outdoors. The average kid spends 75 hours a week with electronic media such as TV and movies, Internet and video games according to a new study by the Kaiser Family



Foundation.<sup>2</sup> That doesn't even include the hour and a half spent text messaging each day, and the half hour kids talk on the cell phone.

It is imperative that we reconnect our children to these special outdoor places, helping to pass along to their generation a stewardship ethic if we are to conserve and enjoy our magnificent natural heritage that has so shaped our state and its citizens.

## **VOLUNTEERS: ASSETS WITH REAL COSTS**

Coloradans want to get involved and give back. We see that each year in the increasing numbers of volunteers eager to get involved in causes and issues they value. According to the Corporation for National and Community Service, Colorado ranks 16<sup>th</sup> in the nation in terms of volunteer service. Between 2007 and 2009, 1.2 million Coloradans volunteered over 167 million hours in human service, health, education and environmental service. *The Independent Sector*, the national coalition of nonprofit organizations that establishes IRS approved volunteer labor costs, valued volunteer labor in Colorado in 2010 at \$21.47 per hour.

In Colorado, outdoor volunteering is an increasingly popular activity and is often a vehicle for expanding opportunities for children to learn about the environment, for families to improve their physical health, and recreationists to give back to places they fondly and regularly use. Outdoor volunteering, among other direct experiences with nature, also provides opportunities to strengthen the public's awareness and concern for environmental issues and increased conservation activism.<sup>3</sup>

There are real costs, however, to engaging volunteers. We often associate "volunteer" with "free labor", particularly when agencies and organizations are in need of human resource capital but without the financial resources. And, while the volunteers themselves may donate their time and talent there are costs associated with volunteer management to effectively integrate volunteers as a cost effective and productive workforce. Volunteer management, particularly at a scale that is required by many natural resource management agencies, increasingly requires professionally managed and paid staff who must invest time, energy and intention in the

### **Evaluating the Effects of Outdoor Volunteering**

In fall 2009, VOC contracted with OMNI Institute, an independent social science research firm to assess the impact of stewardship project participation on volunteers, including their personal priorities, behaviors and perceived responsibility related to conservation. Over a 15 month period, VOC volunteers were asked to participate in an immediate post-project survey and again in a three-month follow-up.

Overwhelmingly, participants rated the environmental engagement and spending times outdoors as the most important considerations in their decision to volunteer.

Respondents also felt as a result of volunteering with VOC that they were better informed about environmental issues and more likely to engage in simple behaviors that can help the environment such as staying on the trail, planting native plants and recycling.

<sup>2</sup> *Generation M<sup>2</sup>: Media in the Lives of 8- to 18-Year-Olds* is the third in a series of large-scale, nationally representative surveys by the Kaiser Family Foundation about young people's media use. It includes data from all three waves of the study (1999, 2004, and 2009), and is among the largest and most comprehensive publicly available sources of information about media use among American youth.

<sup>3</sup> Zaradic, P., & Pergams, O. (2007). Videophilia: Implications for childhood development and conservation. *The Journal of Developmental Processes*, 2(1), 130-147.

building and retention of a reliable and trained volunteer workforce. Public agency cooperation and planning to adequately support volunteers on work projects is essential and also requires agency staff attention and resources.

## COLLECTIVE IMPACT STUDY: 2010 OUTDOOR VOLUNTEERING IN COLORADO

Since aggregate data about volunteer stewardship across public agencies in Colorado has not been collected in the past, there was no roadmap to follow as to how best to collect it. When we started the process, we were not sure what we would find in terms of the kind of data collected and how reliable it would be, but recognized the importance of determining the collective impact of volunteer stewardship efforts across the state. We also hope to be able to continue to collect this data annually to establish whether or not we are making a difference in mobilizing communities to care for our public lands.

### Data Collection Process

A simple survey was developed to assess volunteer activity on public lands involving all respective players who actively use volunteers for outdoor stewardship work. Survey questions were distributed electronically with follow-up phone research to:

- Federal, state and local county and municipal land management agencies that utilize volunteers directly and/or who use volunteer groups as part of their management functions;
- Non-governmental organizations including non-profit volunteer organizations whose missions are to engage the public in acts of stewardship, who work primarily in partnership with public land management agencies;
- Public and private agencies that use paid volunteers such as AmeriCorps and youth conservation corps, whose members are paid small stipends as part of their national or community service efforts.

We utilized the aggregate figure of the land agencies to show the total number of volunteer hours contributed to land agencies in 2010 and then asked: how did these volunteers come to that land agency to perform stewardship work? As we examined the data, it became clear that volunteers come to work on public lands through three primary routes: directly with the land agency; as part of an effort organized by a nonprofit stewardship organization or user group; or

### STIPEND VOLUNTEER PROGRAMS

The Colorado Youth Corps Association (CYCA) creates opportunities for youth to participate in high quality youth corps statewide. There are presently ten accredited youth corps annually serving over 1,800 youth. These corps contract with state, local, and federal agencies for on-the ground maintenance and other stewardship work. Corps members **are paid a stipend or minimum wage** while they participate in temporary positions lasting several months to one year.

CYCA and other programs like the federally funded AmeriCorps National Civilian Community Corps and Jefferson County's summer parks and open space youth employment program are considered essential partners in Colorado's natural resource management efforts.

On April 13, 2011 Governor Hickenlooper announced the award of \$1 Million in Great Outdoors/Lottery funding for youth corps projects across the state. With national youth unemployment at 25%, this funding will help to create 400 jobs for young adults between the ages of 16 and 25. Not only will they earn a wage, but they will work in the outdoors, helping with maintenance and other critical conservation needs while beginning to shape their own stewardship values and ethics as they learn skills in taking care of the outdoors.

Annually these "stipend volunteer programs" employ thousands of young adults in conservation based work and are factored into Colorado's long-term stewardship management efforts.





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## Case Study #1

### Trained Volunteer Leaders Allow for Turn-key Agency Work

#### Wildlands Restoration Volunteers (WRV)

Located in Boulder, WRV organizes about 40-50 projects per year, completing a wide variety of important habitat restoration and conservation work in and around the Northern Colorado Front Range. WRV has developed highly skilled technically trained volunteer crew leaders who understand habitat restoration issues and are capable of leading large numbers of volunteers with very little need for agency oversight. Agencies can expect quality “turn-key” work from this non-governmental partner.

#### 2010 WRV Statistics

905 number of unique individual volunteers  
2774 number of volunteer project attendances  
67 projects  
34,362 volunteer hours  
\$685,820 volunteer labor donated  
4 miles of stream channel restored  
5 miles of trail constructed and/or maintained  
21,931 trees and shrubs planted  
1,210 acres of habitat restored, reseeded



as part of a stipend community kind of program such as a youth corps or AmeriCorps program.

## Measures

The initial intention was to collect volunteer data from 2010 including number of volunteers, number of volunteer hours and number of volunteer days. It became quickly apparent that there are no standards for how data is collected and that what is collected varies widely between agencies. For example, number of volunteers in most cases turned out to actually be volunteer days because volunteers frequently volunteer more than once for a single agency and few agencies track unique volunteer number. In the end volunteer hours was found to be the most consistent data point collected by nearly every agency, followed by volunteer days.

## Primary Respondents<sup>4</sup>

### Federal Agencies

*USDA Forest Service*  
*Bureau of Land Management*  
*The National Park Service*  
*US Fish and Wildlife Service*

### State Agencies

*Colorado State Parks*  
*Colorado Division of Wildlife*  
*Colorado State Forest Service*

27 Municipal and County Government Agencies (note: some of these agencies represent multiple smaller agencies)

86 Non-Governmental and Nonprofit Stewardship Organizations (note: some of these groups are coalitions of smaller groups)

### National and Community Service Stipend Volunteer Programs

*AmeriCorps National Civilian Community Corps*  
*Colorado Youth Corps Association*  
*Jefferson County Youth Work Program*

It should be noted that while we made our best efforts to contact every agency that utilizes volunteers, this data is undoubtedly incomplete. There are some agencies that use volunteers, but do not collect data about them and their work, some agencies did not respond to our request for information and it is likely that other agencies were missed. There has been no single coalition that

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<sup>4</sup> A complete list of all participating organizations may be found in the Appendix.

connects all of the various organizations and agencies that engage in volunteer stewardship work so each agency needed to be located and contacted separately.

### **Data Highlights**

#### ***Volunteer Hours***

As mentioned previously, volunteer hours were the only recorded field that was consistent within each collected dataset. Table 1 illustrates hours of volunteer labor organized through agencies.

Approximately 55% of total of 1,302,669 recorded volunteer hours were working on federal lands; about 24% on municipal and county open space and park lands; and the remaining 21% on state lands.

**Table 1: Total Recorded Volunteer Hours During the 2010 Volunteer Season**

<b>AGENCY</b>	<b>Total Volunteer Hours</b>	<b>Percentage of total</b>
Federal Land Agencies	721,075	55%
State Land Agencies	271,304	21%
Local and County Municipal Agencies	310,290	24%
TOTAL	1,302,669	100%

The total labor value rate of volunteer work throughout all agencies in 2010 equates to **\$27,968,303** based on the volunteer labor rate of \$21.47 – the rate for Colorado volunteers used by *Independent Sector*, ([www.independentsector.org](http://www.independentsector.org)) a coalition of organizations working to lead, strengthen and mobilize the nonprofit and philanthropic communities.

#### ***Sources of Volunteers***

**Table 2: Source of Volunteers**

<b>Volunteer Source</b>	<b>Total Volunteer Hours</b>	<b>Percentage of total</b>
Direct Agency Volunteers	256,662	19%
Nonprofit Stewardship Organized	360,332	28%
Stipend Volunteers	685,675	53%
TOTAL	1,302,669	100%

The three primary sources of volunteers: direct agency volunteers, those organized by nonprofit stewardship and stipend volunteers represent different kinds of volunteerism all of which are important to the public land agencies and do a wide variation of kinds of work. Again, because of the widely diverging data about actual accomplishments of volunteers, we did not attempt to aggregate that kind of data, but have opted to use case studies of a few organizations to give a sampling of what is accomplished by volunteers on the ground. Referring to Table 2 above, the stipend volunteers

represent the largest group of volunteers contributing to public lands work with 685,675 hours or 53% of the total. Nonprofit groups organized 360,332 collective hours for 28% of the total and the remaining 256,662 hours or 19% were organized directly by the land agencies. Land agencies vary as to whether they have volunteer coordinators within their offices and some are more able to manage volunteers directly than others. Some agencies do not manage volunteers at all while others have sophisticated programs.

When the stipend programs are removed from the data, the remaining 619,904 hours were contributed by non-stipend volunteers from user groups and community volunteers who want to contribute to the public lands that they enjoy. Of these hours, 58% were managed and organized by nonprofit stewardship organizations or user groups and 42% directly by the land agencies themselves.

## CONCLUSION

Colorado's public lands are in a crisis that is not going to disappear quickly. The combination of factors related to fiscal issues, environmental stressors, population and development pressure and increasing use of these lands demands a response. The good news is that our communities care tremendously about these public lands and are willing to help.

In 2010, volunteers ranging from individuals and families to corporate groups to recreational users to community service program members contributed 1.3 million hours to care for habitats and recreational infrastructure; to staff visitor centers and educate the public along with many other tasks. The combined value of these efforts equates to nearly \$28 million. These community members are volunteering directly with land agencies, being organized by a number of nonprofit stewardship organizations and user groups and working through programs such as AmeriCorps and Youth Corps.

The benefits of outdoor stewardship volunteerism are many. The amount of work done, as shown in the case studies outlined here, is a huge asset and benefit to our public lands and allows land managers to extend the reach of their budgets extensively. The intangible benefits to the volunteers themselves and from their heightened connection to the land are also tremendous.

### Case Study #2

#### Strengthening Local Capacity through Public-Private Partnerships

The most frequent concern public land managers express when considering using volunteers is their own internal capacity to dedicate scarce staff resources to organizing the volunteer projects. Few public agencies have dedicated volunteer coordinators; those tasked with getting essential projects completed rarely have volunteer supervision experience and are also managing many other competing job priorities. In 2009, Volunteers for Outdoor Colorado and the US Forest Service established a three year volunteer capacity building program through the San Luis Valley Public Lands Center, a service first US Forest Service and Bureau of Land Management agency. Using a cost share agreement, a full time volunteer coordinator was hired by VOC and placed at the Public Lands Center, supervised by the local Forest Service office while receiving training and other support services through VOC. The volunteer coordinator facilitates annual USFS and BLM projects throughout the San Luis Valley, thereby minimizing agency staff time while maximizing project completion through local partnerships such as Veterans Green Jobs, HistoriCorps, Boy Scouts and local church groups. The Coordinator is also responsible for developing the infrastructure for a long term, sustainable volunteer program. Within the first year, a 52% increase in the number of volunteer hours was achieved; within two years, the volunteer program has grown by 163% with 37,082 hours completed in 2010.



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### Case # 3:

#### **Educating the Public to be Resource Stewards: The Colorado Fourteeners Initiative (CFI)**

Estimates show that approximately 500,000 visits occur annually on Colorado's 54 14-thousand foot peaks. While some remote peaks remain pristine, increased recreational use has seriously impacted many peaks and their alpine basins. Formed in 1994, CFI has a staff of four full-time employees so it relies on the partnerships it creates with non-profit organizations, concerned individuals, and public agencies to protect and preserve the natural integrity of the peaks. Due to the extreme conditions on the peaks as well as the technical skills required, CFI uses stipend conservation corps skilled in high alpine work as well as a host of other volunteer labor. It has established a successful stewardship education program using volunteers as "peak stewards" to help ensure the public understands their responsibilities as hikers and climbers in preserving the peaks for future generations.

#### **CFI 2010 Statistics**

45 Peak Stewards worked 225 days, educating 7,596 hikers and climbers  
34 youth corps members worked 1163 days on trail and restoration projects  
450 volunteers worked 926 days on trail and restoration projects  
1.6 miles of technical high alpine trail constructed  
18 miles of trail reconstructed and maintained  
16,124 sq feet of alpine tundra restored



Before and after volunteer work on a section of washed out trail on Pyramid Peak; restored with a retaining wall

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The challenges however are also huge. Volunteer labor is not free. It requires sufficient capacity either within the land management agency itself or within the nonprofit groups organizing work on their lands or both. Volunteers need to be managed and trained to be as effective as they can be and to ensure that they have a great experience that makes them want to return again and again. Volunteer management and training programs require sufficient funding and support to allow that investment to be leveraged many times over.

The outdoor stewardship movement also can be strengthened. The challenges faced in collecting consistent data demonstrate the need for more cohesion and collaboration between organizations and agencies and across sectors. By working together more effectively and creating collaborative efforts, we can not only mobilize a million people who love Colorado, but we can also put them to work to make their experience both productive in terms of results and an invaluable learning experience.

## APPENDIX: DATA BY AGENCY

FEDERAL AGENCIES	Volunteer Days	Number of Hours	Total Value
BLM	4,684	223616	\$ 4,801,024.79
National Park Service	3,186	176338	\$ 3,785,970.42
US Fish and Wildlife Service	468	23030	\$ 494,454.10
US Forest Service	9,785	298092	\$ 6,400,035.24
<b>Subtotal FEDERAL</b>	<b>18,123</b>	<b>721075</b>	<b>\$ 15,481,484.54</b>
STATE AGENCIES	Volunteer Days	Number of Hours	Total Value
Colorado State Forest Service	197	610	\$ 13,106.58
Colorado State Parks	5,427	208607	\$ 4,478,792.29
Division of Wildlife	839	62087	\$ 1,333,007.89
<b>Subtotal STATE</b>	<b>6,463</b>	<b>271304</b>	<b>\$ 5,824,906.76</b>
LOCAL/COUNTY PROGRAMS	Volunteer Days	Number of Hours	Total Value
<b>Local Municipalities</b>			
Aurora Open Space & Natural Resources	1,339	4800	\$ 103,056.00
Castle Rock Parks & Recreation	1,185	4536	\$ 97,377.19
City of Boulder Open Space & Mountain Park	1,450	31565	\$ 677,700.55
City of Boulder Parks and Recreation	3,000	44821	\$ 962,307.00
City of Broomfield Open Space & Trails	328	Did Not Provide	
City of Denver Parks & Recreation	8,498	22324	\$ 479,285.55
City of Durango Parks & Recreation	36	233	\$ 5,002.51
Colorado Springs Parks, Recreation & Cultural Services	899	3825	\$ 82,122.75
Fort Collins Natural Areas	579	11453	\$ 245,889.90
Golden Parks & Recreation	Did Not Provide	1549	\$ 33,257.03
Lakewood Regional Parks	399	2420	\$ 51,952.03
Louisville Parks & Recreation	143	709	\$ 15,227.60
South Platte Park	466	7349	\$ 157,783.03
Town of Breckenridge Trails and Open Space	403	2272	\$ 48,779.84
<b>County Programs</b>			
Adams County	Did Not Provide	Did Not Provide	
Arapahoe County	112	450	\$ 9,662.00
Boulder County Parks & Open Space	5,334	56428	\$ 1,211,509.16
Boulder County Parks & Open Space Extension	193	4246	\$ 91,161.62
Clear Creek County	Did Not Provide	Did Not Provide	
Douglas County Open Space & Natural Resources	370	4881	\$ 104,795.07
El Paso County Parks	2,250	26700	\$ 573,249.00
Jefferson County Open Space	862	22300	\$ 478,781.00
Larimer County Natural Resources	400	53000	\$ 1,137,910.00
Mesa County	Did Not Provide	Did Not Provide	
Pitkin County	Did Not Provide	Did Not Provide	

**South Suburban Parks and Recreation	176	1137	\$ 24,411.39
Summit County Parks & Trails	532	3293	\$ 70,700.71
<b>Subtotal LOCAL/COUNTY</b>	<b>28,954</b>	<b>310290</b>	<b>\$ 6,661,920</b>
<b>**South Suburban Parks</b>			
Bow Mar, Town of			
Centennial, Western			
Columbine Valley, City of			
Littleton, City of			
Lone Tree, City of			
Sheridan, City of			
Unincorporated areas of Arapahoe, Douglas, and Jefferson Counties			
<b>STIPEND VOLUNTEERS</b>	<b>Volunteer Days</b>	<b>Number of Hours</b>	<b>Total Value</b>
AmeriCorps NCCC	320	163200	\$ 3,503,904.00
***Colorado Youth Corps Association	1,800	500000	\$ 10,735,000.00
Jeffco Youth Work Program	110	22565	\$ 484,475.92
<b>Subtotal STIPEND VOLUNTEERS</b>	<b>2,230</b>	<b>685765</b>	<b>\$ 14,723,379.92</b>
<b>***CYCA Members Corps</b>			
Boulder County Youth Corps			
Mile High Youth Corps			
Mile High Youth Corps-Colorado Spring			
Larimer County Youth Conservation Corps			
Rocky Mountain Youth Corps			
Southwest Conservation Corps-Four Corners			
Southwest Conservation Corps-Los Valles			
Steamboat Springs Community Youth Corps			
Weld County Youth Conservation Corps			
Western Colorado Conservation Corps			
<b>NON-GOVERNMENT STEWARDSHIP ORGANIZATIONS</b>	<b>Volunteer Days</b>	<b>Number of Hours</b>	<b>Total Value</b>
Audubon Colorado	1,156	20610	\$ 442,496.70
Betty Ford Alpine Gardens	70	1945	\$ 41,759.15
Big City Mountaineers	62	5932	\$ 127,360.04
Bluff Lake Nature Center	Did Not Provide	5151	\$ 110,581.24
Center for Native Ecosystems	40	1080	\$ 23,187.60
Chimney Rock Interpretive Association	80	11644	\$ 249,996.68
Colorado Fourteeners Initiative	495	9208	\$ 197,695.76
Colorado Mountain Bike Association	275	2575	\$ 55,285.00
Colorado Mountain Club	300	3196	\$ 68,618.12
****Colorado OHV Clubs	Did Not Provide	47717	\$ 1,024,483.99
Colorado Trail Foundation	505	24035	\$ 516,031.45



Colorado Upper South Platte	2,300	16792	\$ 360,524.24
Continental Divide Trail Alliance	422	8095	\$ 173,799.65
Environmental Learning Center	181	1507	\$ 32,355.29
Friends of Dillon Ranger District	1,328	13980	\$ 300,145.23
Friends of Garden of the Gods	100	12500	\$ 268,375.00
Friends of the Peak	295	1770	\$ 38,001.90
HistoriCorps	300	6500	\$ 139,555.00
*****International Mountain Biking Association	1,720	21000	\$ 450,870.00
Northern Colorado Backcountry Horsemen	31	1021	\$ 14,621.07
Ouray Trail Group	75	5930	\$ 127,317.10
Poudre River Trail Corridor	3	129	\$ 2,764.00
Poudre Wilderness Volunteers	Did Not Provide	20300	\$ 435,841.00
Roaring Fork Outdoor Volunteers	841	5886	\$ 126,361.69
Rocky Mountain Field Institute	1,148	11777	\$ 252,852.19
Salida Mountain Trails	73	2280	\$ 48,948.38
Stay the Trail/Responsible Rec. Foundation	Did Not Provide	510	\$ 10,950.00
Sierra Club-Rocky Mountain Chapter	Did Not Provide	4642	\$ 99,663.74
Tamarisk Coalition	57	858	\$ 18,421.26
The Nature Conservancy	219	6000	\$ 128,820.00
Trails 2000	750	3000	\$ 64,410.00
Trails and Open Space Coalition	80	245	\$ 5,260.00
Trees, Water, and People	110	1730	\$ 37,143.10
VOC: General Projects	3,764	24529	\$ 526,626.90
VOC: CAIRN Youth Projects	186	1352	\$ 29,027.44
VOC: San Luis Valley Public Lands Center	275	19728	\$ 423,560.16
Wild Connections	77	1821	\$ 39,096.87
Wildlands Restoration Volunteers	2,507	33359	\$ 716,217.73
<b>Subtotal NGO</b>	<b>19,965</b>	<b>361208</b>	<b>\$ 7,755,135.76</b>
<b>****Colorado OHV Club List</b>		<b>***** International Mountain Biking Association list</b>	
Arrowhead Snowmobile Club		Front Range Clubs	
Big Horn 4x4 Club		Colorado Plateau Mountain Biking Association	
Big Thompson 4 Wheelers			
Bookcliff Rattlers MC			
BOOTHILL MOTORCYCLE CLUB			
Buena Vista Snowmobile Club			
Colorado Assoc. of 4WD Clubs			
Colorado Blizzards			
Colorado Motorcycle Trail Riders Assn			
Colorado Quad Runners-CO Spgs Chapter			
Colorado Quad Runners-Denver Trails			
Colorado Snowmobile Association (CSA)			

Creede OHV Club			
Creeper Jeepers Gang 4WD Club			
Front Range Trail Riders			
Grand Mesa Jeep Club			
Gunnison County SnoTrackers			
Heart of the Rockies SnowMobile Club			
High Rocky Riders Off Road Club			
Holy Cross Powder Hounds			
Larimer County 4WD Club			
Mile Hi Snowmobile Club			
Mile High Jeep Club			
Motorcycle Trail Riding Association			
Mt. Sopris Rec Riders			
Northern Colorado Trail Riders			
Northwest Colorado Snowmobile Club			
Public Access Preservation Association			
Rampart Range Motorized Mgmt Com			
Rising Sun 4WD Club of Colorado			
San Juan Sledgers			
San Juan Trail Riders, Inc.			
Silverthread Outdoor Recreation Club			
Silverton Snowmobile Club			
South Fork Powder Busters			
Thunder Mountain Wheelers			
Timberline Trailriders			
Trailridge Runners 4WD Club			
Trails Preservation Alliance			
Uncompahgre Valley Trail Riders			
Ute Pass Iron Goats			
Western Slope 4 Wheelers			
Western Slope ATV Association			
Western Slope Snowmobile Assoc.			
Rock Junkies 4x4 Club			
Hillbillies			
Big Horn Jeep Club			