CITY OF SAN JOSE
CAPITAL OF SILICON VALLEY

Office of the City Auditor

Report to the City Council
City of San José

THE CITY'S USE AND COORDINATION OF VOLUNTEERS: VOLUNTEER PROGRAMS PROVIDE SIGNIFICANT BENEFITS TO THE RESIDENTS OF SAN JOSÉ

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March 2016

CITY OF SAN JOSE
CAPITAL OF SILICON VALLEY

Office of the City Auditor
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March 3, 2016

Honorable Mayor and Members
Of the City Council
200 East Santa Clara Street
San José, CA 95113

The City's Use and Coordination of Volunteers: Volunteer Programs Provide Significant Benefits to the Residents of San José

Many City departments utilize volunteers to augment services that provide significant tangible and intangible benefits to residents. For example, volunteers spend many hours staffing information booths at the Airport, cleaning up parks and creeks, working with adults and children at the City's libraries, and providing sworn and civilian support for the Police Department. Overall, departments estimate that at least 10,000 individuals volunteered more than 185,000 hours in FY 2014-15. In addition, partner organizations such as "Friends of" and other groups provide incalculable levels of support to the City.

Volunteer programs are also an effective way to engage residents to improve their communities and participate in addressing neighborhood issues. Volunteer programs connect residents with City staff, bringing with them new energy and ideas and an opportunity to improve community relations. These programs are often mutually beneficial, offering job skills and experience for volunteers. Currently, each department manages its volunteer programs independently.

The objective of our audit was to evaluate the use and coordination of volunteers to augment City services. This audit was conducted in response to multiple requests in recent years for an audit in this area.

Investing in Volunteer Programs Provides Significant Benefits

City departments utilize volunteers in a variety of ways, and although volunteers work without compensation, volunteer programs are not free. However, the benefits provided by volunteers outweigh the costs. We estimate the City's ongoing, direct service volunteer programs garnered a value of at least $6 million in volunteer time during FY 2014-15. Numerous other benefits emanate from such programs, allowing for departments to have greater service impacts on residents than otherwise possible.

Approximately 90 percent of respondents to a City Auditor-issued volunteer survey expressed satisfaction with their experience with the City; 88 percent would recommend volunteering to their friends or family. Satisfaction varies across departments and attributes of the City's programs. However, the City does not make it easy to locate volunteer opportunities. The City should improve its volunteer webpage and provide guidance to staff on how to better utilize the City's events calendar and social media as outreach tools.

In addition, the City can make it easier for volunteers to work with neighborhood- or place-based programs; in particular, allowing volunteers to apply with multiple programs at once. The City should also expand the options that allow volunteers to play an active role in cleaning and maintaining public spaces. This could include reactivation of the Adopt-a-Street program or other similar programs.

Because programs in the City are generally managed independently, we found that in many cases staff were on their own to develop program procedures and orientation and training materials. The Administration should provide general guidance and support by developing a Volunteer Policy that formally recognizes the value that volunteers contribute and includes minimum standards for programs in key areas such as health and safety and guidance on volunteer recognition. The City should also develop a resource guide, or "toolkit" as a reference for staff.

Finally, we found that many of the City's programs appear to have the essential elements of effective volunteer programs in place (e.g., planning and oversight, recruitment strategies, ongoing volunteer supervision). However, not all have such elements. Because of this, we recommend the City work to reactivate the Office of Emergency Service's Community Emergency Response Team (CERT) program and the Police Department better monitor the hours worked by its Reserve Officers. We also recommend that PRNS provide broad planning and oversight for its Community Center volunteer programs and update procedures for collecting fees in its Community Garden program.

This report includes 8 recommendations. We will present this report at the March 10, 2016 meeting of the Neighborhood Services and Education Committee. We would like to thank the departments of Airport; Environmental Services; Fire; Housing; Human Resources; Library; Parks, Recreation and Neighborhood Services; Police; Public Works; and Transportation, the City Manager's Office, and the City Attorney's Office for their time and insight during the audit process. The Administration has reviewed the information in this report and their response is shown on the yellow pages.

Respectfully submitted,

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Table of Contents

Cover Letter i

Introduction 1

Background 1

Audit Objective, Scope, and Methodology 8

Finding I
Investments in Volunteer Programs Provide Significant Benefits 11

Volunteer Programs Are Not Free; However, Benefits Outweigh the Costs 12

Volunteers Are Generally Satisfied with Their Experiences with the City 15

The City Can Help Volunteers Locate Opportunities More Easily 17

Clarifying Policies May Ensure the Volunteer Experience Is More Consistent Across Programs 20

The City Can Make It Easier for Individuals and Groups to Volunteer With Multiple Place-Based Programs 25

Program Management and Resources Vary Across Departments and Programs 31

The City's Community Emergency Response Team Program Is Currently Inactive 33

Parks, Recreation and Neighborhood Services Needs to Provide Planning and Oversight for Its Community Center Volunteer Programs 34

Police Department Reserve Program Should Improve Its Procedures for Tracking Hours 35

PRNS' Community Garden Program Can Improve Its Procedures for How Its Volunteer Management Teams Collect and Remit Funds to the City 37

Conclusion 39

Appendix A
City of San José - Volunteer Service Agreement/Adult A-1

Appendix B
City of San José – Volunteer Code of Ethics Agreement B-1

Appendix C
City Auditor Volunteer Satisfaction Survey – Overall Results C-1

Appendix D
City Auditor Volunteer Satisfaction Survey – Results by Department or Program D-1

Appendix E

Council Policy 3-1, PRNS Volunteer Policy.....E-1

Administration's Response.....yellow pages

Table of Exhibits

Exhibit 1: Improvements to Butcher Dog Park by Volunteers 2

Exhibit 2: Estimated City Volunteer Program Activity, FY 2014-15 3

Exhibit 3: Comparison of San José's (Metropolitan Service Area) Volunteer Rates to National and State Rates, 2004 - 2013 5

Exhibit 4: Breakdown by Department or Program With Which Respondents Volunteered 6

Exhibit 5: Length of Volunteer Service 6

Exhibit 6: Volunteers With San José by Age Group 7

Exhibit 7: Essential Elements of Volunteer Programs 12

Exhibit 8: Estimated Costs and Benefits of the City's Volunteer Programs, FY 2014-15 ($millions) 14

Exhibit 9: Library Tech Mentor Helps Teach Residents Technology 14

Exhibit 10: Overall Satisfaction Results (all programs, n ~ 1,150) 15

Exhibit 11: Responses to "I Am/Was Satisfied With My Volunteer Experience" by Department/Program 16

Exhibit 12: Responses to "I Would Recommend My Friends and/or Family Members Volunteer With This Department or Program" 17

Exhibit 13: Responses to "I Received Thanks or Recognition for Being a Volunteer" by Department/Program 22

Exhibit 14: Volunteers from Nvidia Clean Up Edenvale Park During an Event 26

Exhibit 15: City of Oakland Adopt a Spot Application 28

Exhibit 16: City's Volunteer Programs Broken Out Across Length of Service and Service Motivation 32

Introduction

The mission of the City Auditor's Office is to independently assess and report on City operations and services. The audit function is an essential element of San José's public accountability and our audits provide the City Council, City management, and the general public with independent and objective information regarding the economy, efficiency, and effectiveness of City operations and services.

In accordance with the City Auditor's Fiscal Year (FY) 2014-15 Work Plan, we have completed an audit of the City's use and coordination of volunteers. This audit was conducted in response to multiple requests in recent years for an audit in this area.

We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives. We limited our work to those areas specified in the "Audit Objective, Scope, and Methodology" section of this report.

The Office of the City Auditor thanks the departments of Airport; Environmental Services; Fire; Housing; Human Resources; Library; Parks, Recreation and Neighborhood Services; Police; Public Works; and Transportation, the City Manager's Office, and the City Attorney's Office for their time and insight during the audit process.

Background

The Fair Labor Standards Act defines a volunteer as, "An individual who performs hours of service for a public agency for civic, charitable, or humanitarian reasons, without promise, expectation or receipt of compensation for services rendered." The City of San José (City) utilizes volunteers in a variety of ways, including on boards and commissions as well as in direct service roles (i.e., assisting in providing services to residents). Volunteers work directly with City departments, and also with the Mayor and Council Offices. The focus of this audit was on the use and coordination of direct service volunteers who augment City services.

The Benefits of Volunteers

Many City departments utilize volunteers to augment services that provide significant benefits to the City. For example, volunteers spend many hours staffing information booths at the Airport, walking dogs at the Animal Care Center, cleaning up parks and creeks, working with adults and children at the City's

libraries, eradicating graffiti, picking up litter, and providing sworn and civilian support for the Police Department.

There can be numerous benefits to utilizing volunteers in the City beyond the tangible benefits listed above. For example, volunteer programs are an effective way to engage residents to improve their communities and participate in addressing neighborhood issues (for example, see Exhibit 1). Volunteer programs connect residents with City staff, bringing with them new energy and ideas and an opportunity to improve community relations. These programs can also benefit volunteers, offering job skills and experience.

The number of hours is just one measure of how to value volunteer efforts; measuring what is achieved is another (e.g., tons of litter picked up, number of children attending the Library's Reading to Children program). Research has shown that the investment of time, resources, and staff can yield substantial outcomes if implemented correctly.

Exhibit 1: Improvements to Butcher Dog Park by Volunteers

Source: Parks, Recreation and Neighborhood Services

Exhibit 2 provides details on the City's volunteer programs in FY 2014-15, including the estimated number of volunteers, volunteer hours, and a description of activities and outcomes achieved. Volunteer opportunities ranged from long-term to one-day events, and from individual to group activities. To the extent possible, estimates include those volunteer programs where service activities are organized and/or tracked by City staff. This may include some, but not all, hours related to partner organizations and groups. Overall, departments estimate that at least 10,000 individuals volunteered more than 185,000 hours in FY 2014-15, and these estimates are likely conservative.[1]

[1] These estimates include, where possible, only those volunteers who are serving in ongoing, direct-service volunteer programs. It includes some volunteers working with Friends groups, Neighborhood Associations, or other partner organizations but not others (such as those not directly accountable to the City or without a formal relationship with the City).

Exhibit 2: Estimated City Volunteer Program Activity, FY 2014-15

Department/ program	Est. # of volunteers	Est. # of volunteer hours	Description of outcomes/activities
Airport HOST volunteers	170	15,100	Daily staffing of information booths at both Airport terminals and help at special events. Volunteer management is contracted out to Team San José.
Animal Care and Services	410	18,000	Animal socializers and walkers, laundry, and administrative tasks at the Animal Care Center.
DOT (Adopt-a-Street)	not available	not available	Volunteers assist City staff with routine maintenance tasks, such as picking up litter, weeding, etc. at City-owned landscaped areas along roadsides. In FY 2014-15, 407 hours were reported by volunteers at four Adopt-a-Street sites (hours worked at additional sites are not tracked). Program is not currently recruiting or advertising for new volunteers.
ESD (creek clean ups and water quality monitoring)	1,560	4,500	More than 50 creek clean up sites and 540 tons of trash picked up. Estimated number of volunteers includes total attendance at the clean up events (this number may count individuals more than once if they attended multiple events). 158 water quality monitoring events across 21 creek sites in San José.
Housing (homeless census)	240	960	Biennial census of homeless in Santa Clara County (volunteers in table are those volunteering at San José sites).
Library (multiple programs)[2]	2,500	64,000	General library services and various "high-impact" programs (e.g., 8,000 children attended Reading to Children program; 7,400 attendees at ESL Conversation Clubs; and 4,800 individuals assisted by Tech Mentors).
Emergency Services (Radio Amateur Civil Emergency Services (R.A.C.E.S.))	140	4,200	Hours spent on emergency operations activities; public service events; planning and administration; and tests and training. Emergency operations activities include 86 hours of volunteered time during a severe storm event in December 2014. A R.A.C.E.S. member oversees the program.
Emergency Services (Community Emergency Response Team (CERT))	not available	not available	The City currently does not have an active CERT program. It was put on hold in October 2014. Between July and October of 2014, OES conducted two classes with 35 total graduates. In prior years, about 100 individuals attended such trainings per year.
Police Volunteer Teams (VOLT)	80	7,000	Administrative and other support for the Truancy Abatement and Burglary Suppression Program (TABS) and other units.
Police Reserve Program	90	17,000	Includes about 8,900 hours of patrol work. In addition to their volunteer duties, Reserve Officers worked an additional 27,650 hours of paid work through the Police Department's secondary employment program.
PRNS (Adopt-a-Park, Adopt-a-Trail and Park clean ups)	3,950	25,000	In 2015, park and trail volunteers supported 140 one-day events and adopted 70 parks. Park volunteers supplement City staff in making parks clean and safe. The estimated number of volunteers may count individuals more than once if they attended multiple volunteer events.
PRNS (community center volunteers)	not available	not available	Assistance with senior nutrition, youth programs (e.g., sports leagues), special events (e.g., dances), and various other programs across the City's community centers. PRNS does not currently track volunteer hours consistently across community center programs.
PRNS (Anti-Graffiti/Anti-Litter)	1,430	13,000	Volunteers self-report over 23,000 square feet of graffiti eradicated, and the collection of more than 6,000 bags of litter.
PRNS (Community Gardens)	50	8,000	Volunteer Management Teams assisted in managing 17 community gardens across the City; appx. 450,000 sq. ft. (10 acres) gardened.
PRNS (Happy Hollow Park and Zoo)	60	10,000	Adults and teens assist with educational programs and animal care; various other park programs (e.g., beekeeping) or maintenance.
Total	10,680	186,760	

Source: Auditor analysis based on interviews with City staff, department tracking spreadsheets, databases, and other materials.

[2] In response to a 2014 audit entitled "Library Hours and Staffing: By Improving the Efficiency of its Staffing Model, The Library Can Reduce the Cost of Extending Service Hours," the Library Department engaged with Labor in the Meet and Confer process to allow volunteers to play a greater role at the Library. Following a Side Letter Agreement, new approved tasks include shelving children's picture books, periodicals, media, and welcoming customers. One of the Library's goals is to have volunteers shelve 10 percent of materials, a service that would augment staff and potentially contribute to more open hours. About 42 percent of volunteer shifts have been filled. According to the Library, the expansion, which was launched in October 2015, has been very successful so far.

In addition to the ongoing, direct service volunteer programs tracked or estimated in Exhibit 2, City efforts are augmented by numerous partner organizations and groups, including the Silicon Valley Talent Partnership (SVTP)[3], Our City Forest, Guadalupe Park Conservancy, various "Friends of" groups, Keep Coyote Creek Beautiful, and many others whose activities are in addition to those organized by City staff. Such groups may not have a formal agreement or be under the direction of the City, yet provide significant and incalculable support to the City.

Moreover, numerous individuals serve on boards and commissions. According to the Office of the City Clerk, there were 193 seats across 22 boards, commissions, and committees during FY 2014-15. And finally, some departments utilize volunteers without a formal volunteer program. For example, the City Attorney's Office utilizes volunteer attorneys at times, but it does not have a formal program similar to other departments.

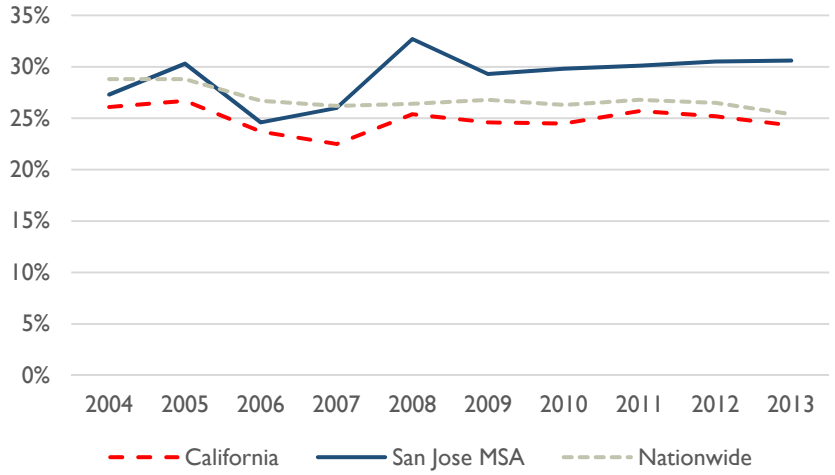
San José Volunteer Rates Are Higher Than National and State Rates

National and state trends in volunteer rates appeared to be decreasing while rates in the San José metropolitan service area were increasing.[4] The U.S. Bureau of Labor Statistics reported that 2013 national volunteer rates were at a 10-year low. However, in 2013, the volunteer rate in the San José area was about 3 percentage points more than it was 10 years prior. As shown in Exhibit 3, San José's volunteer rate was higher than national and state rates.

[3] SVTP is a non-profit that connects skilled private-sector volunteers with public-sector workers to address local government's needs. For instance, in 2015, SVTP partnered with the City's Office of Economic Development and other industry partners, such as Ernst & Young, to offer small business workshops and mentorships for entrepreneurs. SVTP's responsibility lay in recruiting and managing the relationship between the parties involved. Volunteer estimates associated with SVTP are not included in Exhibit 2.

[4] The U.S. Bureau of Labor Statistics reports data for the San José Metropolitan Statistical Area (MSA), which includes San José, Sunnyvale, and Santa Clara. Volunteer rate refers to the percentage of individuals in Bureau of Labor Statistic's Current Population Survey's Volunteer Supplement that said they had performed volunteer activities at any point during the 12-month period that preceded the survey.

Exhibit 3: Comparison of San José's (Metropolitan Service Area) Volunteer Rates to National and State Rates, 2004 - 2013



Source: U.S. Bureau of Labor Statistics data compiled by the Corporation for National & Community Service

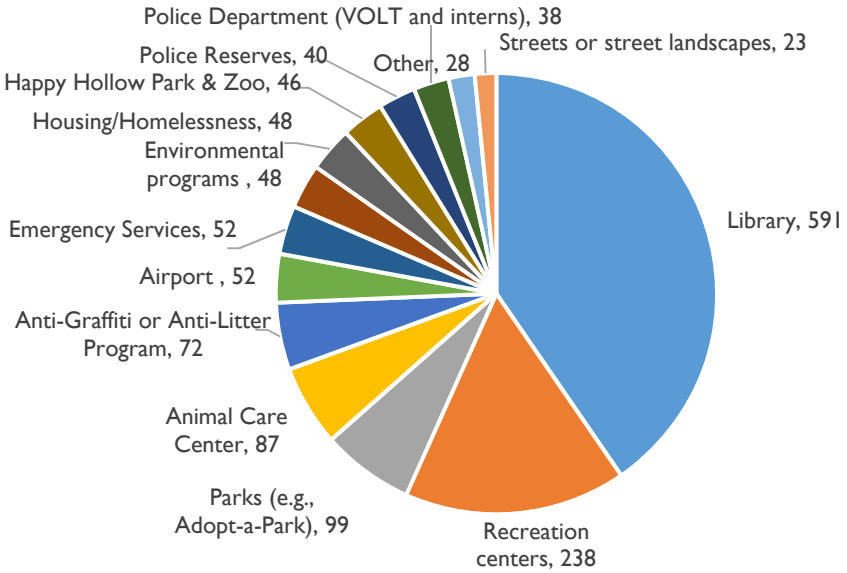
Further, trends indicate a shift in the culture of volunteering—from the long-term, general services volunteers to one that is inclusive of a wide spectrum of engagements, including shorter-term volunteer opportunities that may be skill-focused or having a "high impact." The aforementioned work of the Silicon Valley Talent Partnership is an example of this.

Demographics of Volunteers

In addition to numerous interviews with City staff who coordinate volunteer efforts, the City Auditor's Office surveyed current and past volunteers to gauge volunteer satisfaction with City programs, and to better understand the characteristics of individuals volunteering with the City, such as the length of service and motivations. We distributed the survey to 4,000 individuals and received about 1,300 responses.[5] Exhibit 4 displays the survey responses by department.

[5] See the Audit Objective, Scope, and Methodology section of this report for more information on the survey. Results are shown in Appendices C and D.

Exhibit 4: Breakdown by Department or Program With Which Respondents Volunteered



Source: City Auditor volunteer survey

Exhibit 5 displays the length of time respondents had been volunteering with the City; about 37 percent had been volunteering for less than a year, whereas 23 percent reported volunteering more than 5 years.

Exhibit 5: Length of Volunteer Service

	n	%
Less than a year	472	37%
One year	113	9%
1-3 years	261	21%
3-5 years	136	11%
More than 5 years	292	23%

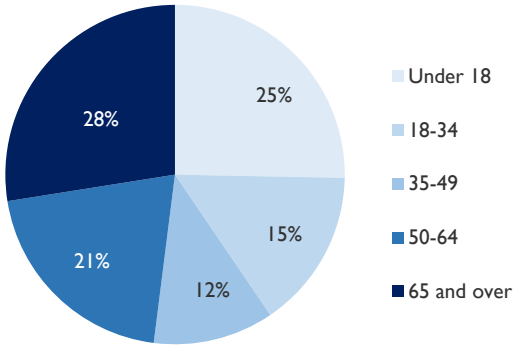
Source: City Auditor volunteer survey
Note: Percentages may not add to 100 percent because of rounding.

Results varied across departments and programs. For instance, the Police Reserves had 65 percent of its respondents report they had been volunteering for more than 5 years (the highest percentage of respondents), whereas Happy Hollow Park and Zoo had the lowest percentage: 7 percent. It should be noted that there are some volunteer programs that may be designed to be short term (e.g., Happy Hollow's summer Zooteen program and the Housing Department's biennial Homeless Census).

The survey also asked respondents to indicate the frequency with which they volunteer. More than half reported volunteering weekly; 18 percent reported monthly; and 12 percent and 11 percent reported either a few times a year or seasonally.

More than 50 percent of the survey respondents were either senior citizens or minors. Exhibit 6 displays the age ranges of survey respondents. Individuals 65 or older made up the largest percentage of volunteers (28 percent), followed by those under 18 years of age (25 percent).

Exhibit 6: Volunteers With San José by Age Group



Source: City Auditor volunteer survey

The age breakdown of volunteers varied across departments and programs. For instance, approximately 72 percent of those volunteering with the Airport were 65 or older, whereas only 7 percent in Happy Hollow Park and Zoo were of the same age (see Appendix D for additional information).

History of Volunteer Programs in San José

There have been various volunteer efforts across the City throughout the years. In the early 2000s, for example, residents could volunteer to serve with the City's Adopt-a-Block program in the Anti-Graffiti program. The City also offered a Volunteer Recognition Program, allocating $10,000 annually to support National Volunteers Week activities and augment departmental volunteer recognition activities. Volunteer San José—a Citywide volunteer program—was also active in the 2000s. This began as a program in the Parks, Recreation and Neighborhood Services Department and was later absorbed into the Strong Neighborhoods Initiative in FY 2007-08. These efforts have been eliminated or phased out.

The City's Previous Effort to Coordinate Volunteer Programs Stalled with the Loss of Key Staff

After the Strong Neighborhoods Initiative was eliminated for FY 2011-12, the City Manager's Office began an effort to centralize the oversight and coordination of the City's various volunteer programs. At the time, the City's volunteer website (*Volunteer San José*) was a static website where departments would load Word documents with descriptions of volunteer positions. According to staff, it also was used for one-time events, which became outdated quickly. This website was deactivated and the current website[6] was created, which included links to a volunteer software tool the Library had been using to manage its volunteer programs (at the time, the software was titled *Volunteer Squared*; it is currently titled *Better Impact*).

Each department was encouraged to use this software, including uploading their volunteer database. In 2011, there was a two-day training on the volunteer software for City employees across departments who would be involved in their department's use of volunteers. However, the centralization or coordination project ended when key project staff left the City.

Volunteer Programs Are Managed Independently

Currently, each volunteer program is managed independently with little coordination across programs. The Human Resources Department (HR) has developed a standard volunteer agreement and a code of ethics,[7] which is posted on its intranet site (see Appendices A and B, respectively). Some departments have used this form as a template, adjusting the text as necessary to suit the needs of specific programs. HR does not provide guidance to City staff on their use or on other volunteer-related issues or topics. The Library and some PRNS programs are the only volunteer programs actively utilizing Better Impact (to, among other things, communicate with volunteers and track volunteer hours). Other departments use different tools or means to track their volunteer program activities, including different software programs, spreadsheets, or even binders with hard copy files.

Audit Objective, Scope, and Methodology

The objective of our audit was to evaluate the use and coordination of volunteers to augment City services. By choosing to volunteer, San José residents have the opportunity to strengthen the City, and connect with their families, their

[6] http://www.sanjoseca.gov/Index.aspx?NID=211

[7] The San José Municipal Code requires volunteers to sign and adhere to a code of ethics. Specifically, chapter 12.21 states "Volunteers who participate in city programs shall adhere to the code of ethics for volunteers and sign a certification agreeing to do so."

neighbors, and their communities through service. The scope of this audit included a review of program procedures and infrastructures in place for ongoing, direct service volunteer programs across the City. It did not include interns nor did it include individuals serving on boards or commissions, or through the Mayor and Council Offices.[8]

Through a series of interviews and reviews of department volunteer program procedures, we sought to understand the relevant management controls of the City's volunteer programs. Specifically, we:

- Reviewed the City Charter and Municipal Code to understand the legal responsibilities and authorities permitted.
- Reviewed relevant Council memoranda, budget documents, and program reports, including program and service delivery changes and performance measures reported to the City Manager's Budget Office.
- Reviewed applicable federal and state laws, including California Public Resources Codes 5163 and 5164 related to tuberculosis testing and background checks.
- Reviewed *Council Policy 3-1, PRNS Volunteer Policy* (2009).
- Interviewed management and staff from the departments of Airport; Environmental Services; Fire; Housing; Human Resources; Library; Parks, Recreation and Neighborhood Services; Police; Public Works; and Transportation as well as the staff from the City Manager's Office, City Attorney's Office, and Mayor's Office in order to identify how volunteers are utilized across the City, and understand departments' volunteer management practices. We reviewed a sample of each department's volunteer agreements and code of ethics.
- Interviewed members of partner organizations, including the Silicon Valley Talent Partnership; Keep Coyote Creek Beautiful; Friends of the Santa Teresa, Educational Park, Pearl Avenue, Hillview, and Seven Trees libraries; Delmas Park Neighborhood Association; Friends of the San José Rose Garden; Friends of Watson Park; Friends of Los Gatos Creek; and Code for San Jose.
- Analyzed data from various departmental volunteer databases, including Better Impact and Volgistics, in order to understand how departments and volunteers use databases, and to quantify the number of volunteers and hours.
- Benchmarked the scope, scale, and structure of volunteer programs with those of other jurisdictions, including Oakland, Sacramento, San Diego, San Francisco, Santa Clara, and Seattle.

[8] Interns of the Police VOLT program were included in our review as the database did not separate interns and volunteers.

- Reviewed best practices literature, such as:
    - *A Manual for Volunteer Programs at State Agencies,* California Volunteers (2013)
    - *Strategic Volunteer Engagement: A Guide for Nonprofit and Public Sector Leaders*, RGK Center for Philanthropy & Community Service, the LBJ School of Public Affairs, the University of Texas at Austin (2009)
    - *Volunteer Toolbox*, National Association of Counties and National Association of Volunteer Programs in Local Governments (2012)
    - *The Canadian Code for Volunteer Involvement: Values, Guiding Principles and Standards of Practice*, Volunteer Canada (2012)

Additionally, to understand volunteers' experience with the City, we distributed a survey to individuals identified in rosters or other databases as having volunteered with a City volunteer program. In total, more than 4,000 surveys were distributed to individuals. The survey was administered using Survey Monkey, an online survey tool, as well as in hard copy. The survey remained open for about three weeks, from July 31 to August 16, and received approximately 1,300 responses. Overall survey results and results by department are shown in Appendices C and D, respectively.

It should be noted that audit staff has been engaged in volunteer activities with the City of San José and other organizations, and has utilized volunteers and unpaid interns.

Finding I Investments in Volunteer Programs Provide Significant Benefits

Summary

City departments utilize volunteers in a variety of ways, and although volunteers work without compensation, volunteer programs are not free. However, the benefits provided by volunteers outweigh the costs. We estimate the City's ongoing, direct service volunteer programs garnered a value of approximately $6 million in volunteer time. Numerous other benefits emanate from such programs, allowing for departments to have greater service impacts on residents than otherwise possible.

Approximately 90 percent of respondents to a City Auditor-issued volunteer survey expressed satisfaction with their experience with the City; 88 percent would recommend volunteering to their friends or family. Satisfaction varies across departments and attributes of the City's programs. However, we found that to improve the volunteer experience further and ensure more consistency across the City's volunteer programs:

- The City can help volunteers locate opportunities more easily by improving the City's website and better utilizing the City's events calendar and social media as outreach tools.
- The Administration should develop a Volunteer Policy that formally recognizes the value that volunteers contribute and includes minimum standards for programs in key areas such as health and safety and guidance on volunteer recognition.
- The City can make it easier for volunteers to work with multiple programs by coordinating efforts across departments and programs, in particular certain neighborhood- or place-based programs, such as the Anti-Graffiti/Anti-Litter Program, Adopt-a-Park, and others.

Finally, we found that many of the City's programs appear to have the essential elements of effective volunteer programs in place (e.g., planning and oversight, recruitment strategies, ongoing volunteer supervision). However, not all have such elements. Because of this, we recommend the City work to reactivate the Office of Emergency Service's Community Emergency Response Team (CERT) program and the Police Department better monitor the hours worked by its Reserve Officers. We also recommend that PRNS provide broad planning and oversight for its Community Center volunteer programs and update procedures for collecting fees in its Community Garden program.

Volunteer Programs Are Not Free; However, Benefits Outweigh the Costs

To be effective, best practices note that volunteer programs should include certain essential elements. Having these elements in place can ensure that program goals and volunteer expectations are met and that volunteers are satisfied with their experiences. These essential elements are shown in Exhibit 7:

Exhibit 7: Essential Elements of Volunteer Programs

Planning and oversight	Developing and maintaining policies and procedures to guide the program, and volunteer position descriptions that define all volunteer tasks and duties to be performed. Defining staff responsibilities for day-to-day supervision of volunteers is also a key consideration.
Recruitment strategy	Recruitment of volunteers is crucial to the success of a program. A key consideration is how to search for volunteers who match the qualifications set out in the volunteer position description.
Volunteer intake procedures	Orientations for volunteers to better understand the organization and the program and training to ensure the volunteers know how they should perform their job. Having volunteers sign volunteer agreements and codes of ethics is important as these define what is expected of volunteers. By signing these documents, the volunteer acknowledges that they understand these expectations. The volunteer agreement may also contain other important information such as emergency or other contact information.
Ongoing supervision	This includes the day-to-day supervision of volunteers, including scheduling, providing feedback or guidance on specific tasks, or other duties as necessary depending on the position and needs of the volunteer.
Program assessment	Ongoing assessment of the program by tracking volunteer hours, measuring outcomes, or gathering volunteer feedback through interviews or surveys and then comparing results with goals or expectations.
Volunteer recognition	Understanding that volunteers are performing services for no monetary compensation and donating their time and effort, it is important for program staff to provide some recognition for the work that is undertaken. This can come in many forms, either formal or informal, and should be tailored to the needs of the volunteers.

Source: Auditor analysis of best practices literature

There is a cost to having each of these elements, primarily in the form of staff costs to manage the programs or supervise volunteers. Other costs include those associated with fingerprinting or backgrounding (when necessary), materials and supplies, and costs of any recognition activities.[9]

However, there is a cost to not having those elements as well. For example, DOT's Adopt-a-Street program, where volunteers assist City staff with routine maintenance tasks at City-owned landscaped areas along roadsides, is not currently accepting new volunteers. The program is maintained by one staff person who estimates he spends just 1-2 hours per month on the program, mainly responding to requests for materials from volunteers. He does not have the time to actively recruit new volunteers or communicate regularly with the active Adopt-a-Street volunteers.

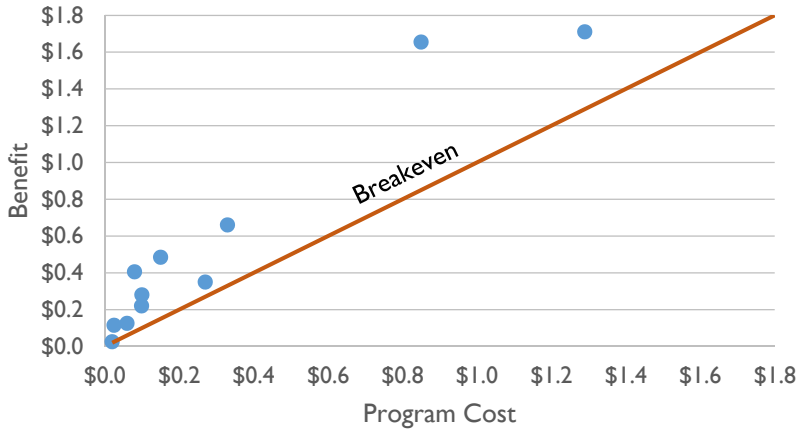
At its height, the program had more than 90 street sites adopted across the City. One staff member actively managed the program. DOT estimates that individual spent 10-15 percent of her time developing program materials, conducting outreach and meeting with volunteers, and working on other aspects of the program. Unfortunately, she retired in 2012 and according to DOT they were unable to continue to commit the same level of staff resources to the program. Currently, DOT estimates that there are fewer than 20 active sites remaining, leaving 70 sites less well-tended than before (and as noted earlier, the program is not accepting new volunteers).

Many of the services that volunteers provide to the City would not otherwise be done if not for the City's volunteer programs. Based on industry standards for valuing volunteer time, we estimate that volunteers provided more than $6 million in value in FY 2014-15.[10] Exhibit 8 shows the estimated costs and estimated value from volunteers for the City's volunteer programs. As shown, the return on investment for all programs was positive. That is, each program garnered more in monetary value from volunteer time alone than the amount invested.

[9] A few City volunteer programs have instituted a volunteer fee, which offsets the costs of materials and supplies. Namely, Animal Care Services' volunteer fee is $35, Happy Hollow Park and Zoo fee is $50, and CERT's fee is $50.

[10] Value is calculated using an estimated hourly value for California volunteers published by the Independent Sector, a network of nonprofits, foundations, and corporations that publishes research important to the nonprofit sector. The figure is based on the average hourly earnings of workers on private nonfarm payrolls from the Federal Bureau of Labor Statistics plus an estimate of related fringe benefits (the total hourly wage plus benefits equaled $26.87 for 2014). Reserve Officer hours are valued at the midpoint of the pay range for a Police Officer in the City's Pay Plan plus pension and medical benefits.

Exhibit 8: Estimated Costs and Benefits of the City's Volunteer Programs, FY 2014-15 ($millions)



Source: Auditor analysis of department tracking spreadsheets, budgets, or other materials.
Note: Estimates were not available for DOT (Adopt-a-Street), Emergency Services (CERT), and community center volunteers.

The benefits to residents extend much further than the monetary value of programs. For instance, the Tech Mentor Program at the Library (as seen in Exhibit 9) tutored more than 4,800 individuals in FY 2014-15 on utilizing technology; the R.A.C.E.S. team provided over 85 hours of emergency operations activities during a severe storm in December 2014; and more than 540 tons of trash were picked up at creek clean ups. Numerous other unquantifiable benefits exist, as well.

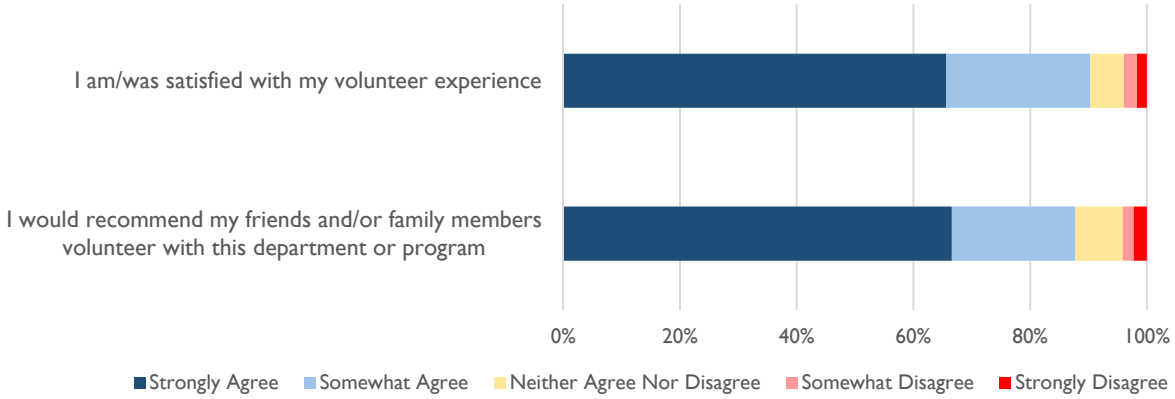
Exhibit 9: Library Tech Mentor Helps Teach Residents Technology

Source: Library Department

Volunteers Are Generally Satisfied with Their Experiences with the City

In general, survey respondents report a positive volunteer experience with the City (see Appendix C for overall survey results). As shown in Exhibit 10, approximately 90 percent of respondents were satisfied with their volunteer experience, and 88 percent would recommend their friends and/or family volunteer with the respective department or program.

Exhibit 10: Overall Satisfaction Results (all programs, n ~ 1,150)



Source: City Auditor volunteer survey

One reason that providing a positive experience is important is that satisfied volunteers are more likely to continue volunteering. Retention can serve as an indicator of volunteer satisfaction, and the results from our survey show that roughly one third of respondents had been volunteering for more than three years.[11] Retaining existing volunteers can reduce the need for continual recruitment, onboarding, and training efforts.

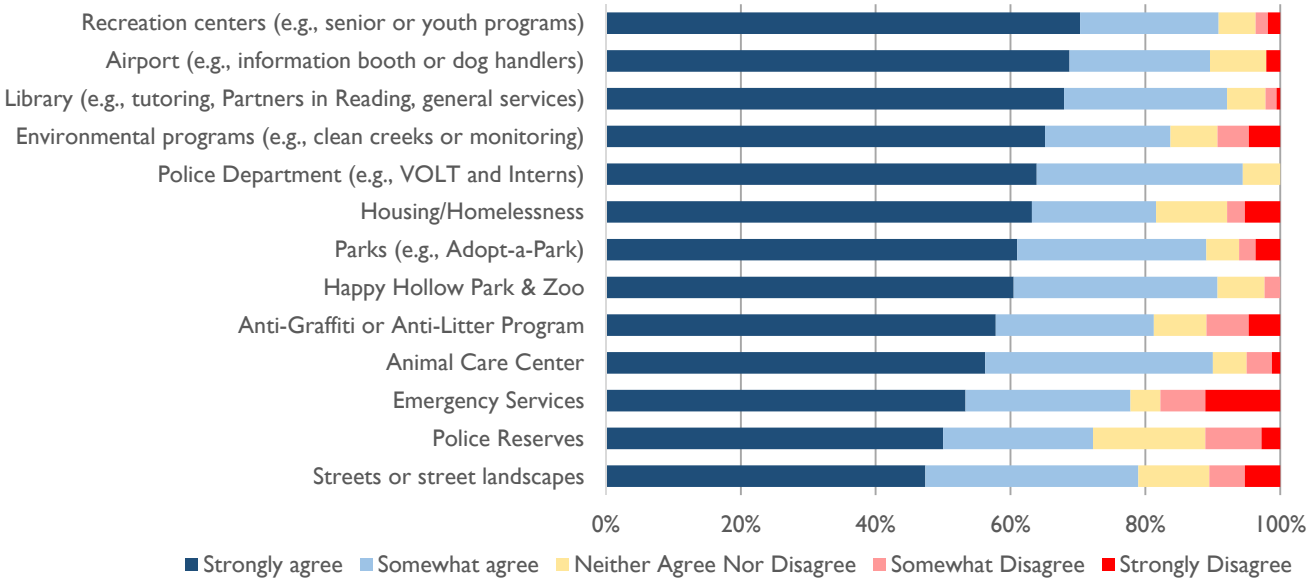
Survey results also indicate that existing volunteers recruit other volunteers. The most commonly cited source from survey respondents of how someone learned about volunteering with the City was from a friend or family member—approximately 35 percent of respondents. Providing existing volunteers with a positive experience can drive word-of-mouth marketing, reducing the need for extensive, ongoing recruitment.

[11] Retention is relative to the objectives of each program. Some programs, such as those with Animal Care and Services, may desire a longer-term volunteer where it benefits both the volunteer and the department (not only can longer-term volunteers take on more difficult or meaningful tasks, it saves staff time and resources in recruitment and training). Other programs may require seasonal volunteers, such is the case with the Library's Summer Reading Club, or temporary volunteers on a project, such as the Homeless Count.

Satisfaction Results Vary by Department and Program

Examining survey results by department and program shows that volunteer satisfaction varies, ranging from about 70 percent in some programs to more than 90 percent in others (see Exhibit 11). The highest satisfaction ratings came from volunteers with the Police VOLT program, the Library, community centers, Happy Hollow Park and Zoo, the Animal Care Center, and the Airport; each had more than 90 percent of respondents reporting they were satisfied with their experience (see also Appendix D for all survey results by department or program).

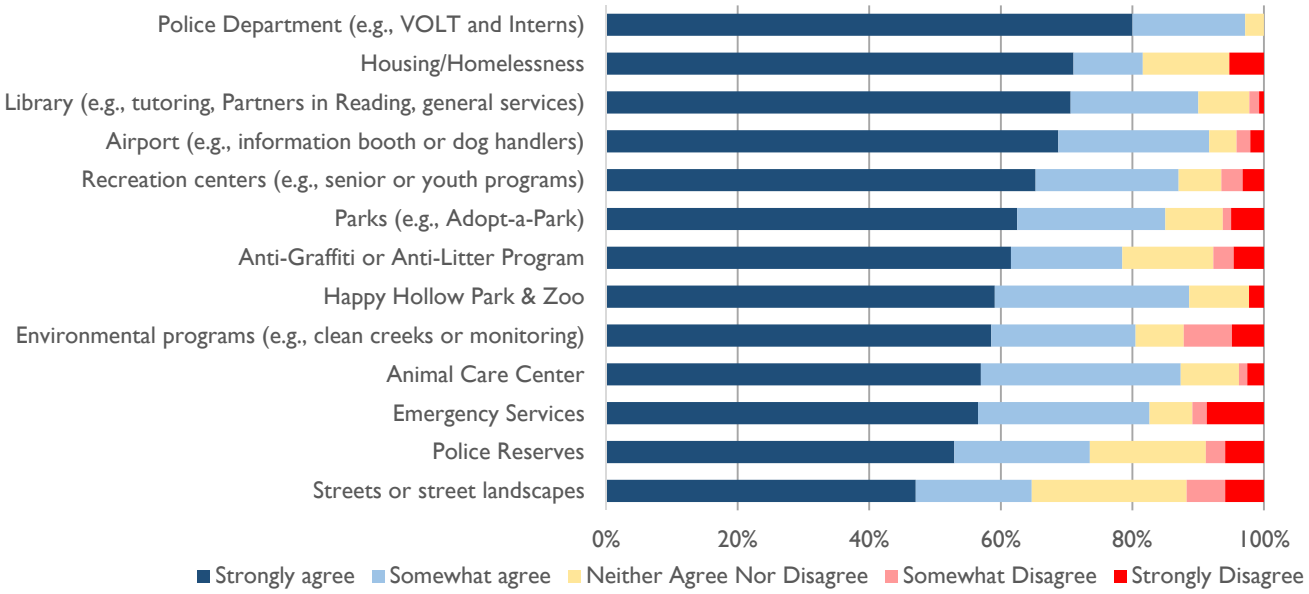
Exhibit 11: Responses to "I Am/Was Satisfied With My Volunteer Experience" by Department/Program



Source: City Auditor survey

Similarly, as shown in Exhibit 12 below, more than 90 percent of respondents from the Police VOLT, Library, and Airport programs would recommend volunteering with their respective programs, whereas 74 percent of Police Reserves and 65 percent of volunteers working with streetscapes (i.e., Adopt-a-Street) would recommend doing so.

Exhibit 12: Responses to "I Would Recommend My Friends and/or Family Members Volunteer With This Department or Program"



Source: City Auditor survey

The City Can Help Volunteers Locate Opportunities More Easily

As described earlier, roughly one third of volunteers with the City have reported volunteering for three years or more. However, ongoing outreach and recruitment is still necessary, as not all volunteers stay for long periods (nor would be expected to). For example, nearly 50 percent of volunteers reported serving one year or less. Decentralized management of volunteer programs allows for outreach to be tailored to each program's specific needs, but it can also create challenges in informing the public about all of the volunteer opportunities offered in the City.

As one survey respondent noted in response to the question "What can be improved to make your volunteer experience with the City of San José more enjoyable and meaningful?"

> *Perhaps an easier way to reach the opportunities to be a volunteer for a variety of different things.*

Other survey responses echoed similar sentiments, such as "Hard to find volunteer activities" and requesting an organized way to access volunteer opportunities.

Updating the City's Volunteer Website Can Help Residents Identify Opportunities More Easily

According to survey results, the ease of locating a volunteer opportunity on the City's website was the lowest rated attribute of the City's volunteer programs—

just 69 percent of survey respondents agreed with the statement "It was easy to locate a volunteer opportunity on the City's website." Improving accessibility to and communication of volunteer opportunities can more effectively engage potential volunteers, promote civic engagement, and improve the volunteer experience.

The City's Volunteer Opportunities webpage, overseen by the City Manager's Communications Office, is meant to serve as a central location for residents to learn of all volunteer programs across the City.[12] Links direct potential volunteers to department- or program-specific webpages, and departments are tasked with updating their respective webpages with information about opportunities and how to get involved.

The Communications Office relies on departments to inform them of updates (additions and deletions) to volunteer programs. As can occur, not all active volunteer programs are listed (e.g., Airport HOST), and some inactive programs are currently listed (e.g., Adopt-a-Street), rendering the Volunteer Opportunities webpage outdated.

Furthermore, not all links provide specific information on how to volunteer. For instance, the Environmental Services Department's (ESD) Water Quality Monitoring Program involves volunteers by providing them with equipment to take readings at a chosen site. The website, however, only provides information on the benefits of water quality monitoring, and discusses San José's contributions in various programs in the region; it does not provide directions on how residents can get involved.

The City has recently updated its Web Governance Policy, which stipulates that the Communications Office will conduct departmental web audits for quality at least every 18 months. Though this will help ensure information on departments' webpages remains current, it may not address issues where content does not exist, such as an active volunteer program not listed on the Volunteer Opportunities website.

An Up-to-Date and Complete Event Calendar Can Expand Community Engagement

Another mechanism to communicate volunteer opportunities is via the City's volunteer event calendar, which allows residents to search as well as subscribe to posted events. However, the calendar is not utilized regularly. According to staff, only events that are Citywide and open to the public can be posted, and although not all volunteer opportunities fit this criteria, there are some that do—such as posting an upcoming volunteer orientation to spur enrollment.

[12] Outreach to volunteers is also conducted by various Council Offices.

Other jurisdictions use an active calendar of volunteer opportunities. The Seattle Parks and Recreation department requires volunteers working in parks to post all events, which ensures an active and up-to-date calendar that residents can access for upcoming events.

Social Media Can Offer Additional Recruitment Opportunities

Social media has increased as a useful tool to communicate with residents, and it poses an opportunity to engage and recruit volunteers, as well. Although approximately 70 percent of survey respondents said they use social media (Facebook the most prominent), only 5 percent of respondents (64 individuals total) learned of volunteer opportunities through social media.

Of the 64 who said they learned of volunteering with the City via social media, 51 volunteered in two programs—the Library and the Housing Department's biennial homeless count. Both of these programs had intentionally used social media as part of its volunteer outreach strategy. Currently, social media is often used to communicate information after an event has occurred (e.g., posting of pictures from the event).

Providing Volunteer Program Information in Multiple Languages Can Increase Access to Volunteer Opportunities

Because the City's website can be viewed in multiple languages through the Google Translate function found on the bottom of the City's website, non-English speakers can potentially find volunteer opportunities in their respective language. However, many of the downloadable volunteer program documents, such as applications, volunteer agreements, and codes of ethics are only found in English.

Other jurisdictions allow prospective volunteers to download information in multiple languages from their website. The City is in the process of developing a Language Access Policy, the purpose of which is to ensure that limited English proficiency is not a barrier to accessing the City's programs or services. Having volunteer forms or other documents available in multiple languages to residents may increase access to the City's volunteer programs. As such, the Administration should provide guidance to staff on what volunteer documents should be available in multiple languages.

The Administration Should Develop Outreach Resources for Volunteer Coordinators Across Departments

The City Manager's Communications Office oversees media relations; internal communications, including Employee News; emergency public information; CivicCenter TV; web content management; social media; and public outreach. It has developed a number of documents to help staff across the City manage communications and outreach for their programs and has made them available on the City's intranet. These include a communications planner, an event planner

guide, and standards for content on the City's website. The intranet site also includes relevant City policies related to outreach and community engagement.

Similar guidance for departments across the City related to volunteer outreach that includes logistics for updating the City's website, updating the City's volunteer events calendar, social media, and language accessibility can help ensure that the City's volunteer outreach is current and up to date, and expand community engagement.

Recommendation #1: To improve the accessibility of volunteer opportunities to the City's residents, the Administration should develop and post on the City's intranet an outreach "how-to" guide for volunteer coordinators across the City with information on social media strategies and how to update the City's website and events calendar. It should also reference the Citywide Language Access Policy (once it is finalized).

Clarifying Policies May Ensure the Volunteer Experience Is More Consistent Across Programs

As described in the Background section of the report, each department or program has designed its own procedures for managing volunteers. There are no Citywide guidelines for developing or managing volunteer programs. This has led to variability across programs in how volunteers are brought on board and how they receive recognition for their activities. Some of this variability is inevitable because of differences in activities, volunteers, and even legal requirements. However, we believe Citywide policies, particularly those in areas related to health and safety and volunteer recognition, can help staff across the City better develop and manage programs and improve the volunteer experience.

Some Volunteers Are Required to be Fingerprinted or Backgrounded

Departments whose volunteers may work with sensitive information or vulnerable populations may be required to have their volunteers fingerprinted and/or be subject to background checks. The need for fingerprinting or backgrounding is generally determined by relevant state or federal laws. For instance, California state law prohibits a city from having volunteers perform services in a position with supervisory or disciplinary authority over a minor if the person has been convicted of certain criminal offenses. Examples of where volunteer fingerprinting or backgrounding are required across the City include Airport volunteers who are subject to federal Transportation Security Administration guidelines; Police VOLT volunteers who receive the same level of backgrounding as contractors; and PRNS' volunteer youth sports coaches.

No general Citywide guidance exists on when volunteers should be fingerprinted. As a result, volunteers are subject to varying levels of backgrounding depending on the department which they volunteer. For example, to ensure a high level of safety and assurance for its customers, the Library expanded its backgrounding and fingerprinting policy to include *all* of its volunteers. Alternatively, *Council Policy 3-1, PRNS Volunteer Policy* (discussed in more detail below), echoes state law, requiring only volunteers "in a position having supervisory or disciplinary authority over any minor" be fingerprinted, such as the youth sports coaches noted previously.

Furthermore, there appears to be uncertainty across departments about what can be—and what should be—kept by departments regarding documentation that volunteers had cleared the fingerprinting process. For example, because of staff turnover and no clear guidance on retaining such documents, PRNS could not initially produce documentation that all of its youth coaches had been fingerprinted. Staff assumed that the individuals working with youth had been fingerprinted, but did not have documentation to that effect. PRNS later confirmed through HR that these individuals had in fact cleared the fingerprinting process.

There Is Varying Guidance on Tuberculosis (TB) Testing for Volunteers

According to California state law, some departments whose *employees* work with children or food may be subject to TB testing. At least one City department's policy extends this to its volunteers. *City Council Policy 3-1, PRNS Volunteer Policy* (see Appendix E), states:

> *City Council extends the State requirement for TB testing to volunteers. TB testing requirement will be conducted consistent with the California Public Resources Code 5163, which states the following: (a) No person shall initially be employed in connection with a park, playground, recreational center, or beach used for recreational purposes by a city or county in a position requiring contact with children, or as a food concessionaire or other licensed concessionaire in that area, unless the person produces or has on file with the city or county a certificate showing that within the last two years the person has been examined and has been found to be free of communicable tuberculosis.*

Additionally, the City has included in contracts with outside organizations that TB testing of volunteers is required if volunteers come into contact with children. For example, both Housing and PRNS have approved agreements, such as those with the San José State University Research Foundation (CommUniverCity, 2013) and Friends of San José (Monopoly in the Park at Guadalupe River Park, 2015) that require such testing.

No other departments require TB testing of volunteers who may come in contact with children; outside of Council Policy 3.1, there is no Citywide guidance to program staff on this subject. The Administration should determine under what

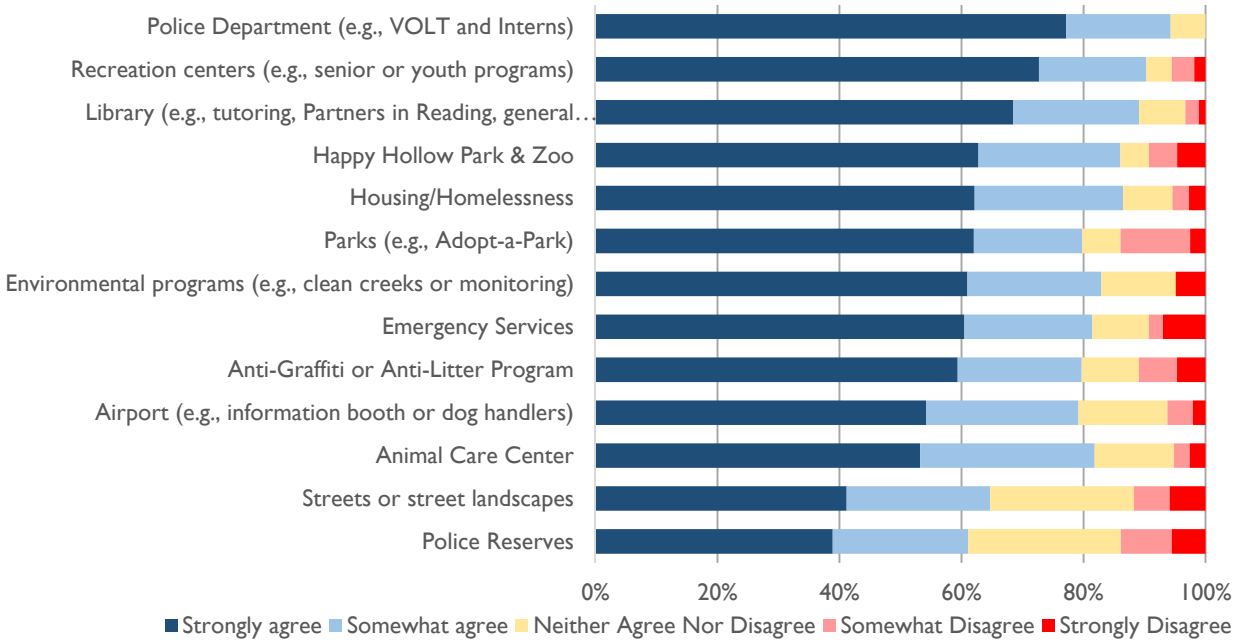
circumstances, if any, TB testing is required of volunteers, and update its policies accordingly.

Volunteers Receive Varying Levels of Recognition and Benefits Across Programs

Best practices indicate that meaningful recognition—both formal and informal—is an important component of a volunteer program. It serves as a means to acknowledge and reward volunteers' service to the public. It can also serve as a motivational tool to increase volunteer productivity, and it can improve volunteer satisfaction, leading to increased retention rates.

Overall, San José's volunteers report receiving thanks or recognition for being a volunteer (approximately 87 percent of survey respondents). Furthermore, 89 percent felt appreciated by staff. However, as seen in Exhibit 13, results varied by department and program. More than 90 percent of respondents from the Police VOLT program and community centers reported receiving thanks or recognition, whereas only 61 and 65 percent of Police Reserves and Adopt-a-Street respondents, respectively, reported receiving recognition.

Exhibit 13: Responses to "I Received Thanks or Recognition for Being a Volunteer" by Department/Program



Source: City Auditor survey

Departments or programs recognize their volunteers in different ways. For example, volunteers at the Airport receive an ECO pass for VTA transit, and garden plot fees are waived for members of PRNS' Community Garden Volunteer Management Teams. Other programs offer no tangible benefits.

Similarly, while some programs have formal recognition events or awards, others may have informal "pizza parties" or only offer verbal appreciation. For instance, during National Volunteer Week, Library volunteers are recognized at the branch or unit where they volunteer; Park volunteers that have adopted a site receive a plaque with their name, which is posted at the site after completing and reporting 60 hours of service. Other programs offer only thanks or other informal recognition.

As there are no Citywide guidelines on volunteer recognition, staff has expressed confusion about what is allowable. Although the City has a policy that defines what is appropriate and allowable to recognize or appreciate employees, this policy does not include volunteers and there is no similar policy specifically for volunteer recognition.[13]

Council Policy 3.1 Only Covers PRNS' Volunteers

Currently, *Council Policy 3-1, PRNS Volunteer Policy* (see Appendix E) provides a framework to guide PRNS in the recruitment, management, and recognition of volunteers. It establishes general guidelines to cover a broad range of volunteer activities and volunteers with whom PRNS works. It also recognizes the value that volunteers provide and includes guidance to staff who work with volunteers on such topics as:

- Registration, including having volunteers sign appropriate volunteer agreements
- Health and safety requirements related to fingerprinting, TB testing, and volunteers' coverage under the City's Workers' Compensation Program
- Volunteer assignments, including the need for written volunteer descriptions
- Volunteer roles and responsibilities, including the expectation that volunteers follow the City's Volunteer Code of Ethics
- The importance of recognition and appreciation of volunteer activities

This policy does not relate to volunteers in departments other than PRNS. Currently, there is not a Citywide policy that covers volunteers. Other jurisdictions have policies of this sort, such as San Diego and Sunnyvale, and we believe that the City should as well. Such a policy would formally recognize volunteer contributions to the City as well as provide general guidelines or minimum standards for volunteer programs in key areas.

[13] The City's Employee Recognition Policy states that a maximum of $25 of City funds per employee per fiscal year can be spent on recognition events. Non-cash awards may also be given.

Other Jurisdictions Have Developed Guidebooks to Assist Staff in Managing Volunteer Programs

The State of California has developed *A Manual for Volunteer Programs at State Agencies* to assist agencies and departments manage their volunteer programs. It recommends that volunteer coordinators and program managers refer to the policies and procedures in the manual for guidance in developing and implementing volunteer programs. The manual is meant to be a used as a guide rather than as strict policy. Among other things, the manual provides guidance on program planning and management, volunteer intake, supervision, and rewards and recognition of volunteers.

Other jurisdictions, such as the City of Sacramento, have developed similar guidelines for their programs. Sacramento's *Volunteer Program Manual* is designed to provide Sacramento staff with "an orientation to the fundamental elements of establishing a volunteer program," and includes sections on planning and organization, recruitment, supervision, and others.

Currently, staff in City departments do not have such a manual or guide as a reference when developing or managing volunteer programs. As part of earlier efforts to improve coordination of volunteer programs, the City developed a draft Citywide volunteer handbook (last updated in 2009). The handbook was meant as an orientation tool for volunteers; however, the manual provided guidance on topics such as volunteer responsibilities and expectations, volunteer applications and agreements, recognition, and Worker's Compensation. According to various staff members, this was not implemented across the City.

Although, some of the information in the handbook is outdated and the material is not currently directed to City staff, it can provide a framework from which to build an updated volunteer guide for staff. We believe such a document can be a helpful "toolkit" that staff can refer to when developing their own department-level policies and procedures.

Recommendation #2: To ensure more consistent management of volunteer programs, the Administration should develop a Volunteer Policy to be included in the City Administrative Policy Manual that formally recognizes the value volunteers contribute and includes minimum standards for the management of volunteer programs. The policy should include guidance on the use of volunteer agreements; health and safety requirements, such as fingerprinting and TB testing; volunteer recognition; and other topics as necessary.

Recommendation #3: To assist City staff in managing volunteer programs, the Administration should create and post on the City's intranet a volunteer guidebook or "toolkit" as a reference for staff during the development and management of volunteer programs.

The City Can Make It Easier for Individuals and Groups to Volunteer With Multiple Place-Based Programs

Roughly 10 percent of survey respondents reported volunteering with more than one City program. In some cases, groups such as neighborhood associations also volunteer across multiple programs. Currently, the City's volunteer programs work independently from each other and generally do not coordinate recruitment or other efforts.[14] Because of this, if a resident desires to volunteer with multiple programs, the burden is on them to locate and contact different programs by him or herself to apply for volunteer positions. They then must sign multiple volunteer agreements and codes of ethics and submit them to staff across the City.

In addition, if the volunteer position requires materials or supplies, such as garbage bags or litter sticks, the volunteer must contact different City staff across programs depending on which activity they may be doing at any given time. Unfortunately, this can be confusing or frustrating for volunteers who may not be familiar with the structure of City government. As one survey respondent noted in response to the question "What can be improved to make your volunteer experience with the City of San José more enjoyable and meaningful?"

> *I am given tools, supplies, and support, but I have to dig and search to find who to ask for this. It is difficult to find and develop contacts for various functions.*

Neighborhood- or Place-Based Volunteer Programs Saw the Greatest Cross Over Among Volunteers

Five programs saw more than 40 percent of their survey respondents reporting they had volunteered with more than one program. These included:

- Streets or streetscapes (i.e., Adopt-a-Street)
- Anti-Graffiti/Anti-Litter (AGLP)
- Environmental Programs (specifically creek clean ups and water quality monitoring)
- The Housing Department's biennial homeless count

[14] One exception relates to coordination between PRNS' Anti-Graffiti/Anti-Litter program and ESD's Watershed Protection Division surrounding creek cleanups.

- Parks-related programs such as Adopt-a-Park[15]

Among those programs with the highest rates of volunteers working with multiple programs were four programs that can be considered neighborhood- or place-based (Adopt-a-Street, AGLP, environmental programs, and parks volunteers). These programs are generally focused on beautifying or maintaining a given site within a community (such as a park, creek segment, or streetscape).

Coordination Between Programs May Benefit Groups Wanting to Participate in One-Time Cleanup Events

Neighborhood- or place-based programs also hold various one-time cleanup events. Neighborhood associations, churches, social clubs, corporate groups, and other organizations often participate. In some cases, these events may be public events, such as creek clean ups; others are private events (e.g., a park clean up for employees of a specific company as part of a corporate giving campaign, as shown in Exhibit 14).

Exhibit 14: Volunteers from Nvidia Clean Up Edenvale Park During an Event

Source: City Auditor's Office

Again, there is little coordination among programs in identifying projects, recruitment, or maintaining relationships with organizations who may be interested in working with the City. In one instance, staff described having trouble identifying

[15] Actual results for these five were as follows: 61 percent of Adopt-a-Street volunteers responding to our survey reported volunteering with another program, 58 percent of AGLP volunteers, 54 percent of volunteers for ESD's clean creeks and water quality monitoring programs, 50 percent of volunteers for Housing's homeless count, and 41 percent of parks volunteers. No other program had more than 22 percent of its volunteers reporting they had volunteered with another program.

projects for groups that have contacted them looking for volunteer opportunities, and had to turn them down.

Other Jurisdictions Have a Central Web Portal for Neighborhood- or Place-Based Volunteer Programs

As described earlier, although the City maintains a central volunteer website that lists the City's volunteer programs, actually learning about the different place-based programs and applying to volunteer for different programs requires following separate links to different departmental or other websites and applying separately. This was a source of frustration for one survey respondent who wrote, in response to the question "What can be improved to make your volunteer experience more enjoyable or meaningful?"

> *Information about opportunities to participate in your district need to be consolidated in a consistent format on the City website. ... Many volunteer opportunities are "hidden" … such postings should be consolidated on a single page…*

In contrast, other jurisdictions maintain Adopt a Spot programs, where various place-based volunteer opportunities are managed under one umbrella. The City of Oakland's Adopt a Spot website describes its program as follows:

> *Through the Oakland Adopt a Spot program, individuals, neighborhood groups, civic organizations and businesses can play an active and ongoing role in cleaning, greening and beautifying parks, creeks, shorelines, storm drains, streets, trails, medians, and other public spaces.*[16]

From the Oakland Adopt a Spot website, individuals or groups can sign up to "adopt" any number of sites to maintain or clean. The application asks what activities the volunteer intends to do (e.g., litter pick up, weeding, and graffiti removal) and the frequency they intend to work. The website also includes information on requesting tools across all of the different types of adoptable sites. See Exhibit 15 for an Oakland Adopt a Spot application.

[16] http://www2.oaklandnet.com/Government/o/PWA/o/FE/s/ID/OAK024735

Exhibit 15: City of Oakland Adopt a Spot Application

Oakland Adopt a Spot Request and Agreement

Please complete this page, scan it and email it to adoptaspot@oaklandnet.com, or send it to the address at the bottom of the page. A Public Works representative will contact you. Your Adopt a Spot Agreement will be valid when it is signed by a Public Works representative and returned to you.

Name of Individual/Group: _____

Primary Contact Person: _____

Address: _____ City: _____ State: ___ Zip: _____

Phone: _____ email: _____

1) Please check type(s) of spot to be adopted:
   - ☐ Park (name _____)
   - ☐ Creek (name _____)
   - ☐ Drain
   - ☐ Other (please describe)_____
   - ☐ Median Strip
   - ☐ Block (curb and sidewalk)
   - ☐ Traffic island
2) Where is your spot (closest intersection or address)? _____
3) Approximately how often do you plan to clean/beautify the spot?
   ☐ daily ☐ 3x per week ☐ 2x per week ☐ weekly ☐ monthly ☐ bi-monthly ☐ other: _____
4) What activities will you do? (Please check as many as you wish)
   ☐ litter pickup ☐ weeding ☐ graffiti removal ☐ other _____
   Briefly describe the scope of your work:
   _____
   _____
5) On average, how many volunteers will be working in the spot at any one time? _____
6) Generally, which day(s) of the week will you work? Time of day?
   ☐ Mon ☐ Tue ☐ Wed ☐ Thu ☐ Fri ☐ Sat ☐ Sun _____ to _____
7) May we help you recruit additional volunteers by listing your Adopt a Spot contact information in the Public Works Monthly Calendar of Volunteer Events? ☐ Yes ☐ No

I/we wish to adopt the abovementioned spot. I have read and signed the attached Volunteer Waiver & Release of Liability. I will have fellow volunteers sign a copy of the Volunteer Waiver & Release of Liability (available at www.oaklandadoptaspot.org) prior to commencing work and at least once per year. I will keep these signed copies on file. I agree to follow the Volunteer Guidelines, which I will have fellow volunteers also read prior to commencing work. I understand that the City of Oakland reserves the right to terminate this Agreement at any time for failure by me or my fellow volunteers to abide by its terms.

_____ Signature of Contact Person _____ Date

In support and recognition of this adoption, Public Works agrees to:

- Authorize this adoption for a period no less than one (1) year from the date below
- Provide tools, debris bags and other supplies, as appropriate
- Pick up City-issued debris bags from designated locations

_____ Signature of Public Works Representative _____ Date

_____ Email _____ Phone

Scanned	Spreadsheet	Group email	Filed

Public Works Department • Bureau of Facilities & Environment • Environmental Services Division
Adopt a Spot Program • 250 Frank H. Ogawa Plaza, Suite 5301, Oakland CA 94612

Source: City of Oakland Adopt a Spot website

A Single Website for the Place-Based Volunteer Programs Can Make it Easier for Volunteers and City Staff

As previously described, the burden is currently on individuals and groups to locate the various place-based volunteer opportunities available in the City. A single website, similar to other jurisdictions, that lists all of the place-based programs as well as City contact information would help. In addition, the ability to sign one

volunteer agreement for multiple activities would also relieve the burden on volunteers.

A lack of coordinated effort can also lead to a duplication of effort by City staff across programs in recruiting, training, and even managing volunteers. As described earlier, these efforts all have costs associated with them. As each of the place-based programs are managed independently, each must plan and budget separately (which may be redundant).

The City Should Provide Additional Volunteer Opportunities for Individuals to Improve Their Communities

The volunteers in the City's place-based programs reported overwhelmingly that their primary motivation for volunteering was "to improve their community."[17] Other programs' volunteers cited this as a reason for volunteering as well; however, it was generally balanced with, or secondary to, other reasons such as gaining or sharing specific skills and experiences or an interest in a specific program (e.g., the Animal Care Center's volunteers who work with dogs or cats).

This interest in improving their community through volunteerism showed through answers to the question about "What can be improved to make your volunteer experience more enjoyable or meaningful?" Examples of responses included:

> *To be invited to do more and/or different volunteer activities at other events or places*
>
> *More sites to work at*
>
> *More Volunteer program [sic] and training to create more opportunities*

These programs also appear to have a higher percentage of long-term volunteers than other programs, again showing their dedication to their communities. Thirty-eight percent of volunteers in these four programs reported they had been volunteering with the City for more than five years, with 18 percent volunteering for just one year or less. By comparison, overall results from the volunteer survey showed that only 23 percent of volunteers reported volunteering for more than five years, with 46 percent reporting volunteering for one year or less.[18]

[17] The Office of Emergency Services' volunteer respondents were the only other respondents who cited this as the primary reason at a similar rate.

[18] It should be noted that the Airport and Police Reserve Program also saw a high percentage of long-term volunteers (with 52 percent and 65 percent of respondents reporting they had been volunteering for more than five years respectively).

Other Jurisdictions Allow for a Greater Variety of 'Adoptable' Sites

Currently, park sites are the only places that volunteers can adopt in their neighborhoods to maintain. As described earlier, DOT's Adopt a Street program is currently not taking new volunteers and provides minimal support for its remaining active volunteers.

Compared to San José, both the Cities of Oakland (described earlier) and Santa Clara allow their residents (either individually or in a group) to adopt a wider variety of places within their communities to maintain or keep clean. For example, in both cities residents can adopt creeks, storm drains, and other sites.[19]

In Santa Clara County, the Santa Clara County Water District operates an Adopt a Creek program for stretches of creeks throughout the County for which it holds an easement. According to the Water District, they have had about 110 individuals adopt 600-700 miles of creek throughout the County. The adopters are expected to sign up for two years and commit to having at least two clean ups each year.

Recommendation #4: The Administration should work with the departments of Parks, Recreation and Neighborhood Services, Environmental Services, and Transportation to coordinate efforts around place-based volunteer programs. In particular, the Administration should streamline the process and expand the options that allow volunteers to play an active role in cleaning and maintaining public spaces by:

(a) Developing a separate volunteer webpage for the City's place-based volunteer programs that includes (i) descriptions of the programs (ii) relevant contact information and (iii) specific directions on how to request materials and supplies. The website should also provide information to help groups interested in one-time clean up or similar events.

(b) Allowing volunteers to apply with multiple place-based programs at once.

(c) Identify resources to reactivate the Adopt-a-Street program and/or expand the types of spots that volunteers can adopt to clean or maintain, including storm drains and creek segments for which the City holds an easement.

[19] The City of Oakland worked with OpenOakland to develop a database and website that mapped out all of the City's storm drains (see http://adoptadrainoakland.com/). Residents can volunteer to adopt a specific storm drain online through the website. OpenOakland is part of Code for America's Brigade program.

Program Management and Resources Vary Across Departments and Programs

Although effective volunteer programs are expected to contain the common essential elements detailed earlier, the level of staff and other resources required is dependent upon the type and needs of the individual programs. These needs can differ based on many factors, such as length of service, or the number, age, or motivation of volunteers. In general, there are common characteristics based on length of service and motivation of volunteers, which can be further categorized as follows:

- Length of service:
  - Short-term: one time or for a limited timeframe, such as a special project, or episodic (e.g., event that occurs annually)
  - Long-term: volunteers that may serve on a more regular, ongoing basis
- Leading motivation for service:
  - Purpose focus: the cause or mission of the service (or people with whom they will serve) is typically the focus rather than the activity being done
  - Skill focus: type of work is important, usually a specific skill; these volunteers view themselves as offering specialized expertise to the organization

Exhibit 16 shows where the City's volunteer programs fall within these four categories, as well as information about the special considerations required for such programs.

Exhibit 16: City's Volunteer Programs Broken Out Across Length of Service and Service Motivation

	Purpose focus	Skill focus
Short-term or episodic	Resource needs • Strong project leader with solid planning and project-management skills who has time to work with group liaisons • Emphasis on need of supervision and management of volunteers over general oversight of program overall • System to collect volunteer information to follow-up with other service opportunities and budget for project-related resources, including materials or refreshments Volunteer opportunities in this category Park clean ups Creek clean ups Biennial homeless count Library (certain programs)	Resources needs • Staff with strong marketing skills to lead targeted recruitment efforts, as well as flexibility to adapt to volunteer expectations • More pronounced need for general oversight and strategic direction to ensure goals align, while also providing some management for monitoring project Volunteer opportunities in this category Library (certain programs)
Long-term or ongoing	Resource needs • Requires a comprehensive volunteer infrastructure (including both general oversight and strategic direction as well as day-to-day supervision and management) with significant staff time devoted to volunteers • Continuity in leadership and institutional history • Budget to cover necessary program expenses, including regular volunteer recognition Volunteer opportunities in this category Airport HOST program Animal Care and Services Adopt-a-Park Adopt-a-Street Anti-Graffiti/Anti-Litter Community garden management teams Happy Hollow Park & Zoo Library (certain programs) Police VOLT program Recreation centers (both senior and non-senior programs) Water quality monitoring	Resource needs • Requires comprehensive volunteer infrastructure; however, management person most closely aligned with volunteer's skill area will oversee work Volunteer opportunities in this category Emergency Services (R.A.C.E.S. and CERT) Library (certain programs) Police Reserves

Source: Auditor analysis of City volunteer programs and *Strategic Volunteer Engagement: A Guide for Nonprofit and Public Sector Leaders,* RGK Center for Philanthropy & Community Service, the LBJ School of Public Affairs, the University of Texas at Austin

Some Departments Appear to Have Essential Elements of Volunteer Programs in Place

Some departments appear to have comprehensive volunteer infrastructures in place, including dedicated staff who provide both general oversight and strategic direction of the programs as well as day-to-day supervision of volunteers. For

example, the Library has developed policies and procedures that guide the recruitment, onboarding, and recognition of volunteers. Written volunteer job descriptions exist that outline volunteer tasks, and staff sit down with volunteers to sign volunteer agreements and code of ethics forms. The Library's volunteer program is overseen by two full-time staff who make policy and strategic direction recommendations, train and support staff working directly with volunteers, and assess the program. Day-to-day supervision of volunteers is conducted by designated staff at each of the Library's branches, called Coordinators of Volunteer Engagement. These Coordinators meet every other month to discuss issues pertinent to the Library's volunteer program. The Library conducts annual branch-specific recognition as well as selecting a system-wide Volunteer of the Year. Library management emphasizes the importance of volunteer inclusion by incorporating it into the Coordinators' annual performance review and work plan, setting the tone from the top.

In another example, the Airport contracts with Team San Jose to manage its HOST volunteers who staff the information booths at the Airport's two terminals. Some key elements of the HOST program are Team San Jose's orientation and training for new volunteers, its use of a volunteer database to track and schedule volunteer hours, and Team San Jose's identification of dedicated staff who is the volunteers' single point of contact and who provides day-to-day supervision. Team San Jose also has the volunteers sign volunteer agreements and go through the Airport's badging process which includes fingerprinting and backgrounding. They also have put on volunteer lunches and recognized their volunteers through various means.

Similarly, many of the other programs across the City appear to have most of the essential elements of effective volunteer programs in place.

The City's Community Emergency Response Team Program Is Currently Inactive

Community Emergency Response Team (CERT) programs are common in most large cities. These programs educate residents on emergency preparedness and CERT members can assist cities with responses to emergencies or train others on emergency preparedness in their homes or businesses.

In the past, the City's Office of Emergency Services (OES) within the Fire Department offered a 20-hour basic CERT course taught to Federal Emergency Management Agency (FEMA) standards. Between FY 2011-12 and FY 2013-14, OES trained about 90 residents annually through the 20-hour basic CERT course. OES also offered CERT continuing education courses in the fields of light search and rescue, fire prevention, disaster medical operations, first aid and CPR, emergency logistics, and neighborhood preparedness.

In FY 2014-15, OES trained 35 individuals in two trainings before suspending the program in October 2014. According to OES, this suspension was due to a lack of resources; it estimates that only 10 percent of one staff member's time was dedicated to the CERT program. By contrast, San Francisco has dedicated 1 FTE (plus overtime) to its program and Oakland dedicated 1 FTE and 2 PT positions to its program.[20] According to OES, over 100 residents were on a wait list for CERT training as of June 30, 2015.

Currently, the City's emergency operations plan does not include a specific role for CERT members. An update to the plan is included within the scope of work of the City's current federal Urban Area Security Initiative (UASI) grant; a defined role for CERT volunteers is expected to be included. The base plan is expected to be completed in 2016.

Recommendation #5: The Administration should work with the Fire Department's Office of Emergency Services to define specific roles for volunteers in the City's updated emergency operations plan and reactivate the Community Emergency Response Team (CERT) program.

Parks, Recreation and Neighborhood Services Needs to Provide Planning and Oversight for Its Community Center Volunteer Programs

PRNS does not currently have staff providing broad planning or oversight over community center volunteer programs. Currently, individual community centers develop their own volunteer programs (which they view as invaluable). Although each of the centers with which we spoke had some procedures in place, there was variability across these programs. Though some variability may be expected, issues can arise, including:

- Potential duplication of effort by having staff at each community center recruit volunteers and develop procedures and training materials.
- Inconsistent use of standard forms across community centers. For example, all volunteers are to sign a volunteer agreement prior to serving with a community center; however, in one instance, staff overseeing volunteers from Santa Clara County's General Assistance Office did not believe it was necessary for volunteers to sign volunteer agreements as they thought all necessary paperwork was filled out with the County. One such volunteer forgot to return borrowed keys one afternoon and the staff member did not have their contact information

[20] San Francisco's program is titled the Neighborhood Emergency Response Team (NERT) program. Oakland's is titled Communities of Oakland Respond to Emergencies (CORE).

(which would have been on the volunteer agreement). According to staff, the keys were returned the following day.

- Inconsistent tracking of hours. In many cases, volunteer hours are not tracked at all. This makes it difficult to assess how well the volunteer programs are performing or to determine how best to allocate resources to the programs (e.g., staff to oversee, cost of any recognition activities).
- Lack of clarity regarding retention of key documents. Staff in one community center did not have documentation that all of its youth coaches had been fingerprinted. This appears to have been a result of staff turnover in this particular position. Upon our request, PRNS confirmed with HR that all of these individuals had been appropriately fingerprinted.

Because of the possibility for community center volunteers to work with or near vulnerable populations, such as minors or seniors, we believe it is important for PRNS to have identified staff provide general planning and oversight over the community center volunteer programs. This is the model utilized by the Library as described earlier.

Recommendation #6: The Parks, Recreation and Neighborhood Services Department should provide broad oversight and management of its community center volunteer programs, including developing a volunteer recruitment strategy and standard policies and procedures that contain specific guidance on volunteer intake, ongoing assessments such as the tracking of hours, and the retention of key documents.

Police Department Reserve Program Should Improve Its Procedures for Tracking Hours

The San José Police Reserve is a volunteer organization that provides emergency callback to the Police Department on a 24-hour basis. The primary mission of the Reserves is to be available to augment or relieve the Department's regular officers when needed. The Reserve provides assistance for Department relief, special functions, patrol, and community events.

Similar to full-duty officers, Reserve Officers must have successfully passed the California Commission on Peace Officer Standards and Training (POST) Basic Police Academy, as well as physical agility, medical, oral board, written, and psychological examinations, and a background investigation. Members of the reserve are expected to comply with the sections of the Police Department's Duty Manual pertaining to patrol procedures and conduct.

The Reserve Program is managed by regular sworn officers in the Department; a Police Sergeant serves as the Reserve Program Director and provides the day-to-day management of the program. The Reserve Program has additional staff who manage some of the administrative elements of the program. It should be noted that the Reserve Director also manages the Police Department's VOLT program.

Reserve members agree to serve a minimum of 16 hours of service on a monthly basis, with 10 of those hours performed in a patrol beat function. The 16 hour per month minimum is meant to meet POST requirements for "qualifying service" levels.[21]

The Reserve Program maintains an internal database where each member is expected to log their hours worked by assignment. Reserve Officers also track any compensated time worked through the Department's secondary employment program. Based on a review of total hours entered into the database for FY 2014-15, we noted that ten individuals did not appear to meet the 16 hour per month requirement, and 30 did not appear to meet the 10 hour per month patrol requirement.

The Department believes that the shortages were likely a result of Reserve Officers not logging their hours into the internal database (as opposed to members not meeting their service requirements). However, the Department planned to send notices or take other steps for Reserve Officers identified as not meeting their volunteer requirements. To address this issue moving forward, the Department intends to update the Reserve Program procedures to better monitor its members' hours for compliance with POST and department standards, including random compliance checks, monthly tracking of Reserve Officer hours, and steps to take to address any shortages.

Recommendation #7: The Police Department should update its Reserve Program procedures to better track and monitor hours worked by the Reserve Officers to ensure they (1) meet the California Commission on Peace Officer Standards and Training requirements and (2) monthly patrol hour requirements set by the Department.

[21] Qualifying service is defined as serving in a California peace officer/Level I reserve officer position for which a POST-certified Regular Basic Course or Specialized Investigators' Basic Course was required by law.

PRNS' Community Garden Program Can Improve Its Procedures for How Its Volunteer Management Teams Collect and Remit Funds to the City

The Community Gardens Program allows residents access to a plot of land at one of the City's 17 designated community gardens. Each of those gardens is overseen by a Volunteer Management Team, which is a group of volunteers that supports the operations and care of each community garden. Residents wishing to use a plot of land sign a City agreement form and pay an annual City registration fee. The Volunteer Management Team may establish an additional non-City operating fee for each garden for the purposes of tools or projects.

In the past, each Volunteer Management Team assisted City program staff by collecting plotholder registration forms and fees, including both the City fee and non-City garden operating fee. These funds were then deposited into each garden's bank account and the amount owed to the City later remitted. However, by collecting the operating fee and the City fee simultaneously and issuing a receipt of funds under City letterhead, it unintentially gave the impression that the non-City fee is in fact mandatory. Furthermore, the process was not in compliance with the City's cash handling policy. The specific non-compliance issue depended on when the fee was considered received by the City: either funds were considered City funds when the Volunteer Management Team remitted them to the City, in which case Volunteer Management Teams were issuing receipts for City funds that were not considered received by the City until a later time, or funds were considered City funds when the Volunteer Management Team actually received them, in which case the City funds were not deposited within a timely and safe manner.

To address these issues, the Department intends to:

- Pilot an online collection of the garden's City fees through PRNS' RECS system, and then develop standard operating procedures that are in compliance with the City's cash handling policies. This will then be rolled out program-wide once the process is set.
- The Volunteer Management Teams will not collect the City fee. Instead, City staff will go to sites on a scheduled basis to assist those gardeners who do not have internet access or the ability to travel to a community center or City Hall for annual program payments.
- The Community Garden rules will be modified to acknowledge the Volunteer Management Team may collect a voluntary non-City fee to support the operations of the community garden, and that the funds generated from that fee are the property of the community gardeners, and not the property of the City. The gardeners and Volunteer Management Team are solely responsible for management of these funds.

- The City fee and non-City fee will further be separated by removing the non-City fee from the Community Garden application.
- Annually, City staff will review the General Guidelines for Cash Handling Procedures to ensure Community Garden Policies and Procedures are in compliance with this policy.

Recommendation #8: The Parks, Recreation and Neighborhood Services Department should (1) improve the process by which the Community Gardens Volunteer Management Teams collect and remit fees related to garden plots and (2) update its program procedures accordingly.

Conclusion

Many City departments utilize volunteers to augment services that provide significant tangible and intangible benefits to residents. For example, volunteers spend many hours staffing information booths at the Airport, cleaning up parks and creeks, working with adults and children at the City's libraries, and providing sworn and civilian support for the Police Department. Overall, departments estimate that at least 10,000 individuals volunteered more than 185,000 hours in FY 2014-15. Volunteer programs are also an effective way to engage residents to improve their communities and participate in addressing neighborhood issues. Volunteer programs connect residents with City staff, bringing with it new energy and ideas and an opportunity to improve community relations. Currently, each department manages its volunteer programs independently.

RECOMMENDATIONS

Recommendation #1: To improve the accessibility of volunteer opportunities to the City's residents, the Administration should develop and post on the City's intranet an outreach "how-to" guide for volunteer coordinators across the City with information on social media strategies and how to update the City's website and events calendar. It should also reference the Citywide Language Access Policy (once it is finalized).

Recommendation #2: To ensure more consistent management of volunteer programs, the Administration should develop a Volunteer Policy to be included in the City Administrative Policy Manual that formally recognizes the value volunteers contribute and includes minimum standards for the management of volunteer programs. The policy should include guidance on the use of volunteer agreements; health and safety requirements, such as fingerprinting and TB testing; volunteer recognition; and other topics as necessary.

Recommendation #3: To assist City staff in managing volunteer programs, the Administration should create and post on the City's intranet a volunteer guidebook or "toolkit" as a reference for staff during the development and management of volunteer programs.

Recommendation #4: The Administration should work with the departments of Parks, Recreation and Neighborhood Services, Environmental Services, and Transportation to coordinate efforts around place-based volunteer programs. In particular, the Administration should streamline the process and expand the options that allow volunteers to play an active role in cleaning and maintaining public spaces by:

(a) Developing a separate volunteer webpage for the City's place-based volunteer programs that includes (i) descriptions of the programs (ii) relevant contact information and (iii) specific directions on how to request materials and supplies. The website should also provide information to help groups interested in one-time clean up or similar events.

(b) Allowing volunteers to apply with multiple place-based programs at once.

(c) Identify resources to reactivate the Adopt a Street program and/or expand the types of spots that volunteers can adopt to clean or maintain, including storm drains and creek segments for which the City holds an easement.

Recommendation #5: The Administration should work with the Fire Department's Office of Emergency Services to define specific roles for volunteers in the City's updated emergency operations plan and reactivate the Community Emergency Response Team (CERT) program.

Recommendation 6: The Parks, Recreation and Neighborhood Services Department should provide broad oversight and management of its community center volunteer programs, including developing a volunteer recruitment strategy and standard policies and procedures that contain specific guidance on volunteer intake, ongoing assessments such as the tracking of hours, and the retention of key documents.

Recommendation #7: The Police Department should update its Reserve Program procedures to better track and monitor hours worked by the Reserve Officers to ensure they (1) meet the California Commission on Peace Officer Standards and Training requirements and (2) monthly patrol hour requirements set by the Department.

Recommendation #8: The Parks, Recreation and Neighborhood Services Department should (1) improve the process by which the Community Gardens Volunteer Management Teams collect and remit fees related to garden plots and (2) update its program procedures accordingly.

APPENDIX A

City of San Jose
Volunteer Service Agreement/Adult

I, _____ am at least 18 years old and agree to volunteer my services to the _____ ("Department") of the CITY OF SAN JOSE ("City").

I understand my schedule will be:

Monday	_____
Tuesday	_____
Wednesday	_____
Thursday	_____
Friday	_____
Total Weekly Hours	_____

I understand that any changes to my schedule are subject to the approval, in advance, by the Appointing Authority's Department Coordinator, _____.

I acknowledge that there is no salary or other compensation for my services as a volunteer.

I understand that during the course and scope of my volunteer services to the City, I will be covered under the City's Workers' Compensation self-insurance. I also understand and agree that my <u>sole</u> remedy for any injury that I may sustain during the course and scope of my volunteer services to the City, which is covered by Workers' Compensation, shall be through the City's Workers' Compensation self-insurance coverage. I waive any other right or remedy that I may have available to me for the injuries described above.

I acknowledge and agree that data, documents, discussions or other information developed or received by me during the course and scope of my volunteer services may be confidential and I agree not to disclose any data, documents, discussions or other information developed or received by me during the course and scope of my volunteer services to any person except as authorized by the Appointing Authority or designee, or as required by law. Additionally, all reports, documents or other materials developed by me in the course and scope of my volunteer services shall be solely the property of the City without restriction or limitation on City's use.

I also acknowledge and agree that my services are provided for the convenience of the City and may be terminated for any reason or for no reason and at any time by the City without notice or hearing.

_____	_____
Volunteer's Name (Please Print)	Volunteer's Signature
_____	_____
Address	Date Service Begins
_____	
City	
_____	_____
Phone Number	Appointing Authority or Authorized Designee

318475 Revised 8/17/05

APPENDIX B

CITY OF
SAN JOSE
CAPITAL OF SILICON VALLEY

City of San José Volunteer Code of Ethics Agreement

Volunteers are an important asset of the City's workforce and make it possible for the City to deliver services to San José residents. As a volunteer, you represent the City of San José. As such, it is important that you adhere to the City's Volunteer Code of Ethics.

I, _____, as a volunteer with the City of San José agree to:

- Conduct myself in a professional manner; maintaining high standards of integrity and honesty.
- Treat all members of the public, employees, and other volunteers with respect and courtesy.
- Avoid any activity that could be seen as a conflict of interest, such as accepting gifts or favors from individuals or businesses that could be seen to be an attempt to influence a City decision.
- Respect confidential information that is available to me as a result of my volunteer work with the City, and refrain from using it for personal gain or for personal, non-City business related reasons. Bring any violation of this confidentiality to my supervisor.
- Promptly raise questions and concerns regarding possible violations of City policy or local, State or Federal law with my immediate supervisor or another manager within my department.
- Reinforce the City of San José's commitment to equal employment opportunity and a work environment free of discrimination and harassment, including sexual harassment. Please see Section 1.1.1., titled Discrimination and Harassment Policy, in the City Policy Manual.

I understand that I may be released from my volunteer position with the City of San José for not adhering to the above Code of Ethics.

_____	_____
Volunteer Signature	Supervisor
_____	_____
Date	Date
_____	_____
Department	Position/Department

1/10

APPENDIX C
City Auditor Volunteer Satisfaction Survey – Overall Results

Are you currently volunteering with a City program or department?	Percent	Number
Yes	80%	N=1095
No	20%	N=276
Total	100%	N=1371

With which City program or department do/did you volunteer? (Check all that apply)	Percent	Number
Airport (e.g., information booth or dog handlers)	4%	N=52
Animal Care Center	7%	N=87
Anti-Graffiti or Anti-Litter Program	6%	N=72
Emergency Services	4%	N=52
Environmental programs (e.g., clean creeks or monitoring)	4%	N=48
Happy Hollow Park & Zoo	4%	N=46
Housing/Homelessness	4%	N=48
Library (e.g., tutoring, Partners in Reading, general services)	47%	N=591
Parks (e.g., Adopt-a-Park)	8%	N=99
Police Department (e.g., VOLT and Interns)	3%	N=38
Police Reserves	3%	N=40
Recreation centers (e.g., senior or youth programs)	19%	N=238
Streets or street landscapes	2%	N=23
Other (please specify)	2%	N=28
Answered Question	-	N=1268

How long have you been (or were you) a volunteer for the City?	Percent	Number
Less than a year	37%	N=472
One year	9%	N=113
1-3 years	21%	N=261
3-5 years	11%	N=136
More than 5 years	23%	N=292
Total	100%	N=1274

How frequently do/did you volunteer?	Percent	Number
One time	5%	N=66
A few times a year	12%	N=146
Monthly	18%	N=227
Weekly	54%	N=673
Seasonal (e.g., summer only)	11%	N=140
Total	100%	N=1252

How did you learn about volunteering with the City? (Check all that apply)	Percent	Number
The City's website	16%	N=198
Listing on volunteer website (e.g., Volunteer Match)	14%	N=168
A friend or family member	35%	N=439
Religious or social organization	3%	N=36
Place of employment	4%	N=48
School or college/university	11%	N=134
Contacted by City or department staff	6%	N=77
Resource fair	2%	N=23
Social media	6%	N=68
Former City employee	4%	N=49
Other (please specify)	24%	N=299
Answered Question	-	N=1239

Why do/did you volunteer with this program? (Check all that apply)	Percent	Number
To improve your community	57%	N=705
To help a cause you believe in	54%	N=676
To use your skills and experience	48%	N=593
To gain skills and experience	40%	N=502
To explore your own strengths	22%	N=279
Because your friends or family volunteered	13%	N=160
To complete a school requirement for community service	20%	N=244
To complete court-ordered community service	2%	N=20
Other (please specify)	10%	N=123
Answered Question	-	N=1247

Please rank the following statements about your volunteer experience:	Strongly Agree		Somewhat Agree		Neither Agree Nor Disagree		Somewhat Disagree		Strongly Disagree		Total	
I am satisfied with the variety of volunteer opportunities offered in the City	48%	526	31%	340	15%	167	3%	37	2%	21	100%	N=1091
It was easy to locate a volunteer opportunity on the City's website	39%	343	30%	260	22%	187	7%	58	2%	21	100%	N=869
The process of becoming a volunteer was easy	58%	667	30%	341	7%	84	4%	41	2%	21	100%	N=1154
The program is well organized	52%	606	31%	358	10%	110	4%	49	3%	32	100%	N=1155
I understand/understood what was expected of me	65%	760	26%	305	4%	52	3%	32	1%	13	100%	N=1162
I feel/felt adequately prepared to perform my volunteer role	64%	746	28%	326	5%	53	2%	25	1%	13	100%	N=1163
I have/had the support and guidance I need from City staff to accomplish my volunteer tasks	60%	682	25%	287	8%	89	4%	40	3%	35	100%	N=1133
I have/had access to the tools and resources necessary to accomplish my volunteer tasks	61%	708	24%	282	7%	82	4%	44	3%	38	100%	N=1154
I have/had opportunities to learn and grow as a volunteer	57%	641	26%	292	13%	142	3%	38	2%	18	100%	N=1131
I feel/felt welcomed by the staff	70%	808	21%	242	6%	65	2%	25	2%	20	100%	N=1160
I feel/felt appreciated by the staff	68%	779	21%	242	7%	76	3%	30	2%	22	100%	N=1149
I received thanks or recognition for being a volunteer	66%	760	21%	245	8%	93	3%	34	2%	25	100%	N=1157
I understand/understood the importance or impact of the work I perform for the department or program	68%	803	23%	274	6%	69	1%	16	1%	12	100%	N=1174
I am/was satisfied with my volunteer experience	66%	768	25%	289	6%	68	2%	26	2%	20	100%	N=1171
I would recommend my friends and/or family members volunteer with this department or program	67%	771	21%	245	8%	94	2%	22	2%	26	100%	N=1158

How would you prefer to be recognized for your volunteer work? Rank 1 (most important) to 5 (least important)	1		2		3		4		5		Total	
A formal letter or certificate of recognition	33%	283	17%	148	17%	144	17%	146	17%	148	100%	N=869
An informal group outing or get-together	15%	137	25%	221	23%	199	21%	183	16%	144	100%	N=884
A formal event or other public recognition	10%	84	15%	133	18%	157	23%	203	34%	294	100%	N=871
A newsletter or other communication (e.g., social media) about the impacts of volunteer efforts	12%	114	23%	210	26%	244	18%	170	20%	186	100%	N=924
Thanked in person on an ongoing, informal basis	39%	389	17%	167	15%	147	15%	154	14%	144	100%	N=1001

Do you use social media?	Percent	Number
Yes	69%	N=822
No	31%	N=365
Total	100%	N=1187

What social media platforms do you use? (Check all that apply)	Percent	Number
Facebook	84%	N=685
Twitter	24%	N=196
NextDoor	20%	N=166
LinkedIn	32%	N=257
Instagram	39%	N=317
Google+	35%	N=283
Tumblr	12%	N=100
Other (please specify)	7%	N=54
Answered Question	-	N=1187

Please indicate your age:	Percent	Number
Under 18	25%	N=303
18-34	15%	N=182
35-49	12%	N=138
50-64	21%	N=246
65 and over	28%	N=329
Total		N=1198

Note: Percentages may not add to 100 percent because of rounding. Overall totals may not match as respondents may have skipped and/or checked more than one answer

Appendix D
City Auditor Volunteer Satisfaction Survey – Results by Department or Program

	Airport (e.g., information booth or dog handlers)	Emergency Services	Environmental programs (e.g., clean creeks or monitoring)	Housing/ Homelessness	Library (e.g., tutoring, PAR, general services)	Parks (e.g., Adopt-a-Park)	Police Department (e.g., VOLT and Interns)	Police Reserves	Recreation centers (e.g., senior or youth programs)	Streets or street landscapes	Happy Hollow Park & Zoo	Animal Care Center	Anti-Graffiti or Anti-Litter Program
Are you currently volunteering with a City program or department?													
Yes	50	40	25	17	503	79	35	40	203	17	37	78	60
No	2	11	22	31	86	20	3	0	34	6	9	7	11
With which City program or department do/did you volunteer? (Check all that apply)													
Airport (e.g., information booth or dog handlers)	52	2	0	1	1	1	2	0	1	0	1	4	1
Animal Care Center	4	2	3	2	5	2	0	0	0	0	3	87	3
Anti-Graffiti or Anti-Litter Program	1	4	12	9	12	16	0	0	10	11	2	3	72
Emergency Services	2	52	2	2	2	1	0	1	1	1	1	2	4
Environmental programs (e.g., clean creeks or monitoring)	0	2	48	6	13	10	0	0	4	5	1	3	12
Happy Hollow Park & Zoo	1	1	1	2	5	1	0	0	3	1	46	3	2
Housing/Homelessness	1	2	6	48	10	6	0	0	9	4	2	2	9
Library (e.g., tutoring, Partners in Reading, general services)	1	2	13	10	591	12	4	0	28	6	5	5	12
Parks (e.g., Adopt-a-Park)	1	1	10	6	12	99	1	0	15	4	1	2	16
Police Department (e.g., VOLT and Interns)	2	0	0	0	4	1	38	1	2	0	0	0	0
Police Reserves	0	1	0	0	0	0	1	40	0	0	0	0	0
Recreation centers (e.g., senior or youth programs)	1	1	4	9	28	15	2	0	238	5	3	0	10
Streets or street landscapes	0	1	5	4	6	4	0	0	5	23	1	0	11
Other (please specify)	1	1	0	3	4	0	0	0	2	0	0	0	1
How long have you been (or were you) a volunteer for the City?													
Less than a year	2	4	14	24	276	15	11	7	53	3	24	40	11
One year	2	4	2	5	59	10	4	0	19	3	4	7	5
1-3 years	11	16	12	8	131	23	4	5	46	5	10	16	11
3-5 years	9	10	6	5	51	14	4	2	29	1	5	7	11
More than 5 years	27	16	14	6	69	36	15	26	91	10	3	17	33
How frequently do/did you volunteer?													
One time	0	9	3	19	22	4	0	0	7	0	1	1	3
A few times a year	2	15	19	7	53	22	5	1	21	4	2	3	10
Monthly	25	9	15	6	82	24	6	22	30	8	11	8	19
Weekly	24	13	10	11	317	40	24	17	167	9	21	68	34
Seasonal (e.g., summer only)	0	2	0	3	107	4	2	0	5	0	10	6	3

NOTE: Respondents may have volunteered with multiple programs and/or chosen not to respond to questions. As a result, numbers may not equal overall totals.

	Airport (e.g., information booth or dog handlers)	Emergency Services	Environmental programs (e.g., clean creeks or monitoring)	Housing/ Homelessness	Library (e.g., tutoring, PAR, general services)	Parks (e.g., Adopt-a-Park)	Police Department (e.g., VOLT and Interns)	Police Reserves	Recreation centers (e.g., senior or youth programs)	Streets or street landscapes	Happy Hollow Park & Zoo	Animal Care Center	Anti-Graffiti or Anti-Litter Program
How did you learn about volunteering with the City? (Check all that apply)													
The City's website	6	15	11	8	85	20	12	1	14	4	11	33	18
Listing on volunteer website (e.g., Volunteer Match)	5	4	6	9	123	11	2	0	17	3	6	15	5
A friend or family member	29	14	19	13	242	26	9	9	81	7	14	21	21
Religious or social organization	2	7	3	8	12	4	0	0	5	1	2	3	5
Place of employment	1	3	5	5	21	2	1	9	8	2	4	2	3
School or college/university	0	0	13	11	87	9	7	2	31	3	5	4	4
Contacted by City or department staff	3	4	12	8	21	12	1	2	27	7	2	5	14
Resource fair	0	0	2	2	15	4	0	0	3	0	0	1	4
Social media	1	3	3	13	41	4	1	0	6	0	1	4	3
Former City employee	3	1	1	3	10	5	3	19	8	0	3	2	4
Other (please specify)	12	17	4	6	109	30	8	7	67	8	12	23	22
Why do/did you volunteer with this program? (Check all that apply)													
To improve your community	30	38	36	27	323	77	24	28	107	19	19	32	63
To help a cause you believe in	24	24	32	32	281	64	26	28	113	15	28	72	50
To use your skills and experience	36	25	23	14	309	44	20	30	102	12	22	24	26
To gain skills and experience	13	33	17	19	279	21	18	16	62	6	38	25	11
To explore your own strengths	13	10	8	9	149	15	10	11	46	6	21	16	8
Because your friends or family volunteered	10	5	5	3	88	14	1	3	36	2	2	4	6
To complete a school requirement for community service	1	1	7	8	186	13	6	2	30	1	7	6	2
To complete court-ordered community service	0	1	0	0	4	2	0	0	11	0	0	0	0
Other (please specify)	11	2	6	3	34	14	3	6	35	3	5	10	4
Please rank the following statements about your volunteer experience:													
I am satisfied with the variety of volunteer opportunities offered in the City													
Strongly Agree	16	16	18	19	257	40	18	15	120	4	17	23	27
Somewhat Agree	12	10	11	5	176	23	7	8	58	6	14	33	18
Neither Agree Nor Disagree	15	8	4	9	62	13	3	8	18	4	8	14	14
Somewhat Disagree	1	2	4	2	15	2	5	4	3	1	0	1	2
Strongly Disagree	1	4	1	2	7	1	1	2	4	1	0	0	1
It was easy to locate a volunteer opportunity on the City's website													
Strongly Agree	4	7	13	14	172	30	13	4	73	3	11	20	16
Somewhat Agree	5	12	6	10	144	16	10	4	32	3	12	19	15
Neither Agree Nor Disagree	14	8	7	7	68	12	3	10	38	3	8	18	12
Somewhat Disagree	1	2	6	3	31	5	2	3	4	3	2	2	5
Strongly Disagree	2	5	2	1	5	4	0	0	6	0	0	2	3

NOTE: Respondents may have volunteered with multiple programs and/or chosen not to respond to questions. As a result, numbers may not equal overall totals.

	Airport (e.g., information booth or dog handlers)	Emergency Services	Environmental programs (e.g., clean creeks or monitoring)	Housing/ Homelessness	Library (e.g., tutoring, PAR, general services)	Parks (e.g., Adopt-a-Park)	Police Department (e.g., VOLT and Interns)	Police Reserves	Recreation centers (e.g., senior or youth programs)	Streets or street landscapes	Happy Hollow Park & Zoo	Animal Care Center	Anti-Graffiti or Anti-Litter Program
The process of becoming a volunteer was easy													
Strongly Agree	27	15	22	22	323	45	14	13	149	6	15	49	30
Somewhat Agree	15	22	14	10	156	26	17	6	45	6	22	26	17
Neither Agree Nor Disagree	3	1	1	4	43	6	4	6	7	2	3	2	7
Somewhat Disagree	3	3	2	1	15	2	1	6	7	2	2	2	4
Strongly Disagree	1	4	1	2	4	4	0	3	1	1	1	0	7
The program is well organized													
Strongly Agree	22	20	20	19	286	35	19	28	115	4	26	31	24
Somewhat Agree	16	13	11	11	184	25	7	2	66	6	14	29	15
Neither Agree Nor Disagree	4	6	5	5	51	7	7	3	13	2	1	9	10
Somewhat Disagree	2	2	3	1	17	5	2	3	7	1	1	7	7
Strongly Disagree	1	5	3	2	5	9	1	1	8	3	1	2	7
I understand/understood what was expected of me													
Strongly Agree	35	25	26	23	368	49	24	30	133	8	32	41	34
Somewhat Agree	11	15	10	10	138	21	10	3	58	6	9	31	20
Neither Agree Nor Disagree	0	1	4	3	25	8	1	1	9	2	1	4	6
Somewhat Disagree	2	2	1	2	12	2	1	1	8	0	0	3	2
Strongly Disagree	1	2	2	1	2	3	0	1	2	2	0	0	4
I feel/felt adequately prepared to perform my volunteer role													
Strongly Agree	34	28	26	25	336	57	24	25	149	10	25	46	41
Somewhat Agree	12	11	9	9	168	21	9	6	50	5	17	25	14
Neither Agree Nor Disagree	0	3	4	2	28	0	1	2	6	2	1	3	6
Somewhat Disagree	2	2	0	0	10	1	1	0	6	0	0	3	2
Strongly Disagree	1	1	3	1	3	5	0	2	1	1	0	2	3
I have/had the support and guidance I need from City staff to accomplish my volunteer tasks													
Strongly Agree	28	21	23	22	335	49	23	15	121	6	31	42	28
Somewhat Agree	12	14	9	9	138	16	8	6	57	4	8	20	17
Neither Agree Nor Disagree	4	2	4	3	41	6	1	5	17	3	1	6	8
Somewhat Disagree	3	5	3	1	6	4	1	3	5	3	1	6	6
Strongly Disagree	1	3	3	2	7	7	2	4	9	2	1	3	6
I have/had access to the tools and resources necessary to accomplish my volunteer tasks													
Strongly Agree	19	21	24	20	361	52	25	17	130	7	30	39	32
Somewhat Agree	18	13	11	10	132	17	7	8	48	3	11	22	14
Neither Agree Nor Disagree	3	5	1	4	31	5	0	4	17	5	2	6	7
Somewhat Disagree	6	5	3	3	9	8	2	3	5	1	0	7	6
Strongly Disagree	2	2	4	1	6	3	1	4	13	2	0	4	7

NOTE: Respondents may have volunteered with multiple programs and/or chosen not to respond to questions. As a result, numbers may not equal overall totals.

	Airport (e.g., information booth or dog handlers)	Emergency Services	Environmental programs (e.g., clean creeks or monitoring)	Housing/ Homelessness	Library (e.g., tutoring, PAR, general services)	Parks (e.g., Adopt-a-Park)	Police Department (e.g., VOLT and Interns)	Police Reserves	Recreation centers (e.g., senior or youth programs)	Streets or street landscapes	Happy Hollow Park & Zoo	Animal Care Center	Anti-Graffiti or Anti-Litter Program
I have/had opportunities to learn and grow as a volunteer													
Strongly Agree	23	23	18	21	323	35	21	19	125	7	34	37	28
Somewhat Agree	15	12	9	4	137	22	8	8	54	4	6	21	14
Neither Agree Nor Disagree	9	0	7	6	58	13	4	6	19	5	4	14	15
Somewhat Disagree	0	6	5	2	11	5	1	2	8	0	0	4	2
Strongly Disagree	1	4	1	1	5	4	1	0	3	1	0	1	3
I feel/felt welcomed by the staff													
Strongly Agree	31	26	29	21	395	46	31	23	149	9	28	48	38
Somewhat Agree	15	14	7	10	112	23	4	6	44	4	10	16	15
Neither Agree Nor Disagree	2	4	3	2	29	3	0	2	13	3	3	5	5
Somewhat Disagree	0	1	1	2	8	5	1	2	5	1	1	8	3
Strongly Disagree	1	0	2	1	5	2	0	2	4	1	1	2	4
I feel/felt appreciated by the staff													
Strongly Agree	30	26	29	24	376	46	29	21	154	7	27	41	37
Somewhat Agree	13	10	7	7	111	19	6	5	37	5	11	22	13
Neither Agree Nor Disagree	1	7	4	4	39	5	1	5	13	3	4	6	7
Somewhat Disagree	3	1	0	2	11	6	0	2	3	1	1	4	3
Strongly Disagree	1	0	2	1	4	4	0	1	5	2	0	4	5
I received thanks or recognition for being a volunteer													
Strongly Agree	26	26	25	23	371	49	27	14	157	7	27	41	38
Somewhat Agree	12	9	9	9	112	14	6	8	38	4	10	22	13
Neither Agree Nor Disagree	7	4	5	3	41	5	2	9	9	4	2	10	6
Somewhat Disagree	2	1	0	1	12	9	0	3	8	1	2	2	4
Strongly Disagree	1	3	2	1	6	2	0	2	4	1	2	2	3
I understand/understood the importance or impact of the work I perform for the department or program													
Strongly Agree	35	33	23	25	375	49	29	26	158	11	28	52	37
Somewhat Agree	9	9	14	9	127	21	7	5	44	5	12	24	19
Neither Agree Nor Disagree	4	1	4	2	37	8	0	4	8	1	2	4	7
Somewhat Disagree	0	0	0	1	6	4	0	0	7	1	1	0	2
Strongly Disagree	1	3	2	1	5	1	0	0	1	0	0	0	1
I am/was satisfied with my volunteer experience													
Strongly Agree	33	24	28	24	371	50	23	18	154	9	26	45	37
Somewhat Agree	10	11	8	7	132	23	11	8	45	6	13	27	15
Neither Agree Nor Disagree	4	2	3	4	31	4	2	6	12	2	3	4	5
Somewhat Disagree	0	3	2	1	9	2	0	3	4	1	1	3	4
Strongly Disagree	1	5	2	2	3	3	0	1	4	1	0	1	3

NOTE: Respondents may have volunteered with multiple programs and/or chosen not to respond to questions. As a result, numbers may not equal overall totals

	Airport (e.g., information booth or dog handlers)	Emergency Services	Environmental programs (e.g., clean creeks or monitoring)	Housing/ Homelessness	Library (e.g., tutoring ,PAR, general services)	Parks (e.g., Adopt-a-Park)	Police Department (e.g., VOLT and Interns)	Police Reserves	Recreation centers (e.g., senior or youth programs)	Streets or street landscapes	Happy Hollow Park & Zoo	Animal Care Center	Anti-Graffiti or Anti-Litter Program
I would recommend my friends and/or family members volunteer with this department or program													
Strongly Agree	33	26	24	27	382	50	28	18	141	8	26	45	40
Somewhat Agree	11	12	9	4	105	18	6	7	47	3	13	24	11
Neither Agree Nor Disagree	2	3	3	5	42	7	1	6	14	4	4	7	9
Somewhat Disagree	1	1	3	0	8	1	0	1	7	1	0	1	2
Strongly Disagree	1	4	2	2	4	4	0	2	7	1	1	2	3
How would you prefer to be recognized for your volunteer work? Rank 1 (most important) to 5 (least important)													
A formal letter or certificate of recognition													
1	6	13	10	11	163	18	14	6	48	6	10	9	13
2	5	6	3	1	69	14	2	6	17	0	10	19	5
3	6	4	3	4	69	10	5	6	20	2	7	10	6
4	9	11	9	4	66	12	3	3	18	1	4	9	10
5	15	8	8	7	65	12	7	2	13	2	7	7	12
An informal group outing or get-together													
1	15	4	6	2	49	13	5	7	34	1	6	2	6
2	11	8	8	8	109	18	14	1	29	2	11	15	15
3	6	15	7	8	103	12	6	3	14	3	10	18	12
4	11	10	9	3	97	14	2	6	25	4	7	12	8
5	4	3	6	6	76	11	3	6	21	2	5	10	6
A formal event or other public recognition													
1	7	1	2	2	42	4	4	2	12	1	6	7	4
2	8	6	5	3	72	12	5	5	18	2	6	4	6
3	6	3	9	4	76	13	3	7	29	2	3	7	8
4	6	10	9	6	103	19	7	3	22	2	15	14	12
5	14	20	9	10	140	18	12	7	30	4	9	27	15
A newsletter or other communication (e.g., social media) about the impacts of volunteer efforts													
1	8	9	4	6	52	12	4	2	11	2	2	8	8
2	10	14	13	12	104	17	4	5	19	4	6	14	12
3	12	12	11	6	125	20	8	6	34	4	11	15	15
4	7	3	3	5	83	9	8	5	32	2	7	13	7
5	8	4	5	4	95	11	8	3	26	0	16	12	6
Thanked in person on an ongoing, informal basis													
1	10	14	11	14	179	25	8	8	63	3	16	41	16
2	8	7	8	6	83	7	5	6	30	2	7	9	9
3	12	9	4	6	73	13	8	3	11	0	9	8	6
4	9	5	4	3	84	10	9	6	11	2	7	7	7
5	4	7	11	5	77	17	3	4	30	6	2	4	12

NOTE: Respondents may have volunteered with multiple programs and/or chosen not to respond to questions. As a result, numbers may not equal overall totals.

	Airport (e.g., information booth or dog handlers)	Emergency Services	Environmental programs (e.g., clean creeks or monitoring)	Housing/ Homelessness	Library (e.g., tutoring, PAR, general services)	Parks (e.g., Adopt-a-Park)	Police Department (e.g., VOLT and Interns)	Police Reserves	Recreation centers (e.g., senior or youth programs)	Streets or street landscapes	Happy Hollow Park & Zoo	Animal Care Center	Anti-Graffiti or Anti-Litter Program
Do you use social media?													
Yes	30	32	28	33	401	59	28	24	116	9	38	59	40
No	18	15	13	8	147	27	8	14	97	10	4	18	24
What social media platforms do you use? (Check all that apply)													
Facebook	26	28	28	28	327	52	26	18	85	5	33	55	34
Twitter	4	12	10	12	111	10	3	4	17	2	9	16	8
NextDoor	8	15	11	10	50	29	2	5	23	4	5	11	23
LinkedIn	9	24	15	14	92	28	10	12	30	5	7	28	19
Instagram	2	4	14	12	190	17	10	1	36	2	22	20	13
Google+	15	12	10	12	144	19	7	9	44	4	8	22	13
Tumblr	0	1	2	3	73	3	2	1	4	0	11	5	1
Please indicate your age:													
Under 18	0	0	6	3	264	12	2	0	10	1	21	5	1
18-34	1	3	10	14	70	5	16	2	35	0	10	23	4
35-49	2	13	8	13	45	15	1	7	23	3	9	14	12
50-64	10	20	8	6	75	28	8	22	40	8	1	18	22
65 and over	34	12	11	5	100	27	9	5	110	7	3	20	25

NOTE: Respondents may have volunteered with multiple programs and/or chosen not to respond to questions. As a result, numbers may not equal overall totals.

APPENDIX E

Council Policy 3-1, PRNS Volunteer Policy

City of San José, California

COUNCIL POLICY

TITLE PARKS, RECREATION, AND NEIGHBORHOOD SERVICES - VOLUNTEER POLICY	PAGE 1 of 6	POLICY NUMBER 3-1
EFFECTIVE DATE May 18, 1970	REVISED DATE June 9, 2009	
APPROVED BY COUNCIL ACTION	5/18/1970; Revised 6/9/2009, Item 5.2, Res. No. 74950;	

BACKGROUND

PRNS and the City of San José have a long tradition of providing a wide range of quality parks, recreational and community services to the city's diverse population. Complementary to this tradition are the enduring partnerships with many individuals and organizations that support PRNS's mission to "build healthy communities through people, parks, and programs." The Volunteer Policy will guide PRNS' efforts in the recruitment, management and recognition of volunteers.

PURPOSE

To provide a framework and a process to guide the Department of Parks, Recreation and Neighborhood Services ("PRNS") in the recruitment, management and recognition of volunteers in order to enhance park maintenance, effective delivery of recreation services, and meaningful opportunities for civic engagement. Terms used but not defined in the body of this policy are defined in the Definitions Section at the end of this Policy.

POLICY

The Department of Parks, Recreation, and Neighborhood Services of the City of San José ("City") recognizes the value of a community participation and welcomes the invaluable partnership with volunteers in the enhancement of public parks and quality services in community centers for the benefit of the public. The Volunteer Policy ("Volunteer Policy") provides guidelines for staff to work with volunteers in the completion of approved meaningful projects and programs that supplement and enhance PRNS's resources throughout the City's neighborhoods.

This Volunteer Policy covers the work of volunteers on behalf of PRNS at all community, youth, and senior centers, parks, as well as any other locations, programs, and events it sponsors. The Volunteer Policy is founded on an understanding of volunteerism not as monolithic action but rather a continuum of civic engagement. Thus, it provides a procedural structure that adjusts to the different types of volunteer activities and levels of volunteer commitment.

IMPLEMENTATION GUIDELINES

Volunteer Registration

Each new volunteer must fill out the appropriate volunteer agreement(s) as developed by PRNS and the City Attorney's Office. Further, the volunteer must meet at appropriate fingerprinting and TB test requirements as necessary. A Volunteer Policy Implementation Manual will provide guidelines for selecting which form to fill out and sign as well as volunteer participation in the training workshops.

Volunteer Qualifications

1. Age: Volunteers under the age of 15 must be accompanied by a parent or legal guardian during their service for the City. Alternatively, if approved by the parent or legal guardian, an authorized adult representative or supervisor of an educational or vocational organization may supervise volunteers below 15 years of age, provided that the organization has signed an agreement with the City taking responsibility for the volunteers. All volunteers, both adults and persons under the age of 18, must sign and date, or have their parent or legal guardian sign and date, the appropriate volunteer applications and agreements as described in the Implementation Manual depending on the type and scope of the service. Volunteers under the age of 18 will only perform volunteer services during non-school hours, unless the City's volunteer service of a recognized part of the civic educational component of the school attended by the volunteer.
2. Fingerprinting and Background Check
   a. Consistent with California Public Resources Code Section 5164, the City will fingerprint any volunteer, who may be assigned to a volunteer project in a position having supervisory or disciplinary authority over any minor, to screen for any and all criminal convictions as spelled out in above referenced section before s/he can begin delivering the services.
   b. Furthermore, PRNS reserves the right to conduct reference checks in order to improve safe and appropriate assignment of volunteers.
   c. PRNS will follow appropriate City policy for record and file keeping guidelines to ensure the privacy of volunteers' sensitive information including but not limited to background checks, medical records, or other.
   d. PRNS will cover the costs of fingerprinting and background checks of volunteers.
3. Requirement for TB Testing
   a. City Council extends the State requirement for TB testing to volunteers. TB testing requirement will be conducted consistent with the California Public Resources Code **5163,** which states the following: (a) No person shall initially be employed in connection with a park, playground, recreational center, or beach used for recreational purposes by a city or county in a position requiring contact with children, or as a food concessionaire or other licensed concessionaire in that area, unless the person produces or has on file with the city or county a certificate showing that within the last two years the person has been examined and has been found to be free of communicable tuberculosis.
   b. For persons with a positive TB skin test reading, a physician's medical clearance must be obtained prior to services being provided as specified above. PRNS shall keep on file each "Certificate" of clearance for the persons described above. "Certificate" means a document signed by a licensed examining physician and surgeon or a notice from a public health agency or unit of the tuberculosis association which indicates freedom from active tuberculosis.

Volunteer Assignment

1. Volunteer positions may include assignments or projects that are:
   a. Short-term or over multiple days;
   b. To be completed by an individual, or

c. Shared among group members.

2. Every assignment or activity for which volunteers are utilized must have a written volunteer position description, which is to provide both staff and volunteers with a clear explanation of the project scope, start and end date, and follow up needed.

3. No volunteer shall perform any tasks or deliver any services that have not been requested or approved by the appropriate PRNS staff, as designated by the Director of PRNS in the Volunteer Policy Implementation Manual. Some of the factors to consider in approving the scope of volunteer activities or projects include staff's ability to provide quality volunteer orientation, training, and supervision as well as contributions to the operational needs of PRNS.

4. It is the goal of PRNS to assign appropriate and meaningful activities to volunteers while safeguarding the safety and well-being of the public and clients.

5. To the extent possible and necessary, PRNS will assign staff to supervise and/or evaluate the work of volunteers. Volunteer groups may also be supervised by approved adult program liaisons or coordinators who have received appropriate training and met all background requirements.

6. Volunteers shall not perform law enforcement services on behalf of PRNS.

7. Volunteers, who do not adhere to the rules, policies, and regulations of the City of San José or fail to perform their assignments satisfactorily, are subject to release from the program. Further, PRNS may release an existing volunteer from providing volunteer services with or without cause

Use of Tools or Vehicles

1. In general, subject to approval of City staff, volunteers may use office equipment, recreation equipment and supplies, unpowered hand tools provided by staff and, with proper training and permission, some power equipment in the completion of the designated project or service. PRNS is to create a Policy on Volunteer Use of Tools and Equipment, along with a "List of Approved Hand Tools and Power Equipment for Volunteer Use," in coordination with the City Attorney's Office and the Risk Management Office. The appropriate certifications and conditions for use of these tools shall be identified in the administrative Implementation Manual for volunteers and PRNS staff. Staff is to keep a centralized database of volunteers who are trained and certified to use power equipment requiring additional training. No volunteer under the age of 18 shall be permitted to use power equipment requiring additional training.

2. From time to time, PRNS may determine that it is beneficial for volunteers to use their own tools or equipment to complete a project. While PRNS staff may request such assistance, volunteers will voluntarily assume full responsibility for use of their tools or equipment, specifically the potential wear and tear. The volunteer shall sign a release form ensuring that the City is not liable for damage, replacement or maintenance of privately-owned tools and equipment. Only those tools that are identified in the "List of Approved Hand tools and Power Equipment for Volunteer Use" will be permitted.

3. Volunteer use of City vehicles must be petitioned for by PRNS staff overseeing volunteer's activity and shall be approved by appropriate management level staff as designated by PRNS Director in the Volunteer Policy Implementation manual. Volunteers must complete all

required procedures and trainings, including providing proof of auto insurance and driving record, and sign the appropriate volunteer applications and volunteer agreement, prior to operating a City vehicle. Staff is to keep centralized database of volunteers approved for City Vehicle use.

4. Based on the scope and time period of a proposed project, the age and skill of the volunteers, and the level of liability assumed by a given group or organization in writing, PRNS staff will determine the appropriate tools or equipment in conformance with established City policy and guidelines on use of tools and equipment.

Worker's Compensation Coverage

All volunteers must have signed and dated the appropriate volunteer application or volunteer service agreement, in order to establish his or her coverage under the City of San José Workers' Compensation Program for injuries that occur while the volunteer is providing the service. All volunteers shall immediately report all injuries or incidents to PRNS staff as outlined in the Volunteer Policy Implementation Manual.

Reporting or Handling of Accidents or Incidents

Volunteers must report any and all incidents or accidents to their immediate City staff supervisor or PRNS volunteer administration staff. An incident report and a Workers' Compensation Benefits Claim are to be completed by City staff for each accident.

Volunteer Recognition

PRNS recognizes the importance of recognition and incentives to attract and reward volunteers' service to the public. In general, volunteers will be recognized based on length of service, special contributions, or initiative shown. Volunteer recognition and appreciation shall be practiced on an ongoing basis as well as through annual events, as feasible.

Volunteer Roles and Expectations

1. As representatives of PRNS and City, all volunteers are expected to follow PRNS's Code of Conduct and the City's Volunteer Code of Ethics as identified in the Volunteer Policy Implementation Manual for volunteers.
2. From time to time, volunteers may witness activity that is unsafe or illegal taking place at public parks, programs or facilities. Volunteers are to report any and all said activity, especially those that threaten persons under the age of 18, the elderly or persons with developmental disabilities, to their supervisors and/or by calling 911 when life threatening.
3. PRNS staff shall treat all volunteers with the same professionalism as provided to colleagues.

Other Applicable Policies

PRNS staff will work with City Manager's Office and other key City staff to implement the Volunteer Policy in a manner that does not conflict with existing Municipal Code provisions or other City policies.

DEPARTMENT PROCESSES

Guidelines

1. PRNS's Volunteer Management Unit shall develop the guidelines, forms, and trainings to

implement the Volunteer Policy, to be approved by PRNS Director, in coordination with the City Attorney's Office, the City's Office of Employee Relations, and the Risk Management Office.

2. The Volunteer Management Unit shall coordinate the creation and updating, as necessary, of a "List of Approved Tools and Power Equipment for Volunteer Use" and the development of trainings for volunteers, in coordination with department staff, the City Attorney's Office and the Risk Management Office.

GENERAL PROVISIONS

1. The Volunteer Policy aims to establish general guidelines to cover a broad range of volunteer activity and volunteers with whom PRNS works. Amendments may be considered and adopted by City Council as needed.
2. Volunteers provide a one-time project or a multiple-day service on behalf of PRNS for the benefit of the public, without receiving direct financial or other material compensation. Volunteers shall not be considered as "employees" of PRNS.
3. Both the volunteer and PRNS may end the volunteer's association with PRNS at any time, for any reason, with or without cause.
4. Volunteers are recruited, placed and managed without regard to race, religion, color, ancestry, gender, sexual orientation, age, creed, national origin, ethnicity, or physical disability. Volunteers must be physically able to perform the activity, which he or she has agreed to accomplish. PRNS staff reserves the right to determine volunteers' ability to perform an identified activity or project.
5. PRNS reserves the right to accept and/or reject an individual or group's offer to volunteer as well as determine the appropriate assignment.
6. The Federal Labor Standards Act prohibits City employees from volunteering to do the same activities that they are normally paid to perform. PRNS staff may, free of coercion, volunteer to carry out activities not significantly related to their paid positions and may do so only outside of their usual paid hours.

DEFINITION OF TERMS

1. **Volunteer:** Any individual – person under and over 18 years of age – who provides services or park maintenance tasks free of charge or payment on behalf of the Department of Parks, Recreation and Neighborhood Services, with the exception of possible reimbursement of costs if agreed to by the City. The term includes a single individual as well as organized groups.
2. **Volunteer application and Volunteer Service Agreement:** Means department forms that are developed by PRNS with the City Attorney's Office, and which must be completed and signed by each volunteer, depending on nature and scope of service. This form 1) provides information about volunteer's skills and interests; 2) initiates volunteer coverage under the City's Worker's Compensation Liability Program, among other things.
3. **Master Volunteer:** An individual, who has shown at least a 6 month commitment and/or has shown sufficient skills and reliability on City volunteer projects, may be selected to complete

training workshops to become a Master Volunteer. This volunteer level may involve use of permitted power tools and equipment or drive a City vehicle, being certified to provide more technical support, and signing the appropriate agreements for Master Volunteers. The individual must be fingerprinted and meet all other program requirements.

4. **Federal Labor Standards Act**: Federal law governing the standards for minimum and overtime wages of public and private employees.

CITY OF SAN JOSE
CAPITAL OF SILICON VALLEY

Memorandum

TO: SHARON ERICKSON
CITY AUDITOR

FROM: Julie Edmonds-Mares

SUBJECT: **RESPONSE TO THE AUDIT CITY'S USE AND COORDINATION OF VOLUNTEERS**

DATE: February 24, 2016

Approved Date 2/24/16

BACKGROUND

The Administration appreciates the City Auditor's work on evaluating the use and coordination of volunteers to augment services. The Administration values the many contributions made by volunteers to beautify the City, the delivery of special events and enriching the service experience of residents touched by this kindness. The Administration considers these efforts key in making the City's infrastructure (e.g., attractions, community centers, libraries, parks) vibrant, stronger and enjoyable. Moving forward the Administration will continue to look for opportunities to redirect resources, as available, to support this effort and recognize the contributions of the City's volunteers through appreciation events and other activities intended to sustain and advance this civic engagement.

Consistent with other priority-setting processes the Council adopted a new framework for the Administration's response to Audit recommendations in May of 2015. The purpose of this new approach is to ensure that staff time and resources are focused on the implementation of the highest priorities of the Council and the community. As with other priority processes, the green, yellow, and red light system is utilized to convey the Administration's operational readiness to undertake workload demands such as technology enhancements, deeper partnerships, meeting new implementation standards and fulfilling broader responsibilities.

As detailed in the accepted staff report of May 2015 the sources of policy work for the Administration such as Audit Reports, can create specific recommendations requiring additional financial, operational change and/or staffing resources than currently exist. Applying the adopted priority criteria of the May 2015 memo, yellow light Administrative responses consisted of evaluating if the item would take more than 40 hours including research and policy/ordinance development. In addition yellow items are to be reviewed to determine if the item aligns with existing department workplans, assessed based on the magnitude of effort involved and departmental capacity, and other relevant prioritized issues. Greenlight Administrative responses consist of items that are either in the departments existing workplan, or work already underway. Red-light Administrative responses indicates that the recommendation is not feasible (e.g., the

item violates existing federal or state law, contradicts established Council policy or does not lie within the City's jurisdictional authority).

This is the inaugural run of this adopted approach for an Audit Report. The Administration's response to each of the audit's recommendation is presented below employing the adopted Council Direction of May 2015.

RECOMMENDATIONS AND RESPONSE

Recommendation #1: To improve the accessibility of volunteer opportunities to the City's residents, the Administration should develop and post on the City's Intranet an outreach "how-to" guide for volunteer coordinators across the City with information on social media strategies and how to update the City's website and events calendar. It should also reference the Citywide Language Access Policy (once it is finalized).

Administration Response:

The Administration agrees with this recommendation. The Administration through the City Manager's Communication Office, which oversees the City's Web Content Management System and departmental web coordinators will participate in the posting of social media outreach tips on the Intranet as well as share instructions about accessing the City's website and events calendar to facilitate the marketing of volunteer programs. Development of the Citywide Language Access Policy is well underway and is expected to be ready by July 2016. The City website will include a link to the policy.

Green-The Administration will fully implement this Recommendation within the next two years under its workplan.

Recommendation #2: To ensure more consistent management of volunteer programs, the Administration should develop a Volunteer Policy to be included in the City Administrative Policy Manual that formally recognizes the value volunteers contribute and includes minimum standards for the management of volunteer programs. The policy should include guidance on the use of volunteer agreements; health and safety requirements, such as fingerprinting and TB testing, volunteer recognition; and other topics as necessary.

Administration Response:

The Administration agrees with this recommendation. Many of the distinct experiences of volunteers takes place during the registration process, event activity and recognition festivities with City team members. These interactions help build the relationships supporting future program investment by volunteers. The Administration will coordinate with the City Attorney's Office to review and amend the volunteer agreement to meet basic health and safety requirements.

Actions to develop a Volunteer Policy will require a position to be reallocated from other duties or added to the budget to implement this recommendation. The creation of the policy will require several input sessions from all volunteer participants (e.g., department operational leads and volunteers) to generate a policy that encourages participation. A position reallocation or addition will be evaluated by the Administration as part of the 2016-2017 budget process in light of the City's budget outlook and other citywide and departmental funding priorities.

Green-The Administration will revise the volunteer agreement to meet basic health and safety requirements over the next year.

Yellow-To implement the volunteer policy, the reallocation or addition of resources will be required. This will need to be evaluated by the Administration as part of the 2016-2017 budget process in light of the City's budget outlook and other citywide and departmental funding priorities.

Recommendation #3: To assist City staff in managing volunteer programs, the Administration should create and post on the City's Intranet a volunteer guidebook or "toolkit" as a reference for staff during the development and management of volunteer programs.

Administration Response:

The Administration agrees with this recommendation. The City Manager's Communication Office, which oversees the City's Web Content Management System and departmental web coordinators, can participate in posting volunteer program tips and best practices on the City's Intranet. Implementing this recommendation will require the Administration to research past and current volunteer program models to identify best practices.

Green-The Administration will post volunteer program development and management tips and best practices on the City's Intranet over the next two years. The Administration may need to reallocate existing resources to implement this recommendation if the work exceeds the anticipated scope.

Recommendation #4: The Administration should work with the departments of Parks, Recreation and Neighborhood Services, Environmental Services, and Transportation to coordinate efforts around place-based volunteer programs. In particular, the Administration should streamline the process and expand the options that allow volunteers to play an active role in cleaning and maintaining public spaces by:

(a) Developing a separate volunteer webpage for the City's place-based volunteer programs that includes (i) descriptions of the programs (ii) relevant contact information and (iii) specific directions on how to request materials and supplies. The website should also provide information to help groups interest in one-time clean up or similar events.
(b) Allowing volunteers to apply with multiple place-based programs at once.

(c) Identify resources to reactivate the Adopt a Street Program and/or expand the types of spots that volunteers can adopt to clean or maintain, including storm drains and creek segments for which the City holds an easement.

Administration Response:

The Administration agrees with this recommendation. The City Manager's Communication Office, which oversees the City's Web Content Management System supports an active volunteer page on the City's website. The three departments will work with the Communication Office to determine what changes need to be made to the site to implement this recommendation. However, the coordination of program content will require the three departments to redirect existing resources to support this effort. Additionally, the management of web content will increase department workloads such as ongoing maintenance support and responding to volunteer feedback about site content.

The reactivation of historic volunteer programs and/or addition of new volunteer programs can enhance the volunteer experience. However, any expansion or addition of volunteer programs should be considered amongst all core service priorities, including some assessment of the return on investment (e.g., the program provides leveraged resources that reduces City maintenance costs and/or supports regulatory compliance). Although an Adopt-A-Stormdrain program may facilitate greater community engagement, the Administration believes that it does not provide significant operational value. Additional resources will need to be identified or higher priority programs deferred to reactivate the Adopt a Street Program and/or expand the types of spots that volunteers can adopt to clean or maintain, including storm drains and creek segments for which the City holds an easement.

Green-The Administration has an existing volunteer webpage that will be updated to include current placed-based volunteer programs. After the content of these programs have been updated the City Manager's Communication Office will post this information to the City's volunteer webpage.

Yellow- To implement the coordination of webpage content, maintain web content and develop a single point of entry for multiple place-based volunteer programs the reallocation or addition of resources will be required. Additionally, the reactivation and expansion of volunteer opportunities will require the reallocation or addition of resources to support implementation. These operational changes will need to be evaluated by the Administration as part of the 2016-2017 budget process in light of the City's budget outlook and other citywide and departmental funding priorities.

Recommendation #5: The Administration should work with the Fire Department's Office of Emergency Services to define specific roles for volunteers in the City's updated emergency operations plan and reactivate the Community Emergency Response Team (CERT) program.

Administration Response:

The Administration agrees with this recommendation. The process to revise and reissue the City's Emergency Operational Plan (EOP) is in progress, but will require City investment for implementation, such as staffing support for coordination, planning and oversight for the Office of Emergency Services (OES). The revision of the EOP base plan, which is funded by the Urban Areas Security Initiative (UASI), is underway. The plan is expected to be completed in 2016-2017 and will include specific volunteer roles.

The process to reactivate the CERT program as an element of the overall community preparedness function will require City investments into OES staffing for volunteer and outreach activities and funding for emergency preparedness training, equipment, and exercises. During the November 9, 2015 Emergency Management Study Session OES shared the unfunded CERT reactivation cost of $227,327 with City Council. These investments are important parts of the City's overall emergency management and homeland security preparedness. All of these investments will need to be evaluated by the Administration as part of the 2016-2017 budget process in light of the City's budget outlook and other citywide and departmental funding priorities next year.

Pending additional resources for implementation, OES has developed a plan of action to establish an active, effective, and engaged emergency volunteer program to address all aspects of volunteer activities, including the CERT program. This plan of action would develop six CERT program components over the next five years, if funding becomes available:

- Neighborhood CERT focused on "Neighbor taking care of Neighbor"
- District CERT focused on supporting the operations the Disaster District Office (DDO) in their assigned Council District
- Emergency Services CERT focused on supporting shelter operations, animal response, emergency communications, traffic and crowd management, flood response, search and rescue operations, firefighter rehabilitation, exercise support and special events
- Teen CERT focused on training teenage participants in CERT operations as part of the City's long-term engagement strategy
- School Emergency Response Team (SERT) focused on supporting emergency operations at schools, colleges, and universities
- Business or Utility Company Emergency Response Teams (ERTs) focused on supporting emergency operations at local private sector businesses and utility companies

Green-The Administration is actively revising the EOP base plan, which will include specific roles for volunteers. The Administration expects the plan to be completed prior to the end of 2017.

Yellow- To implement the CERT recommendation, the reallocation or addition of resources will be required. This will need to be evaluated by the Administration as part of the 2016-2017 budget process in light of the City's budget outlook and other citywide and departmental funding priorities.

Recommendation #6: The Parks, Recreation and Neighborhood Services Department should provide broad oversight and management of its community center volunteer program, including developing a volunteer recruitment strategy and standard policies and procedures that contain specific guidance on volunteer intake, ongoing assessments such as the tracking of hours, and the retention of key documents.

Administration Response:

The Administration agrees with the need for additional oversight and management of its community center volunteer program. However, without the reallocation of or additional staffing resources, PRNS will not be able to provide the broad level of program advancement and oversight outlined in the audit report. Among the items the Administration will not likely be able to advance due to the lack of resources include (1) preventing duplication of staff time; (2) tracking of hours for volunteers; (3) a robust document retention program and (4) identifying staff to provide planning and oversight of the program. The Administration understands and agrees with the need to further advance the volunteer program within the community centers and will continue to work on incremental process improvements within existing resources to the extent possible in the coming years. The City's community centers are hubs for all populations: adults, disabled, youth and seniors, to receive a diversity of services routinely enriched by volunteers. Within existing resources the administration can, and will, make basic improvements in the consistency of forms, procedures and policies for volunteering at the City's community centers

Green-The Administration is making basic changes to forms, procedures and policies to support a more consistent volunteer experience at community centers. These basic changes will be completed before the end of 2017.

Yellow-To fully implement this recommendation, the reallocation or addition of resources will be required. This will need to be evaluated by the Administration as part of the 2016-2017 budget process in light of the City's budget outlook and other citywide and departmental funding priorities.

Recommendation #7: The Police Department should update its reserve Program Procedures to better track and monitor hours worked by the Reserve Officers to ensure they (1) meet the California Commission on Peace Officer Standards and Training requirements and (2) monthly patrol hour requirements set by the Department.

Administration Response:

The Administration agrees with this recommendation. The Police Department implemented changes to the Reserve Procedure Manual and the Reserve Terms/Conditions for Participation (Contract) form on January 1, 2016 requiring each Reserve to sign the agreement prior to entering into volunteer service with the Department. These changes bring the Department in line with the California Commission on Peace Officer Standards and Training (POST) requirements. In addition a new procedure has been implemented, within the duties of the Reserve program coordinator, to track and monitor the hours worked by each Reserve to ensure the yearly requirements are met.

Green-The Administration has put into operation the procedural changes to meet this Recommendation.

Recommendation #8: The Parks, Recreation and Neighborhood Services Department should (1) improve the process by which the Community Gardens Volunteer Management Team collect and remit fees related to garden plots and (2) update its program procedures accordingly.

Administration Response:

The Administration agrees with this recommendation, and has initiated a pilot program to improve the process by which the Community Garden Volunteer Management Team collects and remits fees related to garden plots. The pilot program will utilize PRNS's Recreation and e-Commerce System (RECS) online registration system to collect fees from community garden program participants. Program staff will need to spend approximately 240 additional hours in the first year of implementation, and 200 hours per year ongoing to administer the RECS program and to collect fees directly from program participants who are unable to travel to a community center, and are unable to access or use a computer to pay their fees. In the past, the program would have utilized volunteers to collect and remit program fees to the City; by utilizing PRNS's RECS program, and by providing additional staff time at community garden sites, PRNS will ensure compliance with the City's cash handling policy. To implement this recommendation, staff will revise the program's standard operating procedures and forms for fee collection, and provide information and training to program participants on the new procedures.

Green-The Administration has initiated the operational changes to implement this Recommendation. Full implementation is expected to be completed by the end of 2016.

CONCLUSION

The audit report provides recommendations to support the advancement of the City's Volunteer Programs. The Administration values these recommendations for opportunities to improve. We would like to thank the City Auditor and staff for this operational review.

JULIE EDMONDS-MARES
Deputy City Manager