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## VOLUNTEER COORDINATOR'S HANDBOOK

I want to take this opportunity to share with you my thoughts concerning the Corps of Engineers Volunteer Program. Most of you are aware of the difficult financial situation we find ourselves in these days. The size of our work force has been on the decline for several years. In many cases, current strength is a fraction of what it was a decade ago. The Corps budget has been reduced along with the budgets of most other Federal agencies.

While resources have been on the decline, our mission has continued to expand as our considerable expertise is sought to meet new challenges. Obviously, the question in this situation is, "How can we perform our expanded mission with ever more limited resources?"

Greater efficiency is the key to our success in meeting the challenge. I personally believe that a significant increase in productivity can be achieved through increased employment of volunteer workers to assist us.

You, as members of the Corps management team, can tap into this resource in order to improve our service to the nation and to enhance our stewardship of natural and cultural resources for the benefit of future generations. By providing volunteers with opportunities as well as proper training and supervision, you can bridge the widening gap between our expanding mission and our limited resources.

This Volunteer Coordinator's Handbook is devoted to an explanation of how to become a more effective volunteer coordinator or supervisor of volunteers. It is designed to function as both a training guide and a reference manual. Many of the techniques and suggestions presented were derived from volunteer success stories from around the Corps and, in some cases, from other agencies.

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One such success story is inherent in the very production of this handbook. Dr. William Dzombak, a retired college professor volunteering on a continuing basis for the Pittsburgh District, has provided many hours of service helping to write and edit this guide. We extend our thanks to Bill for a job well done and a challenge to others to seek dedicated volunteers for help in such nontraditional roles.

As you use this handbook, please keep in mind that it was prepared to represent everything you need to know to make your local volunteer program a successful one. Please employ it to full advantage.

Volunteerism is good for America, Americans, and the Corps of Engineers. Good luck in making your local volunteer program the best it can be.

FOR THE COMMANDER:

A handwritten signature in black ink, appearing to read "William D. Brown". The signature is fluid and cursive, with a long horizontal stroke at the end.

WILLIAM D. BROWN  
Colonel, Corps of Engineers  
Chief of Staff