



To: Parks, Recreation and Cultural Services Committee
From: Kate Sparrow
 Director, Recreation & Cultural Services
Re: **Volunteer Strategy**

Date: June 5, 2006
File:

Staff Recommendations

1. That the Comprehensive Volunteer Management Strategy – Phase I – Planning (Attachment 1) be received for information; and
2. That Staff be directed:
 - a. to seek feedback on the Strategy and seek input into the implementation plan from key stakeholders;
 - b. to prepare an implementation action plan for the Volunteer Management Strategy;
 - c. to continue to work with Volunteer Richmond Information Services (VRIS) and to define their role in the implementation of the Volunteer Management Strategy;
 - d. to prepare alternatives for the provision of staff resources to implement and coordinate ongoing volunteer management services, for the 2007 City budget process; and
 - e. to report back to Council through the Parks, Recreation & Cultural Services Committee.
3. That Volunteer Richmond Information Services and the Steering Committee be thanked for their effort in the development of the Volunteer Management Strategy.

K Sparrow

K Sparrow
 Director, Recreation & Cultural Services
 (4129)

Att.

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Staff Report

Origin

One of the most important areas of need emerging from the Parks, Recreation and Cultural Services master plan process is for more effective, efficient and creative programs for volunteers and agencies utilizing volunteers. To a varying degree, it is a need of nearly every organization working with Parks, Recreation and Cultural Services including the department itself.

In August, 2005 Richmond Volunteer Information Services were contracted by the City to lead a process to develop a Volunteer Management Strategy.

Background

Research and Community input into the Parks, Recreation and Cultural Services Master Plan clearly indicated the following:

- Volunteers are essential to effective and sustainable parks, recreation and cultural services in Richmond;
- Many more people would volunteer in more ways if appropriate opportunities were made available and if they were aware of those opportunities; and,
- Volunteer programs amongst Richmond parks, recreation and cultural organizations would benefit from working together on a comprehensive volunteer system.

In response to these findings the City engaged Volunteer Richmond Information Services (VRIS) to lead a process to develop a comprehensive volunteer strategy for Richmond Parks, Recreation and Cultural Services. Contracting VRIS was a collaborative approach that utilized their expertise in volunteer services and their community connections.

The initial step in the process was to establish a steering committee with stakeholder representatives from a broad range of service areas and city staff representatives. There were 16 members in total representing sports, arts, culture, community associations, seniors, diversity, special needs, wellness, library, and heritage. Beginning in September of 2005, the committee's role was to assist in the background work, analysis and in the preparation of the recommendations. Some of the duties included:

- Evaluation of best practices and trends in volunteerism;
- Participation in a current state assessment by assisting with a services inventory, connecting with over 25 agencies while researching the needs of community groups and providing comment on possible database management programs; and
- Participation in the development of the vision, goals and strategies.

Committee members were asked to maintain communication with stakeholders in their respective sectors through the process. Committee work was completed in March and the final strategy document prepared.

Analysis

The Volunteer Strategy recommends the adoption of five strategic directions:

1. A Coordinated, Interactive, Dynamic and Seamless Volunteer Management System – that includes a City of Richmond web based database with connecting links.
2. Working Together (Synergy) Approach – significant opportunities exist by working together and sharing resources.
3. Volunteer Capacity Building – build volunteer capacity through enhanced training, communication and feedback/evaluation.
4. Volunteer Profile and Value – raise volunteer profile and value within the broader community.
5. Standards – where beneficial, consistent systems and procedures around screening, risk management, orientation, evaluation and recognition.

Within these recommended strategic directions is a central coordinating role for the City of Richmond. Development of an implementation plan is necessary to define the extent of the roles, responsibilities and relationships essential to achieving the outcomes of the Strategy.

The Strategy recommends an ongoing relationship with VRIS as it makes sense to sustain and build on the collaboration that was established in the planning phase and to continue to take advantage of their volunteer services expertise.

The need for dedicated City resources to implement and sustain a volunteer management system is also outlined. The recommendation is for a City staff role for coordination of the system and maintaining a liaison with VRIS and participating agencies. The duties of this position and the cost of providing it would be brought forward with the implementation plan.

Included in the Strategy is the recommendation that the City be the lead agency providing a technology based volunteer management system (database); likely web based software that will link (potential) volunteers with appropriate parks, recreation and cultural groups and provide the groups with a variety of volunteer management tools. \$59,800 was approved as a one time additional level in the 2006 budget for this purpose. Staff have begun evaluating options and defining the resources required. Recommendations for a preferred option will be provided in the implementation plan.

Next Steps

While there was significant stakeholder involvement in the development of the Strategy, it is recommended that the document be taken out to key stakeholders for feedback and for input into an implementation action plan. This would round out what has been a very extensive community involvement process.

In addition to the previously mentioned areas the implementation plan would define the following:

- Which volunteer management services would be provided centrally and which would be organization or site specific;
- Options for participation by organizations;
- Timing of implementation, and;
- Resources required and potential funding options.

This work would need to be done so that any recommendations with financial impacts could be considered in the 2007 City budget process.

Financial Impact

Staffing costs to seek feedback on the Volunteer Management Strategy and gather input into the implementation plan.

Conclusion

Richmond has a long tradition of strong volunteer involvement and it is recognized that volunteers are essential to the ongoing ability to provide quality parks, recreation and cultural services in Richmond.

The process to produce the Volunteer Management Strategy has been a very purposeful collaboration between the City, Volunteer Richmond Information Services and community stakeholders. Continuing the collaboration through the development of an implementation plan will enable the city and community agencies to move forward together in effectively managing volunteer programs.



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VJ:jh

ATTACHMENT 1

Phase 1 – Planning

Comprehensive Volunteer Management Strategy

Directions and Recommended Next Steps

Prepared for
City of Richmond
Parks, Recreation and Cultural Services

Prepared by
Volunteer Richmond Information Services



Date: April 2006

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Acknowledgements

The Comprehensive Volunteer Management Strategy provides vision and direction to strengthen the volunteer system and ensure meaningful and varied volunteer involvement within the overall parks, recreation and cultural services framework.

This report is a result of the efforts of many. We extend our appreciation to:

- Members of the Volunteer Management Steering Committee
- Over 25 Stakeholder organizations that completed the VMSC Current Assessment Survey
- Parks, Recreation and Cultural Services Staff
- Volunteer Richmond Information Services Board and Staff
- Innovative Project Solutions

Executive Summary

The City of Richmond has demonstrated leadership in working with the community to develop a Volunteer Management Strategy to ensure meaningful and varied opportunities and strengthen the volunteer system in the Parks, Recreation and Cultural Services community.

The first section of the report provides the overall volunteer management project desired outcomes, goals and objectives. This section speaks to the process used by the Volunteer Management Steering Committee to engage the broader community in the planning process. Over 25 organizations participated in the needs assessment part of the plan. The Steering Committee involved community and staff working together to understand issues and develop strategic directions and recommendations for the plan.

Section 2 of the Planning Report provides information on trends in the voluntary sector and best practices within comprehensive volunteer management systems. Within the appendices, Volunteer management resources are included that covers the full 360 degree management cycle.

The vision statement was developed through large group brainstorming and then smaller group work. After several sessions, the Committee proposed the following vision statement:

Richmond's parks, recreation and cultural services, connects people with volunteer opportunities, leads and sustains a strong volunteer spirit.

Benefits and results that individuals and communities will experience through involvement in an effective volunteer management system are listed and include:

- Strong, healthy community organizations have increased capacity to contribute to the delivery of parks, recreation and cultural services through volunteering services.
- There are more opportunities for volunteers and community volunteer groups to be involved and to contribute in meaningful ways.

Success indicators include:

- New and more volunteers,
- Volunteers coming back and staying involved
- Multicultural and diverse volunteer involvement
- Management systems that are coordinated, efficient and eliminate duplication

The report includes an extensive assessment of the current volunteer management within parks, recreation and cultural services indicating significant variance and duplication of volunteer management systems. A summary of current practices is included.

Opportunities to streamline and centralize volunteer management activities are noted.

Activities seen as ideal for centralizing include:

- Promotion and Recruitment
- One-stop registration – one application form
- One-stop screening
- Group interviews
- Shared training
- Coordinated, community-wide recognition

Activities seen as ideal for site-specific volunteer management include:

- Place and schedule volunteer for specific position at site
- Site specific orientation and training
- On site supervision
- Ongoing evaluation and feedback
- Site specific recognition
- Exit interview

Key strategic directions are proposed to close the gap from the current reality to the desired vision and outcomes for the parks, recreation and cultural services volunteer management system. The five recommended strategic directions:

1. A Coordinated, Interactive, Dynamic Seamless Volunteer Management System – that includes a City of Richmond web based database with connecting links
2. Working Together (Synergy) Approach – significant opportunities exist by working together and sharing resources
3. Volunteer Capacity Building – build volunteer capacity through enhanced training, communication and feedback/evaluation
4. Volunteer Profile and Value – raise volunteer profile and value within the broader community
5. Standards – where beneficial, consistent systems and procedures around screening, risk management, orientation, evaluation and recognition

The report concludes by asking the City of Richmond to support four recommended next steps:

1. Adopt Volunteer Management Strategy Phase 1- Planning - Vision, Desired Outcomes, Success Indicators, Best Practices and Strategic Directions.
2. Develop a communication action plan to communicate the Volunteer Management Strategy Phase One Planning report to all stakeholders and enable regular communication during the implementation phase of the strategy. The Communication Plan will focus on the benefits and opportunities of the Volunteer Management System. Community partners will be invited and encouraged to participate. Timing and level of participation by stakeholders will vary and depend on the capacity and need of each organization.
3. Continue to work in partnership with VRIS and other stakeholders to implement a parks, recreation and cultural services coordinated, interactive, dynamic and seamless volunteer management system that includes a city owned database. Within this partnership, dedicate key resources including project management support, city coordination, and technology resources to support the volunteer management system implementation.
4. Establish a task group of key stakeholders (City staff, VRIS and others as appropriate), to determine the resources required to develop and sustain the new volunteer management system and propose funding options.

Phase One Planning Process

Introduction

The City of Richmond is committed to working with the community to develop and nurture a Volunteer Management Strategy to ensure meaningful and varied opportunities and strengthen the volunteer system in the parks, recreation and cultural services community.

A key recommendation from the Parks, Recreation and Cultural Services 2005 – 2015 Master Plan is to support the development of a comprehensive volunteer strategy and increase the City of Richmond's investment in volunteer management.

In September 2005 The City of Richmond Parks, Recreation and Cultural Services (PRCS) Division contracted Volunteer Richmond Information Services (VRIS) to facilitate and manage the process of developing a comprehensive volunteer management strategy.

In partnership with Volunteer Richmond Information Services, PRCS wanted to examine opportunities to streamline some components of the parks, recreation & cultural volunteer management system. This process provided an unprecedented opportunity to re-energize, rethink and enhance how volunteers of parks, recreation and cultural programs and services are recruited, managed and involved.

Overall Project Desired Outcomes

The desired outcome for the overall project is to:

- Have a comprehensive volunteer program that includes an up-to-date database, an interactive website and meets the interests and needs of volunteers for support, training and recognition.
- Celebrate, recognize and support the fundamental role that volunteers play in the delivery of services and community building.
- Have meaningful and socially relevant volunteer opportunities that are appropriate for all age groups.
- Understand our community's diversity and the implications for our volunteer programs.

The potential benefit of completing this work:

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- Improved customer satisfaction with volunteer-delivered programs and services.
 - Enhanced quality of service for customers by having a coordinated approach for volunteer services.
 - Increased volunteer satisfaction and, in turn, increased volunteer retention.
 - Greater time and cost efficiency in programs utilizing volunteer services.

Project Phases

The work was to be carried out in three phases:

- Phase 1 – Planning (September 2005 – April 2006)
- Phase 2 – Transition
- Phase 3 – Implementation

Project's Goals and Objectives

The overall project goals and objectives:

- Adapt volunteer programs to fit overall parks, recreation & cultural services framework;
- Create a program that can accommodate and involve volunteers more effectively, efficiently and creatively than is currently being done, in turn increasing the positive experience had by volunteers;
- Increase the effectiveness of recruitment efforts by establishing a coordinated process;
- Create an enhanced volunteer management program that can better meet the interests and needs of volunteers for support, training and recognition;
- Create a continuum of service for Richmond residents as they move through the system; and,
- Coordinate and improve screening processes to enhance the safety of volunteers and all clients served.

Volunteer Management Steering Committee

A key to the process was the development of a Volunteer Management Steering Committee. The Committee was composed of both staff and volunteers. The Committee's role was to assist Volunteer Richmond Information Services in developing recommendations for the Volunteer Management Strategy. The terms of reference for the Committee were jointly developed by:

- Kate Sparrow, Director of Recreation and Cultural Services, City of Richmond
- Elizabeth Specht, Executive Director of Volunteer Richmond Information Services
- Heather Fleming, Project Manager Innovative Project Solutions

The Committee duties included:

1. Support the development of a stakeholder list and encourage involvement and consultation with stakeholders
2. Help develop an understanding of current best practices and trends in volunteer management including database management options
3. Participate in the creation of a vision for Volunteer Management
4. Suggest success indicators
5. Support current state assessment
 - Assist with an inventory and review of all forms, job descriptions, policies, promotional material, training, manuals, etc. currently being used
 - Comment on current database management programs
 - Support research and comment on needs of each facility/association and stakeholders
 - Review perceived impact of centralized services to each site
6. Provide advice on proposed centralized functions
7. Participate in the development of processes to close the gap between the volunteer management vision and current state
8. Support the development of a plan for change
9. Participate in the communication process of the plan

In creating this Committee, members were selected from a broad range covering areas of parks, sports, events, arts and culture, social services, library, community associations, youth, seniors, diversity, special needs, wellness and heritage.

Committee members participating included:

Volunteer Richmond Information Services	Ed Gavsie
Council of Community Associations	Gerry Galasso
City of Richmond Emergency Services	Derrick Lim
City of Richmond Parks/Sports/Events	Sammy Morizawa
RCMP	Katherine Anderson
Richmond Fitness and Wellness Association	Donna Bishop
City of Richmond Diversity Services	Sean Davies
City of Richmond Recreation Services	Scott Schroeder
Arts and Culture – Gateway Theatre	Charlene Wee
City of Richmond Library Services	Greg Buss
Intercultural - SUCCESS	Parmenas Tse
Multicultural Concerns Society	Yoshmi Vanrenen
Heritage Services	Lori Bartley
Seniors Services	Ernie Watson
Youth Services – Leadership Now	Allen Chen
Community Services (RCSAC)	Michael McCoy * vision session and resource
Project Manager and Facilitator	Heather Fleming

Throughout the process, Steering Committee members were asked to connect and invite participation from other stakeholders in a variety of ways. Committee meetings were held once per month from September 2005 to March 2006.

Steering Committee Meetings

At the first meeting on September 21, 2005, introductions were made. The Committee's Terms of Reference was reviewed. The meeting concluded with a brainstorming session about a "new" model for the parks, recreation and cultural service volunteer management system.

The October meeting focused on creating a volunteer organizations stakeholder list (see appendix A) and discussing current best practice in volunteer management.

The November meeting provided materials and innovative examples of volunteer management websites. These will be highlighted in Section 3 of this report. The Committee did initial work around a parks, recreation and cultural services volunteer management vision and suggested ideal features for each component of the volunteer management cycle.

At the December meeting, the vision statement was confirmed; further work was completed on the ideal features and success indicators were suggested. This meeting ended by reviewing the current assessment survey tool that committee members would use to collect information from their stakeholder on its current volunteer management system.

The January meeting reviewed the material committee members had collected and submitted on current reality. Gaps in information were identified. Then, guest speaker Justin Ho provided information on volunteer management technology web and software resources. This meeting ended by introducing the process for closing the gap between the current reality and the volunteer management desired outcomes and vision.

The February meeting checked in with committee members around communicating with stakeholders about the volunteer management strategy process. The Committee spent the rest of the meeting:

- Confirming the current reality for each component of the volunteer management cycle
- Confirming specific needs
- Suggesting strategies needed to close the gap between our volunteer management current reality and the desired vision for the system.

The March meeting featured an overview of the Phase One Planning report. The committee discussed their support around the communication of the report and next steps in the process.

Trends in the Voluntary Sector

Below is a summary of trend information presented by Dave Baspaly on November 5, 2005. While these are national volunteer trends, we are seeing similar trends in the Richmond Community.

1. The volunteer sector is the #1 contributor to the community – ahead of forestry, mining, etc.
2. Much comes from few – although one in three Canadians volunteer, less than 10% do three quarters of the work.
3. The new volunteer – offers less time; more are young, new Canadians, seniors and persons with disabilities. More young people volunteer to gain work-related skills. More seniors who travel or have multiple activities have less time available for volunteering. More new Canadians volunteer to develop work experience and practice language skills. More persons with disabilities view volunteering as a meaningful way to participate in community life. Volunteers are now looking for organized programs offering learning opportunities for the

-
- labour market. Meaningful volunteerism results in meaningful opportunities for everybody to get involved.
4. Specific volunteer work design – Volunteer task design can be the best defense for changing volunteer demographics and fluctuations in funding.
 5. Mandatory volunteering – mandatory volunteer programs through workforce, community service order, or school-mandated community work have created a new category of volunteers sometimes called “voluntolds”.
 6. Risk management – ensures the right volunteer is in the right situation. This is a result of litigation. It is about managing people to gain trust. It is not like the old days, i.e. Just do it! Boards of Directors need to be serious about their work. They are accountable!
 7. Adopting corporate practices – The voluntary sector has responded to the changing environment by adopting corporate and public sector management practices including
 - Standards, codes of conduct
 - Accountability and transparency measures around program administration
 - Demand for evaluation, outcomes and performance measurement
 8. More professional volunteer management – Managers of volunteer resources are working toward establishing an equal footing with other professionals in the voluntary sector.
 9. Awareness of Board Governance – Volunteer Boards must respond to the challenge of acting as both supervisors and strategic planners. Understanding the difference between operations and governance (setting goals and policies). The challenge is ensuring governance really knows what the operation is doing.
 10. Volunteer growth and development is the pro-active response to the declining numbers of volunteers. By offering opportunities for training and growth, managers of volunteer resources can recruit and engage potential volunteers while retaining current participants.

Best Practices in Volunteer Management Systems

A key responsibility of the Volunteer Management Steering Committee was to help develop an understanding of current practices and trends in volunteer management including database management options. Through web research, interviews and networking a number of leading-edge volunteer management tools and practices were discovered including:

1. Comprehensive volunteer management system that included the full 360 cycle of volunteer management components
2. Online and web-based registration system that could be updated regularly by the volunteer applicants
3. Dynamic systems that could notify volunteers of opportunities with an email notice

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4. Volunteer evaluation systems that include self-evaluation tool and exit interview
 5. Group interview and screening practices
 6. Examples of volunteer hours tracking tools
 7. Community-wide volunteer recognition events
 8. Volunteer risk management assessment tools
 9. Volunteer orientation and procedure manuals

There are many excellent websites available to obtain information on all the volunteer management cycle components. In Richmond, PRCS's staff are most familiar with Volunteer Richmond Information Services and govolunteer.ca. In terms of municipal websites, the City of Calgary and the City of Bellevue provide good starting points. Throughout Canada, there are many outstanding web-based resources. The enVision.ca site out of Newfoundland is leading-edge, doing a good job of providing information resources and connecting volunteers with opportunities. The new Legacies Now VolWeb.ca site provides an excellent way to link with event volunteer opportunities in BC. See Appendix B for a list of volunteer management software and website resources.

Part of the work the Committee completed around current reality assessment was to collect examples of best practices tools and systems in place within Richmond's parks, recreation, cultural and community services. As a result, many excellent resources and tools were collected and a binder of examples has been created. The following list provides some of the best material collected.

Some best practice examples of volunteer management systems in Richmond community:

- Volunteer Richmond & Richmond Health Services - Volunteer Management Collaborative (VMC) package with tools, processes and forms including self evaluation tool. VMC - Volunteer for Health Information Meeting package
- Volunteer Richmond – Volunteers are Stars – Gala Dinner and Awards
- Richmond Museum and Heritage Services – Volunteer Programs Orientation Manual for Volunteers, Staff Procedures Manual, Risk Identification Checklist and management system templates.
- Richmond Nature Park Volunteer Conduct Manual and School Program Volunteer Job Description
- Heart and Stroke Foundation – Keep the Beat – Volunteer Program
- Richmond Therapeutic Equestrian Society – Volunteer Manual
- Developmentally Challenged Youth Basketball Association Volunteer Opportunity info
- S.U.C.C.E.S.S. registration form and volunteer services record card
- Vancouver Coastal Health – Criminal Record Check Letter Template
- Disability Resource Centre – Volunteer Registration System

Vision

The Steering Committee's mandate included developing a vision for volunteer management.

With its diverse membership, the Committee wanted to create a vision statement for parks, recreation and cultural services that could easily be adapted by other City departments, the City of Richmond itself, or even the broader overall Richmond community.

The vision statement was developed through large group brainstorming and then smaller group work. After several sessions, the Committee has proposed the following vision statement:

Richmond's parks, recreation and cultural services, connects people with volunteer opportunities, leads and sustains a strong volunteer spirit.

Short version: **Connects, leads and sustains a strong volunteer spirit!**

Desired Outcomes

Outcomes describe the benefits and results that will be experienced by individuals and the community through involvement in an effective volunteer management system. The desired outcomes for the parks, recreation and cultural services volunteer management system include:

1. Volunteers feel valued and recognized for their significant contribution to the community
2. Strong, healthy community organizations have increased capacity to contribute to the delivery of parks, recreation and cultural services through volunteering services.
3. There are more opportunities for volunteers and community volunteer groups to be involved and to contribute in meaningful ways.
4. Individuals of all age groups are volunteering
5. When appropriate, families volunteer together
6. Opportunities exist for volunteers of diverse cultures and ages to volunteer together
7. There are increased opportunities to develop life skills through volunteer participation.
8. Citizens easily connect, engage and contribute to volunteer opportunities that enhance individual and group growth and development
9. Volunteers use a one-stop user-friendly volunteer screening process that applies to a broader spectrum of organizations for a specified amount of time

10. Volunteers are matched with the best-fit volunteer opportunity.
11. Richmond citizens feel connected and safe through volunteer involvement
12. Cultural understanding and sensitivity is enhanced through volunteering in environments of diversity and cultural celebration
13. As a result of volunteering, people have a sense of citizenship and caring for their community and want to contribute to making Richmond a vibrant, healthy community
14. Through volunteer stewardship programs, citizens gain understanding of environmental sustainability and become advocates
15. There is an increased sense of community pride, spirit and identity
16. Volunteers link with parks, recreation and cultural organizations that have appropriate and quality volunteer management systems in place.
17. Volunteers receive ongoing feedback on their volunteer opportunity. They receive development opportunities that enhance their contribution.
18. Individuals can choose from a continuum of training opportunities that are collectively supported by the broader community.
19. There is strong coordinated community approach to volunteer recognition.
20. Volunteers are consistently and publicly recognized for their community contribution.
21. Individual volunteers and community volunteer groups work together to meet community needs
22. Tourists and 2010 visitors feel welcomed by volunteer ambassadors

Success Indicators

The parks, recreation and cultural volunteer management system would be a success if it resulted in:

- New volunteers and more volunteers
- Retention - volunteers coming back and staying involved
- Multicultural and diverse volunteer involvement that reflected Richmond's diverse communities and demographics
- Management systems that were coordinated, efficient and eliminated duplication
- Increased resources for volunteer management
- Centralized, electronic data management system in place
- Growth and development of volunteers
- Volunteer recognition is coordinated and supported across the community
- Volunteer hours being accurately tracked at multiple sites
- Other City of Richmond Divisions and Departments using the system
- Being an icon (leader/best practice) for volunteer management
- Other organizations wanting to copy the system
- A sought-after volunteer management tool kit

-
- Recognition and support for volunteer coordinators in place

Current Reality

The assessment of Richmond's parks, recreation and cultural services current volunteer management reality involved the Steering Committee members first agreeing on the key components of a volunteer management system. The eight volunteer management components agreed on were:

1. Recruitment
2. Matching and Referral
3. Screening
4. Data Management Systems
5. Support and Supervision
6. Training
7. Evaluation
8. Recognition

Then, a survey tool was developed that asked consistent questions for each of the management components. Each committee member used the survey tool to interview and collect information from their specific stakeholders. For each management component, the following questions were asked:

- What is your current practice? i.e. around recruiting, etc.
- What changes or needs would you like to see addressed?
- How would a centralized volunteer management system (CVMS) address these desired changes or needs?
- What issue of concerns do you have around a CVMS?
- Please provide examples of tools or systems you have in place.

Current Reality Comments

Please refer to the best practice section for current examples of leadership and innovation in the volunteer management within parks, recreation and cultural service area. Committee members through the interview and survey collection process shared the following other examples or comments about current practices:

- There is variance in how volunteer management operations are currently done in parks, recreation, and cultural services
- From an individual volunteer perspective, there is duplication around the volunteer management systems. A typical volunteer will have to fill out several different application forms, requires several different criminal

record checks and may end up having similar types of basic training, e.g. risk management

- Staff and organizations are re-creating the wheel and developing systems in isolation
- Staff and organizations are in a reactive mode around providing volunteer opportunities, e.g. responding to high school CAPP hour requests.
- The same volunteer management problems and challenges exist across centres or services around retention, succession planning.
- There were different forms, systems and processes being used.
- Organizations or operations do not have systems in place to track volunteer hours.
- If tracking systems are in place, hours across different volunteer systems are not tracked in a combined way.
- Few operations have effective volunteer evaluation systems in place
- Some organizations need to enhance their screening systems
- Even with good systems in place, recruitment results have not been very successful
- Operations understand the components of a good volunteer management system but need more resources, people and time to set up these systems
- Operations are doing a good job at in-organization recognition, but few standards are in place between operations around consistency in recognition methods. Often volunteer contributions are not recognized in a more public or broader community level.

The below chart provides a high level summary of the material collected from interviewing over 25 different volunteer management operations within Richmond. The detail chart is included as Appendix C. As well, a resource binder is available that contains examples of current tools, manuals and forms that are currently being used within Richmond's parks, recreation and cultural services.

Current Reality High Level Summary of Assessment

	Current Practices	Needs	Streamline Opportunities
Recruitment	Use of Web sites, word of mouth, VRIS, Schools, govolunteer, written publications – flyers, brochures etc	Recruit more volunteers Recruit volunteers with specific skills To develop a recruitment strategy	Centralized and streamline database Centralized pool of volunteers Pool of volunteers for events
Match and Referral	Based on skill/experience, interest, geography, via job description	An easy to use data base to match A system with up to date record	Pool of screened volunteers Dedicated resources to conduct interviews
Screening Systems	Most do criminal record checks, interviews, resume and reference checks	To streamline screening process Support and streamline criminal record checks Effective ways to screen	One criminal record check for the whole city Consistent and clear city-wide screening policies and practices
Data Management	Most use excel spreadsheet, paper files, MS word or Bookit	A system to manage and track data One centralized volunteer database that would contain all data and report functions	Centralized database Standardized management templates
Support and Supervision	Direct supervision Training is provided	Existing systems work well To have consistent supervision standards More support and supervision	Supervision tools and templates
Training	Orientation sessions On site training Mentoring, Project based training Manuals	Shared training More and wider variety of training Volunteer Management workshops	Shared training Fundamental training in general city procedures Common volunteer manual

	Current Practices	Needs	Streamline Opportunities
Evaluation	Nothing formal Observation Debriefing	To do evaluations More resources to support evaluations Centralized forms and process	Consistent template for evaluations Self evaluation tools Evaluation system linked to database
Recognition	Annual volunteer appreciation event Reference letters Food, certificates, thank you cards, clothing, token gifts like movie passes	Regular, varied, cost effective methods of volunteer recognition A system to track hours and links to recognition Recognition standards and consistency in practice.	Greater coordination of events Bulk, centralized purchasing potential cost savings Recognition standards and timeline

Current Reality Practices

Common current reality practices under each volunteer management component include:

Currently, most organizations are recruiting volunteers:

- By word of mouth,
- Via websites,
- Through Volunteer Richmond Information Services,
- Through Schools, universities, and
- Via publications – newsletters, flyers, posters.

Currently, most organizations match and refer volunteers now based on:

- Specific skills and experience,
- Interests,
- Community or geography, and
- Enthusiasm and people skills.

Currently, most organization screen via:

- Criminal record checks,
- Interviews, and
- Resumes/references.

Currently, most organizations manage their volunteer data via:

- Excel spreadsheet,
- Paper file, and
- Limited use of software like VolunteerWorks.

Currently, most organizations supervise volunteers by:

- Direct supervision,
- Sign-in logs, and
- Some have policy and procedure manuals.

Currently, most organizations train volunteers via:

- Orientation sessions,
- On-site training, and
- Mentoring.

Currently many organizations do not have evaluation systems in place. Often, evaluations are:

- Not done or there is no formal system,
- Some organizations have self-evaluation systems, and
- Most do post-event debriefing evaluations.

Currently many organizations recognize their volunteers. Typical recognition activities include:

- Annual appreciation events,
- Reference letters,
- Food,
- Thank-you cards and letters, and
- Clothing or apparel

Volunteer Management Needs

Throughout the current reality collection process, key volunteer management needs were expressed under each component area:

Recruitment Needs:

- To increase exposure to volunteer opportunities,
- To have a recruitment plan or targets,
- To recruit volunteers with specific skills, and
- To make it easy for volunteers to register and get involved, e.g. on-line registration.

Matching and Referral Needs:

-
- A volunteer bank to match skills, and
 - Up-to-date volunteer data information.

Screening Needs:

- To streamline the criminal record check process, including a system that alerts when criminal record check updates are needed,
- To have a clear process, policy and procedure around screening, and
- To improve screening around reliability.

Data Management Needs:

- To manage data,
- To link data between sites,
- To keep data up to date,
- To track hours,
- To have best practices around reference letters, and
- To have a system that provides alerts at recognition milestones and upcoming evaluation sessions.

Volunteer Supervision Needs:

- Consistent risk management standards including liability insurance, health and safety, etc.
- Volunteer human resource policy
- More support and time – team work support amongst volunteer supervisors,
- Clear job descriptions, and
- Consistent supervision standards.

Volunteer Training Needs:

- Wider variety of training,
- Regular schedule of upcoming workshops,
- More training and training targeted at future needs like aging population, and
- Language and cultural sensitivity training.

Volunteer Evaluation Needs:

- Resources to assist with evaluation process and
- Evaluation standards and best practices.

Volunteer Recognition Needs:

- To recognize people at the appropriate time – track hours,
- To build into recognition a higher profile within the community, and
- To recognize volunteer service more frequently and consistently.

Volunteer Management Site Specific and Potential Centralized Activities

Through interviews with stakeholders, opportunities to streamline and centralize volunteer management activities were identified. Activities seen as ideal for centralizing include:

1. Promotion and Recruitment
2. One-stop registration – one application form
3. One-stop screening
4. Group interviews
5. Shared Training
6. Coordinated, community-wide recognition

Activities seen as ideal for site specific include:

1. Place and schedule volunteer for specific position at site
2. Site specific orientation and training
3. On site Supervision
4. Ongoing evaluation and feedback
5. Site specific recognition
6. Exit interview

Value of streamlining and centralizing where appropriate

- Saves time, money
- Is more efficient
- Reduces duplication
- Provides better and more resources
- Provides different trainers and shares cost of training
- More effective in attracting volunteers
- More convenient for organizations without full-time coordinators
- Creates a pool of volunteers
- Larger base to draw from – more variety of people
- Consistency of information collected
- One database
- Consistency in practices and procedures where appropriate

Site Specific and Potential Centralized Activities Sample Chart

Some activities of a Volunteer Management Program can be centralized; others are best done at a local area. See chart below for potential opportunities:

Volunteer Management Activity	Best Fit Site Specific Activities	Potential Centralized Activities
Volunteer Recruitment and Referral	<p>Refer requests to the centralized recruitment process</p> <p>Participate in speakers bureau and recruitment presentations</p> <p>Participate in global orientation and training sessions as required.</p>	<p>Creation and distribution of promotional material;</p> <p>Standardizing, as appropriate, - forms, procedures, policies, etc.</p> <p>Active recruitment of volunteers for all PRCS volunteer programs and services (using channels such as websites, www.govolunteer.ca, academic institutions, etc.);</p> <p>Establishment of a speakers bureau/promotional program/career exploration series to educate potential volunteers (e.g. school, CAPP, medical schools, etc.) on the benefits of volunteering and what the process and experience is like; and</p> <p>Coordination and hosting of initial orientation sessions for potential volunteers.</p>
Volunteer Screening, Placement and Administration	<p>Place and schedule volunteers for specific position at site</p> <p>Supervise volunteers involved at each site</p> <p>Conduct regular evaluations of site volunteers;</p> <p>Update database of volunteers within their sites;</p>	<p>Creation and regular review of standardized forms and procedures (including screening, interviewing, evaluation, conflict resolution, etc.) for all volunteer programs and services;</p> <p>Establishment of a centralized database</p> <p>Coordination of initial volunteer interviews;</p>

Volunteer Management Activity	Best Fit Site Specific Activities	Potential Centralized Activities
	<p>Train volunteers in facility and site-specific information;</p> <p>Monitor and adjust volunteer programs to meet local needs;</p> <p>Conduct exit interview and termination procedures with local volunteers (when appropriate);</p>	<p>Coordination of criminal record and reference checks;</p> <p>Collaboration with sites to address any volunteer needs that arise which are unique to the individual site;</p> <p>Administrative support to assist the work of site Volunteer Coordinators</p> <p>Tracking and addressing system issues and concerns</p>
Educational and Training Programs	<p>Participate in and/or conduct training and educational sessions</p> <p>Assist in the determination of training topics; and</p> <p>Host training at facilities on a rotating schedule.</p>	<p>Determine educational needs for volunteers and support staff;</p> <p>Coordination of training and educational sessions; and</p> <p>Promotion and registration of sessions.</p>
Volunteer Recognition	<p>Do specialized and informal recognition of volunteers when appropriate; and</p> <p>Participate in decision-making process of recognition item purchases and Richmond-wide recognition events.</p>	<p>Coordination of an annual recognition event(s) with the PRCS</p> <p>Creation of PRCS department-wide standards and policies for recognition</p> <p>Bulk purchasing of recognition items for all volunteers.</p>

Below are issues or concerns that could arise if centralizing functions are shared. There is a need to ensure that these concerns are addressed through the implementation phase with input from stakeholders. Issues and concerns include:

-
- losing primary interest of volunteer
 - loss of connection with volunteer
 - need to target in order to be able to manage
 - getting a good volunteer fit for the organization
 - confidentiality and security of volunteer records
 - need to act on the feedback they give and receive
 - loss of control over recruitment
 - the matching process not specific enough, resulting in unsuitable candidates
 - the application process being unclear for applicants
 - potential of duplication, i.e. 2 interviews
 - time sensitivity and responsiveness
 - loss of loyalty to Centre / organization
 - matching with organization culture, mission, project goals and services
 - lack of ability to respond to unique needs
 - lack of quick and current information
 - being able to afford and manage a data base
 - using set forms
 - may be duplicated since some forms or processes are required already by governing sport bodies
 - process not being as personalized
 - it not working
 - ensuring consistency
 - not having proper screening

During the current reality assessment, themes and potential efficiencies were noted:

- Streamline systems
- Build on existing community resources
- Reduce and if possible eliminate duplication
- Establish standards
- Share best practices
- Coordinate work
- Value, support, manage acknowledge volunteers

Key items for consideration

Throughout the assessment process, committee members raised items for further consideration, including:

- The need to determine what resources are required to establish and manage an effective volunteer management system
- Whether a designated PRCS staff position is required to coordinate volunteer services
- The need to take advantage of partnership opportunities
- Impact and relevance to other city departments
- System impact on existing organization
- Further understanding to ensure data management systems are secure
- Potential for integrated infrastructure
- System and data ownership and maintenance

Closing the Gap – Strategic Directions

Key strategic directions:

To enable maximum and positive volunteer involvement from a broad range of individuals and diverse communities within Richmond's parks, recreation and cultural services, these key strategic directions are recommended:

A Coordinated, Interactive, Dynamic Seamless Volunteer Management System that includes a city owned web based database with connecting links

A major step is to create a one-stop system that enables citizens of Richmond to engage and be aware of the diverse volunteer opportunities in parks, recreation and cultural services. This mechanism needs to be well known, web-based and easy to use by all the members of the community. It needs to be dynamic, enabling organizations to update and enter volunteer opportunities as they arise. It needs to be interactive, allowing volunteers to express their interest in a volunteer opportunity and organizations to be able to promote their volunteer needs.

This system needs to provide language options to ensure communication with our multi-cultural communities. It also needs to provide options for individuals who do not or cannot access personal computers or the Internet, such as utilizing library and school computer systems and exploring ways to link with telephone systems.

This system would be a secure one-stop volunteer registration place where all parks, recreation and culture volunteers could enter their volunteer profile information including their contact information, areas of interest, experience, preferred time, availability, etc. The tool (database) would allow volunteers to search for a volunteer fit. The matching system would be responsive and immediate.

This system would include a volunteer management resource library with templates, manuals, forms, tools and other resources needed to support a volunteer management system.

The system would track volunteer hours for individuals and would track hours across volunteer service areas. It would flag evaluation times and provide "key word" feedback on volunteer skills and abilities.

Working Together – Synergy

Throughout this process, many opportunities would arise as a result of working together and finding synergy through sharing resources.

Some immediate opportunities gained from working together include:

- Supporting the RCMP in their work around streamlining the criminal record check process
- Sharing training resources, including instructors, and opening training up to staff from outside the organization hosting the training session.
- Supporting and complementing existing recognition events
- Sharing tools and templates. This could be done by putting them in the web-site volunteer management library
- Sharing cost of promotion by joint advertising
- Sharing volunteers
- Sharing learning around system design, and building on this learning and innovation
- Sharing cost around recognition, such as:
 - coming together to host recognition events
 - bulk purchasing of recognition material like cards, certificates, etc.

Volunteer Capacity Building

The need to build community volunteer capacity is key. Systems need to be put in place to:

- Enable shared training and group training sessions, using trainers from within and between organizations
- Involve volunteers in training program development
- Provide basic procedure and risk management training
- Develop communication strategies between people who supervise volunteers
- Create supervision tools to support communication and feedback
- Do volunteer evaluation which includes a volunteer development plan that focuses on growth and improvement
- Do exit interviews

Volunteer Profile and Value

Every volunteer needs to feel valued and to be contributing in a meaningful way. To address this strategic direction, we need to:

- Support and complement existing community recognition events

- Provide more public recognition
- Redefine existing events with categories and awards that focus on parks, recreation and culture volunteer contributions
- Increase focus and recognition of youth volunteer contributions

Standards

Throughout this planning process, several opportunities to develop consistent systems and standards (where appropriate) were identified and discussed. The Steering Committee felt that key areas requiring consistency in policy and procedure include:

1. Screening

A standard screening process should be put in place. This process would result in volunteers having one enhanced criminal record check that would apply to all volunteer locations for a specified time period (2 – 3 years). The standard screening process would include key steps like criminal record check, screening interview, reference checks, suitability and reliability test, and ongoing performance reviews.

2. Risk Management

A consistent process that ensures the safety of both volunteers and clients is essential. A tool could be put in place and used across the system to assess the full range of risks within volunteer operations - including liability, health and safety, property, contractual, goodwill and financial. Richmond Museum has developed a good risk identification checklist and assessment worksheet. This is a good example of a tool that could be utilized throughout the system.

3. Orientation

Developing a basic orientation process that would be put in place at all sites is important to ensure quality of service. Core pieces in an orientation program would include emergency procedure, first aid, communication protocol, code of conduct, etc. Richmond Nature Park has a good orientation process that could be modeled throughout the parks, recreation and culture system.

4. Evaluation

A commitment and policy to carry out volunteer evaluation is imperative. A consistent evaluation process that is easy, fast and can be tracked is recommended. Components could include volunteer self-assessment, ongoing performance evaluation, possibly 360 degree assessment, participant feedback, etc. Tools like school districts' computerized key-word report cards support and increase the probability of evaluations being completed. The Volunteer Management Collaborative provides some excellent tools to support a streamlined evaluation system.

5. Recognition

A recognition framework that would provide general standards for recognition timing and appropriateness could help PRCS organizations and operations with recognition events and create fairness and equity across the system. This is not intended to stifle creativity or depersonalize recognition activities, but instead to support them with some general guidelines. Another feature would be a tracking system that would be used across the system to collect consistent and accurate data around volunteer hours. A potential advantage of establishing guidelines around recognition rewards is possible cost savings from bulk buying.

Recommended Next Steps

To begin the process of closing the gap between parks, recreation and cultural services' current volunteer management approach and the desired vision and outcomes, it is recommended that the City of Richmond:

1. Adopt Volunteer Management Strategy Phase 1- Planning - Vision, Desired Outcomes, Success Indicators, Best Practices and Strategic Directions.
2. Develop a communication action plan to communicate the Volunteer Management Strategy Phase One Planning report to all stakeholders and enable regular communication during the implementation phase of the strategy. The Communication Plan will focus on the benefits and opportunities of the Volunteer Management System. Community partners will be invited and encouraged to participate. Timing and level of participation by stakeholders will vary and depend on the capacity and need of each organization.
3. Continue to work in partnership with VRIS and other stakeholders to implement a parks, recreation and cultural services coordinated, interactive, dynamic and seamless volunteer management system that includes a city owned database. Within this partnership,
 - Dedicate resources to oversee the volunteer management system implementation. Target resources to support project management for the implementation, website/database development, coordination within Parks, Recreation and Cultural Services department and overall support of other city departments like IT and HR. Ongoing City Coordination support will be needed to sustain the system.
 - Engage technology expertise to assess and recommend the best tools and design to meet the website and database requirements of the volunteer management system.
 - Create a Volunteer Capacity Building team which would include City staff and VRIS training staff to design a volunteer management training plan and support other capacity building opportunities
 - Coordinate volunteer management standards across the system
4. Establish a task group of key stakeholders (City staff, VRIS and others as appropriate), to determine the resources required to develop and sustain the new volunteer management system and propose funding options.

Appendix A – List of Community Stakeholders

- Minoru Seniors
- Community Centres
- Nature Park and Museum
- Britannia
- Arenas
- Arts Centre
- Meals on Wheels
- Victim Services
- Salvation Army
- Community Associations
- Library – i.e. Cyber Teens
- Schools
- Richmond Youth Services Agency
- Rotary and Service Clubs
- Church Groups
- Boy Scouts/Girl Guides
- St. John's Ambulance
- Businesses, e.g. Coast Capital, Body Shop, Starbucks, YVR, Home Depot, CIBC
- Youth and Adult Sport Groups
- Foundations
- Tree Canada and Great Shoreline Clean-up
- Crime Watch, Block Watch and Block Parents
- School Parent Advisory Committees
- Richmond Review
- United Way
- Cadets
- First Responders
- Chamber of Commerce
- Health Services, Heart and Stroke, Diabetes Society, etc.
- Big Brothers
- Special Needs Volunteers
- Restorative Justice
- Kinsmen, Job's Daughters, societies
- Fire Fighters
- ESS Volunteers
- Cultural/Arts Volunteers
- Intercultural – SUCCESS

Appendix B – Volunteer Management Software Resources

Volunteer Management Software

(reference Justin Ho)

Sometimes tracking volunteer hours and schedules can be done with just a pen and paper. Sometimes you can make do with a few Microsoft Word documents and an Excel spreadsheet. Many times, however, managing a volunteer program can be so much easier with a dedicated software program.

There are a number of software programs on the market aimed at helping you manage your volunteer program information. The following is a sampling of some of the options. Please note that the details provided are for information purposes only and do not constitute an endorsement by the Canadian Journal of Volunteer Resource Management.

Volunteer Squared – (www.volunteer2.com) By Burlington, ON based Affirmative Technologies, the Not-For-Profit Toolkit is a web-based tool, where staff and volunteers can access and input information through the Internet. Because the NFP Toolkit is accessed from the Internet, data for the software is stored securely (and backed up) on servers and therefore not housed in your own computer's hard drive.

Volunteer Coordinator 2005 – (www.infosoft.ca) By Calgary-based Infosoft, Volunteer Coordinator 2005 desktop software (i.e. the program is installed onto your own computer) maintains volunteer contact information, schedules volunteers and has 40 reporting options. Infosoft also offers **Festival Manager 2005**, software specific for festivals and events. New software for 2005, **Room Scheduler 2005**.

VolunteerWorks – (www.redridge.com) By RedRidge Software, VolunteerWorks is a well established desktop software program. It tracks volunteer assignments, hours, training, recognition, and more. RedRidge also offers **VolunteerTools**, which links VolunteerWorks to an organization's website, offering a number of online tools, including applications forms and time sheets.

Coordinator – (www.samaritan.com) By Samaritan Technologies, Coordinator is a desktop software program that provides searchable reportable user defined fields, email, scheduling, reports, mailing labels, and custom surveys. Samaritan Technologies also offers **eCoordinator**, which is a web-based version of Coordinator.

Volunteer Reporter – (www.volsoft.com) By Volunteer Software, Volunteer Reporter is specifically designed to meet the needs of hospitals, Senior Corps programs, volunteer centers, schools, museums, and not-for-profits. Some key features include: scheduling, time sheets, skills banks, merge files, customizable reports, spreadsheets, and touch screen monitor capabilities.

Income Manager v.5.1 – (www.incomemanager.net) Income Manager is a Canadian fundraising product that tracks all the resources that come into an organization, from donors, to revenues to volunteers. Although not a software program dedicated solely to managing volunteer programs, it provides basic volunteer management tools within a larger resource management context.

Planning and Informational Resources:

www.volunteerrichmond.ca - Aims to bring people and services together through providing information and encouraging volunteerism in the community.
www.charityvillage.com - Best known for their job postings
www.volunteerbc.bc.ca - Overall good resource that is BC-focused
www.nonprofitscan.ca - Research on volunteering
www.givingandvolunteering.ca - Statistics on volunteering
www.volunteer.ca - Full of resources from Volunteer Canada
www.volunteer.ca/resource - Inventory of volunteerism resources across Canada
www.voluntarygateway.ca - Portal of information for the voluntary sector (from volunteerism, to research, to HR practices in the sector, etc.)
www.energizeinc.com - US based website by Susan Ellis
www.calgary.ca/cweb/communities/volunteers - City of Calgary Become a Volunteer

Recruitment Resources:

www.govolunteer.ca - Lower Mainland volunteer postings and online database allows you to search for volunteer opportunities that suit your interests, skills and schedule
www.VolWeb.ca - Event volunteer postings for BC
www.volunteer.ca/map
www.envision.ca - connecting volunteers and voluntary organizations across Newfoundland
www.volunterhamilton.on.ca - Search database Hamilton volunteer opportunities
www.volunteerpeel.com brings together people with agencies/organizations in Peel
www.volunterthunderbay.ca promotes and support volunteers and leadership in the Bay
www.ymcafredericton.nb.ca building strong kids, strong families and strong communities
www.ci.bellevue.wa.us -Bellevue's dedicated corps of citizen volunteers and opportunity

Orientation and Training Resources:

www.Elluminate.com - Classroom technology (used on www.VolWeb.ca)
www.charityvillagecampus.com - Online courses for nonprofits
www.impacs.org - "Ready, Set, Go" online communications workshops

Supervision and Evaluation Resources:

Voluntary Sector Evaluation Project (www.vserp.ca) – Site of general resources on evaluation
Volunteer Value Calculator (www.kdc-cdc.ca/vvc) - Calculate the economic value of your volunteer program

Recognition Resources:

www.volunteer.ca/marketplace - Recognition products from Volunteer Canada
www.energizeinc.com/ideas.html - Some ideas from Energize Inc.

Other Technology Resources

www.volunteerbc.bc.ca/resources/technology.html - List of links to technology resources

www.skype.com - Long distance over the Internet

IMIT Canada (www.imitcanada.org) - Resources, tips and help desk all around technology for the voluntary sector

www.SportWeb.ca - Helping the sporting community better integrate technology

Appendix C Volunteer Management Current Assessment Research

We received input from the following organizations and operations: Richmond Art Gallery, Council of Community Associations – Board and Committee Volunteers, Richmond Multicultural Concerns Society, City of Richmond Aquatic Services; City of Richmond Emergency Management Office, West Richmond Community Centre, South Arm Community Centre; City Centre, Heart and Stroke Foundation, Disability Resource Centre, Developmentally Challenged Youth Basketball Association, Minoru Senior Centre, Richmond Therapeutic Equestrian Society, Richmond Nature Park Society, Britannia Heritage Shipyard, Touchstone Family Services, Richmond Cultural Centre, S.U.C.C.E.S.S, Richmond Health Services’ – Volunteer Management Collaborative, Richmond Lacrosse and Field Lacrosse, Boys Fastball, Kajacks Track Club, Girls and Boys Soccer, West Richmond Baseball, Richmond Guides, Steveston Community Association, Senior Coordinator, Thompson Community Association Senior Coordinator, Gateway Theatre

What is your current practice for the following volunteer areas?	What changes or current/future needs would you like to see addressed in the following areas? If things are working well currently please indicate this under the appropriate section.	How would a Centralized Volunteer Management System (CVMS) address desired changes? What issues or concerns do you see in a CVMS?	Please attach current examples (See binder with actual examples)
<p>How do you recruit volunteers?</p> <p>City Web sites and other website ***** Word of mouth ***** Volunteer Richmond Information Services***** Schools and school programs ***** www.govolunteer.ca ***** Brochure, Notices & Flyers***** College and universities ***** Free or Ad in community papers ***** Recreation & Culture Guide ** Referrals/networking *** Recruitment event **** Newsletter ** Youth Development/Ourteach Workers ** Through application form **</p>	<p>Recruitment Needs:</p> <p>To reach a bigger, broader audience (incl. a variety of ethnic & faith groups)***** No need *** More advertisement (city-wide general ad)*** Need a recruitment strategy *** Volunteers available from 6 am – 4 pm 3rd age volunteers Stay at home parents Set up for event and programs More staff time. Physically able people to lead school programs. Board and committee members. Volunteers with specific skills (e.g. wellness credentials, health fair volunteers, drivers/delivery people, food servers) *****</p>	<p>Recruitment – CVMS</p> <p>Centralized and streamline database saves time and money **** Centralized pool may be more effective ***. One person to manage City Volunteer Management program ** Create a pool of volunteers for events ** Would be a great assistance. Currently RHS – VMC offering centralized services for 11 sites. Larger base to draw from; more variety of people. Referral of appropriate volunteers. Have staff tool kit of all volunteer management steps and template of forms. By sharing volunteers, this will provide enough hours to sustain volunteer interest.</p>	<p>Volunteer promotion and recruitment tools</p> <p>Richmond Nature Centre wants you ... “Becoming an aquatic professional” brochure. Poster in Community Center. “Keep the beat” package. Britannia Heritage Shipyard National Historic Site – Amateur Shipwrights needed. School Programs Volunteer Opportunities. Developmentally Challenged Youth Basketball Association – “Basketball for All” S.U.S.E.S.S. Volunteer Development Program. West Richmond Ginger House Workshop Volunteer. RHS posters, Ad. Newsletter, brochures</p>

<p>Sport registration form ***** Current/past volunteers, participants and clients ***** Must volunteer condition of participation Open Houses Libraries youth volunteers. Steering committee and partners. TV and radio. Press release *. Create opportunities for people with disabilities to volunteer. Staff family and friends. Parents (RYBL). Designated phone line (Play, day). Volunteer BBQ/Display. Restorative Justice RCMP. Drop in Clients. Unsolicited. "Becoming an Aquatic Professional". Info handed out in our Advanced courses. Personal contacts, other committees. AGM and community projects **</p>	<p>Longer term volunteers. Setup web-site and email account. To be centralized. For health fair volunteers. For drivers/delivery people. A database - have a bank of people to go to. On line registration. To collect full information on volunteers. For partnerships formalized with other organizations (i.e. school, RCMP) ** A city wide marketing package would help (similar to "Big Brothers" * sometimes a picture, catchy phrase can target the right volunteers. A succession plan ** Greater number of volunteers to provide a larger base for recruitment of auxiliary lifeguards</p>	<p>Access to statistical information Reach a greater number of people interested. Could support a volunteer mart. More convenient for organizations without full-time volunteer coordinator. May help with honing in on volunteers with specific skills. Improved efficiency. Consistency of information collected. One source to get information. Don't have to always take every one - can be selective and pick the right volunteers. More opportunities for volunteers. A great option. I don't think that centralized volunteer management would work. Currently our Aquatic Volunteer Coordinators do a good job with managing the volunteers and matching them to operational needs and/or opportunities. Central volunteering group good for City events but not always workable for community center events. A CVMS could provide a service that would check potential Board or Committee volunteers at Community Centres (CC's), which would check their references, their responsibilities and advise them of how to do the required criminal.</p>
<p>How do you match or refer volunteers? (connecting the opportunities with the resource) Skill/experience matching ***** Detail job description*** Interest ***** Geography *** Personality matching ** Refer to Vol Richmond Info. Services (VRIS) & contract out to VRIS to screen, assess all volunteers.** Personal enthusiasm. No system</p>	<p>Matching and Referral Needs: Need easy to use database/bank to match skills and opportunity, keep records up to date****. Current needs are being met **** Updated list of coordinators. A volunteer to assist with reference checks. More staff time and resources. Ability to refer. To clarify the process of referring volunteers to work outside the organization, or work unsupervised, especially the legal and liability aspect. Someone in the city that specifically matches and refers volunteers, or someone to train volunteers to do. Specific needs: Emergency Communications.</p>	<p>Matching and Referral - CVMS For one off event, have pool of screened volunteers. Dedicated staff person to conduct interviews and screen volunteer across departments**. Need volunteer management tool kit step-by-step searchable database. Improved efficiency, less time-consuming to look for suitable volunteers *** Takes the guess work out trying to figure out how to get volunteers Yes, this would definitely help in this area, as people would be set up for success. They would understand the opportunity better and what the</p>
<p>Matching or referral tools Applications Forms from: Nature Park, Aquatics, Nature Park School Program, Weekend Volunteer Registration, West Richmond Community Centre, Steveston CC, Cambie CC, Sea Island CC, Thompson CC, Arts Centre, Minoru Place, Richmond Museum, Britannia Shipyard, Senior Wellness Program, Vancouver Health, S.U.C.C.E.S.S., Richmond Art Gallery, Developmentally Challenged Youth Basketball Association.</p>		

<p>Age Availability. Willingness to learn. Physically active. Like outdoors. Like working with kids. Don't refer. Volunteer request form *** Interview and phone contact**. Match by their first language. By those who need Canadian experience. Find volunteers as needed for specific programs or events. Who ever shows up. Work with volunteer to see how they would like to volunteer. Board members are usually previous participants. Through paid volunteer coordinator, staff, and board member***. No formal system. Screened by staff, a board volunteer or paid volunteer coordinator Sometimes board member is assigned to meet the respective volunteer. We have new volunteers fill out form, which specifies interests. Our youth dev't worker ensures that the volunteer activity provides opportunity for asset building. General stay with their child's age group.</p> <p>What tools, process do you use to screen volunteers?</p> <p>Criminal Record check ***** Interviews ***** Resume and References check ***** Application Form **** Complete tool kit ** Job descriptions: ***</p>	<p>Emergency Pet Response Plans, Emergency Personal Preparedness Presenters, Operations and Logistics at a Reception Centre, Exercise Design Team. Creation of new/alternative volunteer opportunities could provide greater variety of experiences for community involvement.</p> <p>Screening needs:</p> <p>For support and streamline criminal record check ***** More staff to screen candidates**. More time effective way to screen Consider group interviews. Combine info session with group screening and</p>	<p>experience would give back to them. Interest, time frame and commitment can be discussed. I don't think that centralized volunteer management would work. As long as the required certifications were considered, matching & referral could be done through a CVMS. Rest to know individuals well to match duties. The names of volunteers, their preferences and area where they would like to volunteer should be kept on a data bank, which should be accessible in the CC's. Privacy Act again.</p> <p>Screening and Placement - CVMS</p> <p>One criminal record check for the whole city***. More efficiency and helpful *** Consistent and clear city-wide policies and procedures. Minimum standards for volunteer management. Stress the importance of commitment. High level screening would be okay but need for onsite</p>	<p>Email Templates. Job Descriptions.</p> <p>Volunteer screening and placement tools</p> <p>Risk Identification Checklist</p>
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Risk assessment form.
 Volunteer Registration form **
 Time commitment (min 3 months)
 Attendance at information session
 Parental consent form.
 Minimum age of 16. **
 Questionnaire.
 Ability to communicate.
 Training **
 Interests.
 Appearance.
 Group Orientation **
 Assigned positions.
 Contract out Volunteer Richmond Info. Services to screen.
 Go over application and their attached resume.
 Evaluation process **
 Level of coaching.

What system or tool do you use to manage you volunteer data?

Excel spreadsheet *****
 Paper or file record of each volunteer *****
 Word **
 Bookit **
 Sport League S.I.S.
 IMAS system – input data and the commissioner reviews, allow for year to year follow-up and creates a directory Application form.
 Timesheets.
 Sign in log.
 Renewal of volunteer agreement.
 Parental consent form.
 Confidentiality agreement.
 Volunteer report card.

matching.
 Clear procedures and policies.
 Better screen for reliability.
 Place volunteers for longer terms.
 Establish standard of rechecking crime check.
 Need for tools to discern the bad fruits in the basket.
 Need for high level screening.
 Develop a better software.
 More formality and consistency with forms and procedures.
 Detailed enough database to quickly access and find potential volunteers.
 Reference checking **
 Interviewing candidates. Criminal Records check, candidates specific interests in the program.
 Many volunteers have gone through a crime check for a Richmond volunteer organization and then have to through another one for being a member of a CC Board or committee member. Some Boards require that all members have a crime check.
 In a volunteer recruitment manual this could be an important chapter.

Volunteer Management Needs:

One centralized volunteer database that would contain all necessary data/information as well as having all the necessary report functions****
 A system to manage data **
 Volunteer Works: More people using it & linking it between sites **
 Notification when evaluations are due.
 To ensure volunteers fill in sheets.
 Need resources to contact for future events and updates.
 Need for list serve email.
 To formalize, track and document.
 Easy and accessible reporting.
 No needs. - have a position of Volunteer Coordinator PT ongoing.

screening.
 Effective future monitoring.
 Result in a data bank of volunteers with both favourable and unfavourable records.
 Having one person who screens and interviews.
 Increase quality of volunteers.
 Provide less duplication of processes.
 The CVMS could eliminate the possible duplicating of crime checks. This could be done in conjunction with the RCMP. Also advise the applicants about ethics and responsibilities of being a board or committee member.
 I don't think that centralized volunteer management would work.

Volunteer Management CVMS

Centralized database to enter and track info ***.
 Access to resources.
 Standardize management template to provide same practice and same guidelines.
 Advantageous to have central access to volunteer information. Could use Outlook.
 Formalized, consistent and more efficient.
 I don't think that centralized volunteer management would work.
 One corporate volunteer database that would be administered by a Volunteer Management Dept/staff. All agencies, associations etc would be able to access information as long as you had an administrative password. This database could be customized to ensure that all reports that you needed were available in this

Volunteer Interview Record
 Reference Check Form
 Parental Consent Form
 Criminal Record Check Procedure
 Volunteer Request Form
 RHS application form, criminal record check, reference form and info session script

Volunteer data management tools

Service Record Card
 Web Resources
 Confidentiality Agreement
 Log of hours
 Volunteer Contract Richmond Aquatics
 Parental Consent Form **
 Nature Journal
 Volunteer Registration Form
 Volunteer Sign-In Sheets ***
 Exit Interview Questionnaire

This is not done very well.
 Each coordinator monitors their own volunteer.
 Not centralized within the community centre.
 CRC - confirmation via email from Notary.
 Registration form, contract - hard copy files.
 Names and hours of service are kept on file
 (manually or computer???) again by association
 staff or volunteer, no formal system in some
 cases. Only one CC reported a self generated
 computerized system.
 Nothing at this time.
 We are currently using three different types of
 database to capture volunteer data.
 Custom build Emergency Management database
 called CERIS (Community Emergency Resource
 Information System).
 Software: Volunteer Works; survey software;
 custom built Emergency Management database
 (CERIS - Community Emergency Resource
 Information System) and different types of
 database****

How do you currently support and supervise your volunteers?

Direct supervision by instructor, coach

 (note: Direct supervision of all ESS
 volunteers)
 All necessary training is provided ***
 Clear job descriptions,***
 Regular meetings****
 (note: We have created several ESS
 Team that meet on a monthly basis, so I would
 see approximately 50% of the ESS volunteers
 each month.)
 Board of Directors Liaisons

Volunteer's hours have to be coordinated because some
 people volunteer for more than one organization in
 Richmond. CC's need to have a computer system to
 keep this data and send it to VRIS (Volunteer Richmond
 Info. Services).

Support and Supervision Needs

Existing works well ***
 More support and supervision **
 To actively support volunteers.
 A dedicated staff person.
 Big picture city operation orientation session.
 Follow up for those who are absent.
 Clear Job Descriptions.
 Orientation.
 Consistent Guidelines.
 Accountability for volunteers and partnering agencies.

database.
 CVMS could advise on a system that would work within
 the City of Richmond and also to that of Volunteer
 Richmond Info. Services. The system would also carry
 volunteer data.

Support and Supervision - CVMS

Ongoing optional specialized training options.
 Dedicated spaces - share office.
 I don't think that centralized volunteer management would
 work.
 Too far away to provide effective support and supervision.
 Volunteer Orientation program could be developed. This
 program would enable all new volunteers to be given a
 basic orientation on proper conduct, codes of ethics etc
 about becoming a Richmond volunteer. Following this,
 each agency then customized their specific roles and
 responsibilities for their agency/organization.

Volunteer Supervision tools

Volunteer Conduct package
 Orientation/training Checklist
 Orientation Manual
 Richmond Museum Staff Procedures
 Heritage Services Volunteer Program Manual

<p>Sectional/Divisional Directors</p> <p>Review expectations</p> <p>Communication: Evaluation from players and parents; feedback to volunteers of their performance; encourage regular communication and volunteers and staff to resolve problem; ESS volunteers are kept up to date via emails, monthly newsletter and quarterly publication *****</p> <p>Orientation *** (note: ESS Orientation is provided in groups as well as one on one.)</p> <p>Sign in log.</p> <p>Policies and procedural manual</p> <p>Web resources, email templates.</p> <p>Incident reports.</p> <p>Include volunteers in planning sessions.</p> <p>Give direction as needed.</p> <p>Check attendance.</p> <p>Give reference letters after 3 month of service, especially with youth.</p> <p>Provide references and Statement of hours.</p> <p>We hold a volunteer meeting ahead of time; hand out outline of event and responsibilities.</p> <p>Answer questions.</p> <p>Volunteers often 'grow' from one position to another.</p> <p>Interview with Volunteer Coordinator outlines opportunities.</p> <p>Orientation of facility/expectations.</p> <p>Coordinate and attend all events, exception of teen, Preteen Danes.</p>	<p>Current needs are being met.</p> <p>There is a need for workshops on such topics as leadership, volunteer supervision report writing, running a meeting and responsibilities of being a Board member.</p> <p>There is also a need to record who has taken these workshops, just like volunteer hours.</p> <p>Localized orientation, support and supervision</p>	<p>No program in place to address the need to properly evaluate and supervise volunteers.</p> <p>Would likely still need to be done at the facility/operational level.</p> <p>Not sure how a CVMS system would provide adequate orientation and/or evaluation, i.e. at the pool deck level.</p> <p>CVMS could organize and set up these workshops.</p> <p>Connection to other opportunities.</p> <p>Better experiences for volunteers – more variety.</p>	
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<p>How do you currently train volunteers? (in-service, orientations, courses)</p> <p>Orientation session ***** On site/job training ***** Coaches clinics *** Volunteer manual and policy guide*** Mentoring *** Project based training ** Training required of all volunteers. Lots of opportunity. Trained by participating. Volunteer job shadowing. Workshops are advertised to board and committee members. Outside workshops are paid for with Board consent. Further training available. Work together with volunteers for new endeavors. Annual conference. Leadership training. First aid training. Skill workshop. Group sharing. Give direction as they come. Send to a conference. Motivational speakers. Debriefing -- how their experience went. Each staff position trains their volunteers individually. Youth take leadership course. Summer volunteers have participated in summer leader workshop**. Request their presence at event early. Explain their role. Periodically check to see how they are doing. Mentoring by Board or Committee members. no formal training at with an orientation manual.</p>	<p>Training - needs</p> <p>Wider variety of training topics: e.g. Wellness Clinics and certification training; training in natural history, theatrical skills, working with school age children: people to handle annual canvasser key leadership training; customer service training ***** Volunteer Management/Development workshops ***. Increase in training, material and access to facilities. Centralized additional training i.e. wheelchair safety workshops. Income tax clinics. Regular schedule of centralized workshops Future needs training. For networking and collaboration around training. More staff time and resources. Group training for school volunteers. For training in Cantonese and Mandarin. Include experts from other organizations to broaden the scope of training. Further training materials. Require more training opportunities for ESS volunteers. More Justice Institute training courses to cities. Workshops for volunteer - "get what you want out of volunteering".</p>	<p>Training - CVMS</p> <p>Centralized general training is good, individualized training has to be with different organizations. **** Shared training *** Training in general city procedures, regulation, accident forms, emergency procedures. Common volunteer manual. Schedule general orientation/training session. Could provide different trainers and sharing of training materials. Greater number of volunteer to access training opportunities. Use the database to identify training needs. Offer similar courses such as First Aid, Valuing Diversity, etc to all Richmond volunteers. ESS volunteers can also conduct Personal Preparedness courses to other Richmond volunteers. We could have a centralized location for volunteers to register for courses. On line, one-stop shopping. Training can be coordinated through Registration Call Centre. CVMS could identify common themes for training needs, organize and set up these workshops, and be more effective/efficient in coordinating that training**. An orientation manual could be developed as a template because all CC's differ in their Board and Committee structure. This manual could include the constitution, CC policies, City and Association staff responsibilities, the responsibilities of positions.</p>	<p>Education and training tools</p> <p>Tips and trick for working with School Aged Children. Volunteer Guidelines Board orientation manual Volunteer manual</p>
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<p>formal training or with an orientation manual. Volunteers are trained in many ways. Each volunteer must complete a self-study guide on Intro to ESS book and test. Justice Institute ESS training. Salvation Army training Red Cross training. Training during ESS Team meetings. Functional ESS exercises. Most coaches have the skill set, it is teaching them about the other side of coaching that is key</p> <p>How do you currently evaluate your volunteers?</p> <p>Nothing Formal ***** Observation by instructor or staff *** Post briefing for event-based activities*** Just starting evaluations and self evaluations. Chairs write letters of recommendations for their volunteers; this is a form of evaluation. Site evaluations Verbal feedback Volunteer committee. Follow up survey. Group evaluations. Annual individual performance evaluations. Provide feedback from consumers** We do not do a good job in evaluation. Yearly questionnaire sent out to ask volunteer to rate the ESS Program. Do not have the time to evaluate all ESS volunteers. I though the Volunteer Database, monitor which meetings, courses, exercises volunteers attended. Youth and preschool volunteers (younger youth) set goals with YC or instructor. They reflect on these goals after the experience. Depends upon the position.</p>	<p>Evaluation - needs</p> <p>Need additional resources (people) to assist in the evaluation process ** Centralized evaluation forms and processes Volunteer self evaluation Standards and best practices Better evaluation. Possible introduction of formal evaluation. Need to be more consistent and formal. Standard forms - long term, short term, one day. Require an evaluation form format to follow i.e. what criteria do I use to evaluate the volunteers Some form of evaluation for all volunteers. Challenge to evaluate 20-40 coaches; time often spent on immediate issues</p>	<p>Evaluation - CVMS</p> <p>Consistent template for evaluations**** Tool Kit - evaluation template Use for recognition. Need to develop a standardized form for all Richmond volunteers or one for Boards or committees to use for themselves to check their progress as a volunteer **. I don't think that centralized volunteer management would work. These results can be entered into the volunteer's personal database and would only be accessible by database administrators. Evaluation could be done in person or on-line. May be challenging to do. Effectively/specifically, i.e. "disconnect" from operations. Likely result in too general an evaluation.</p>	<p>Evaluation tools</p> <p>DRC Volunteer Evaluation Form Richmond Museum Volunteer Self Evaluation Richmond Museum Volunteer Evaluation Form Nature Park School Program Evaluation School Program Volunteer Exit Survey RHS evaluation forms</p>
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We give further training to those doing well in a position.
 Those not doing well often leave or we don't call them back.
 Volunteer teaching evaluation.
 Verbal & verbal feedback**
 Telephone conversations.
 Drop in.
 No formal method of evaluating volunteer members of Boards or Committee.
 Coaches evaluate by head coach.
 Parents and player feedback forms
 No complaints, no review
 Head coach and head referee evaluations
 Coach must re-apply to coach

How do you currently recognize your volunteers?

Annual events: Volunteer appreciation event and AGM awards *****
 Recommendation and Reference letter *****
 Food *****
 Certificates *****
 Attend volunteers are stars event ***
 Cards: Thank you and Christmas Cards *****
 T-shirts, clothing *****
 Recognition: Done at each site; recognition checklist; intermittent recognition of someone that went above & Beyond. ***
 Social & recreation activities: Christmas Party, We Love you Picnic, Year end party, Wind-up BBQ, dinner, concert tickets, movie tickets/passes, restaurant coupons, free concerts, family & coach nights *****
 Pins: Gold thanks pin, pins for hours of services **
 Merit award system in place

Recognition – needs

Regular, varied, cost effective methods of volunteer recognition
 Enter recognition into volunteerWorks
 Data management to track hours and recognize people at the appropriate time.
 Need to tap into bigger events to provide volunteers with recognition in a public forum.
 Recognition for services for everyone more frequently.
 Provision of tickets to some events to give as thanks.
 Sponsors with media for volunteer appreciation ceremony.
 Constant "thank you".
 Pizza, food after events.
 Appreciation Event.
 We seem to be doing well in recognition.
 Better recognition with greater relevance to expectations.
 More organized recognition program for volunteers.
 Recognition of long term volunteers - only a few ever reach the "Gala Night" status.
 Name Tags.

Recognition

CVMS would be able to provide greater coordination likely to result in better recognition opportunities. ***
 Centralized purchasing of times to recognize volunteers.
 Recognition standards and time line.
 CVMS could help in the development of a long term recognition pin or certificate that all Richmond volunteers 2.5.7.10.15 year of service**
 Public recognition of the role volunteers play in city services.
 Use media to spread the word and get more recognition by the community.
 City wide hold different types of recognition events i.e. a party, an ad, in local paper, education tour.
 Budget allocation for each agency for recognition.
 Approach organizations to provide donations of event tickets.
 Centralized recognition will be more meaningful to volunteers, in addition it is bigger bargaining power for donations and gifts (organization may lose identity in the process).
 Provide resources.

Recognition events or tools

Britannia Shipyard Volunteer Appreciation Reception
 S.U.C.C.E.S.S. Volunteer Appreciation Ceremony
 Recognition ideas checklist
 General Recognition Ideas
 Richmond Nature Park Christmas Party



<p>Cookies and tea every day. Group picture. Transportation allowance. Document annual hours Use of office equipment. Honorariums (occasionally). Nominate for awards. Job opportunities. Make a point of acknowledging the work of our volunteers on an individual basis. Staff has a personal connection with the volunteers they work with. Long term awards</p>	<p>Knowing who the volunteers are and what they do – more personal. Display board /pictures and bios. Tracking of hours. Milestone hours – pin. Better funding for souvenirs. A facility to use and donations from community i.e. refreshments, token gifts. Would be nice if the city would be able to offer the coaches a thanks for the volunteering that they do</p>	<p>Save resources for grand recognition. I don't think that centralized volunteer management would work. Efficiency in tracking hours. Recognition for hours City wide. Enables a big Event or entertainer.</p>	
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