

The Volunteer Toolbox



*A Guide to Volunteer Programs
in County Government*

NACO *National Association of Counties*

Counties Care for America

This revised edition of *The Volunteer Toolbox* was edited by Peter Lane and Sandy Markwood. It was formatted by Susan Kim. Publication of *The Volunteer Toolbox* was funded by a grant from the W. K. Kellogg Foundation. While it reflects the views and opinions of its sponsors, it does not reflect, necessarily, the views or opinions of the foundation.

THE NACo VOLUNTEERISM PROJECT

NACo's Volunteerism Project promotes volunteerism in local governments and assists counties that want to establish and maintain effective volunteer programs. The project, initiated in 1991, is funded through a grant from the W.K. Kellogg Foundation.

The Volunteerism Project publicizes successful volunteer programs in county government, promotes the creation, development, and management of volunteer programs through workshops and articles, provides resource materials to county governments, and serves as a clearinghouse of information from counties across the nation. For more information about NACo's Volunteerism Project write: *NACo Volunteerism Project*, 440 First St., NW, Washington, DC 20001. Phone: 202/393-6226.

THE VOLUNTEER TOOLBOX

In 1990, NACo created a National Task Force on Volunteer Programs in Counties to develop ongoing leadership capability in the establishment and coordination of volunteer programs in county government. The Task Force developed *The Volunteer Toolbox* as part of that effort.

This how-to guide is intended to provide officials with a framework for developing a volunteer program in county government and to assist staff who are coordinating programs. There are many other excellent publications that address topics related to volunteer management techniques in more depth (see "Recommended Reading"). The revised edition of *The Volunteer Toolbox* has been updated with new forms, resources, and information we have learned from counties across the country that have established volunteer programs since the original edition was published.

NACo's Volunteerism Project is indebted to four members of the Task Force who were instrumental in putting together the first edition of *The Volunteer Toolbox* and who served as reviewers of this edition. They are:

Jean Berg
Arlington County, Virginia

Marilyn Kelsey
Salt Lake County, Utah

Barbara Penn
San Diego County, California

John Legry
Multnomah County, Oregon

In addition, Jeri Bush, Leon County, Florida served as a reviewer of this edition. There are also many volunteer managers from across the country who provided invaluable feedback on *The Volunteer Toolbox*. Many thanks to everyone who assisted in this effort.

Grateful acknowledgement is also given to the many county government volunteer programs that provided sample materials for the appendix section.

PREFACE

The National Association of Counties has promoted volunteerism in local government and assisted hundreds of counties in their efforts to organize and expand volunteer programs. Working in almost every area of county government operations, volunteers contribute services valued at hundreds of thousands, and even millions of dollars, allowing county governments to do more for less.

The call for volunteers has recently taken on a new sense of urgency as the federal government shifts responsibility for many programs to the state and local level. While the challenges are great, this is an opportunity for county government leaders to more effectively address the needs of citizens through innovation and collaboration. It will mean involving citizen volunteers at every level from advisory boards and task forces to direct service roles.

Ten years ago, county leaders who advocated volunteer programs often encountered cynicism and skepticism about the feasibility of a volunteer program functioning alongside existing county programs. Some people said it would never work; some asked who would volunteer for a county government. Others said it was just a ploy to justify the layoff of existing personnel.

Fortunately, many saw the possibilities and have proven them wrong. Committed and talented volunteers have joined with dedicated paid staff to forge ongoing partnerships in virtually every public endeavor in counties across the United States. And those partnerships are even more critical today as county officials seek cost-effective strategies to meet rising service demands and opportunities to reconnect citizens with their local government.

This revised edition of *The Volunteer Toolbox* is NACo's effort to provide county governments with information and resources to establish and expand volunteer programs. More than a practical guide, *The Volunteer Toolbox* is a recipe for creating revitalized and healthy communities as we enter the 21st Century.

Given the opportunity, citizens will heed your call to public service and your community will benefit immeasurably from their service.

The Honorable Michael Hightower
NACo President, 1996-97
Commissioner, Fulton County, GA

Larry Naake
NACo Executive Director

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I. INTRODUCTION

Volunteerism in America's County Governments

Volunteerism has a long tradition in American history. It is also one of our most common activities. According to the Independent Sector, a research group that studies philanthropy and volunteerism in the United States, nearly 50 percent of all American adults engage in some type of volunteer activity.

Although the majority of this volunteer time is donated to nonprofit agencies and causes, almost one-fifth — some 4 billion hours — goes to agencies or activities of government. Since a significant portion of the governmental labor force is employed by counties (approximately 2 million out of some 6 million non-educational state and local government employees), it is reasonable to assume that a large number of governmental volunteer activities occur in counties. In fact, surveys conducted by NACo since the mid-1980s consistently show that volunteers provide services in almost every area of county government operations.

The Volunteerism in County Government Survey

In February 1996, NACo's Volunteerism Project conducted a survey to determine the extent of volunteer service and the level of volunteer management practices in county government. The survey was sent to the chief elected official in every U.S. county and 750 volunteer coordinators previously identified by the project. Responses were received from 754 counties (24.8 percent of all U.S. counties) from 47 states.

Ninety-eight percent of the counties that responded to the survey indicated that volunteers provide services on behalf of the county government. In 1990, NACo identified only 150 counties that had a volunteer program.

A survey of cities and counties conducted in 1988 by the International County and City Managers Association (ICMA) documented the extent of volunteer service in local government during the 1980's. Compared to NACo's 1996 survey, volunteer activities in many service areas, including aging, children/youth, fire/EMS, parks and recreation, and crime/corrections, increased by more than 20 percent since the 1988 survey.

The following chart shows the percentage of counties with volunteers working in each service area (does not include volunteer boards or commissions):

Firefighters/EMS	72.7%	Com'y & Econ Devt	37.3%
Aging Services	63.7%	Public Safety	34.7%
Libraries	50.2%	Public Health	33.1%
Parks & Recreation	49.0%	Transportation	25.9%
Youth Services	48.0%	Housing	19.5%
Social Services	42.5%	Judicial/Legal	19.0%
Education	42.4%	Finance	6.3%
Environ't/Recycling	40.9%	Public Utilities	3.2%
Sheriff/Corrections	40.0%	Other	10.6%

Results from the survey also revealed the following:

- Nearly 20 percent of responding counties initiated a central volunteer office or volunteer program since 1991.
- The majority of county volunteer programs are managed by individual departments or programs. About 7 percent of responding counties have some sort of central coordinating office.
- Approximately 20 percent of responding counties had at least one full-time, paid volunteer coordinator. More than half reported having no volunteer coordinator.
- County governments with a central office, regardless of population, receive nearly three times the dollar value from their volunteers than counties that do not have such an office. Of those counties with a central volunteer office, half have a population between 50,000 and 250,000.
- County volunteers donated services valued at \$25,000 or more in 33 percent of small counties (less than 50,000 pop.), \$100,000 or more in mid-size counties (up to 250,000 pop.), and \$1 million or more in 21.3 percent of large counties (over 250,000 pop.).

The implementation of commonly accepted volunteer management practices is an important component of a successful volunteer program. The following table shows the percentage of county governments that use each management practice:

Formal recognition	61.5%
Training	57.2%
Policies & procedures	39.9%
Insurance	38.4%
Program plan	36.9%
Benefits	35.6%
Budget	33.8%
Annual report	30.5%
Job descriptions	30.0%
Evaluation by volunteers	18.3%
Evaluation of volunteers	16.7%



Appendix: Survey Summary [A-1]



What Can Volunteers Do?

For many years, volunteers have served on advisory task forces, staffed the volunteer fire department, or filled a variety of roles at the county fair. Today, counties are expanding their conception of volunteers and the role they can play in helping a county meet rising service demands. Volunteers with special skills and experiences are now serving in a variety of direct service roles in partnership with paid staff.

The variety of roles in which volunteers can participate is limitless. The imagination and creativity of the volunteer program manager can result in an effective and successful volunteer program that involves volunteers in a broad range of county activities. Listed below are examples from across the nation on how volunteers enhance services provided by county governments.

San Bernardino County, California

Seniors serve as peer counselors to assist other seniors who may be reluctant to seek mental health services.

Boone County, Kentucky

Court-appointed special advocate (CASA) volunteers ensure that the needs of the county's abused and neglected children are addressed in court cases.

Glynn County, Georgia

The County Police Department trains volunteers to ticket violators of the county's "handicapped parking" regulations.

Boulder County, Colorado

Over 1,000 volunteers assist the Health Department by working in a wide variety of roles at 60 different locations throughout the county.

York County, Pennsylvania

Volunteers assist seniors with medical claim forms and insurance policy information.

Montgomery County, Maryland

The Master/Recycler Program volunteers staff a recycling hotline, make educational presentations, and assist with toxic waste reduction programs.

Lake County, Illinois

Volunteers with the Forest Preserve District serve as naturalists and visitor aides.

Clark County, Nevada

Neighborhood Justice Center volunteers provide conflict resolution services as an alternative to litigation in the courts.



Dane County, Wisconsin

Parks Department volunteers are active in prairie restoration, research, and building and maintaining bike trails.

Marin County, California

Volunteer job coaches assist volunteers with mental illness in a variety of roles including data entry, public relations, and accounting.

Hennepin County, Minnesota

Volunteer mentors serve as role models to youth who have come before the Juvenile Court.

Arlington County, Virginia

As part of the "Secret Santa" project, volunteers deliver holiday meals, food baskets, gifts and clothing to hundreds of low-income needy families.

Dade County, Florida

Volunteer monitors visit county-supported day care centers to help prevent serious health and safety problems.

Multnomah County, Oregon

Volunteers play a critical role helping to develop the county-wide budget.

Richland County, North Dakota

The transportation needs of this rural county's senior and disabled residents are served by a network of volunteers.

San Diego County, California

Volunteer psychologists, counselors, social workers, and professional interns provide group therapy to families in which sexual abuse has occurred.

Anne Arundel County, Maryland

Volunteers conduct regular water monitoring tests at county lakes and streams.



II. ESTABLISHING A VOLUNTEER PROGRAM IN COUNTY GOVERNMENT

Key elements of a successful county volunteer program

- Support from the top
- Volunteer program planning
- Needs assessment
- Centralized vs. decentralized
- Legal issues
- Policies and procedures

Support from the Top

Through surveys and anecdotal information, NACo has learned that county volunteer programs with top level support operate creative, cost effective programs that meet service delivery needs. Support from the top leadership of the county is necessary to effectively create, plan, fund, implement, and sustain a volunteer program. It is important for elected officials to demonstrate their commitment to a volunteer program publicly and to seek the support of the entire elected board and high level appointed officials for this effort.

County government employees seeking the support of their elected board, should be prepared to respond to any concerns or questions elected officials might ask. For example, will the county be liable if a volunteer is hurt while doing their job? Or, what are the costs associated with a volunteer program?

At the outset, getting support from elected and appointed officials will require:

- Demonstrating how a volunteer program will benefit county government and the community;
- Addressing important issues such as liability;
- Establishing goals and procedures by which the volunteer program's success can be measured; and
- Outlining successful efforts by other county government volunteer programs.

Volunteer programs deemed important enough to be worthy of county initiation need the active support of elected officials and senior administrative staff. This support should be visible and regularly communicated to agency heads, supervisors, line employees, and the community at large.



To maintain the support of elected officials, regularly demonstrate through evaluation procedures how volunteers expand or enhance paid staff's ability to provide services in a cost effective manner. In addition, publish an annual report that places a dollar value on volunteer contributions, invite elected officials to participate in volunteer recognition activities, and highlight program achievements or public recognition that puts county government in a positive light.



CHECKLIST FOR TOP LEVEL SUPPORT:

- √ **Approved, written policy on the development of volunteer program.**
- √ **Budget to cover volunteer program expenses.**
- √ **Space designated for volunteer program operation, for the volunteers to perform their work, and for storage of program records.**
- √ **Recognition plan for volunteers and paid staff involved with program.**
- √ **Training for volunteers and paid staff involved with program.**
- √ **Public relations campaign to promote volunteer program.**
- √ **Elected officials promote volunteerism to their constituency.**

Appendix: Board Resolutions Establishing Volunteer Program [A-4]



Benefits of Establishing Volunteer Programs in County Government:

- **Cost effective government.**
County governments must constantly redefine ways to provide quality services at a reasonable cost. Volunteer programs aid in cost effective operations. Paid staff provide necessary ongoing continuity while trained volunteers help fill gaps in service.
- **Perception of government operations.**
Volunteers see first hand how county government functions and help promote positive images and a knowledge base to other citizens in the community.
- **Knowledge of elected officials.**
Volunteers often become personally acquainted with top public officials and learn the goals and purposes of county programs. Volunteers can relate a sincere story of trust and understanding - better than any paid public relations campaign.
- **Professional skills and education.**
Volunteers from all walks of life and educational backgrounds lend their expertise to county operations. The skills and knowledge volunteers bring add to the quality of the services provided.
- **Additional resources.**
Volunteers active in county government become advocates for programs and help seek donations of time, money, and material to meet the goals of the specific program.
- **Strong democracy and citizen participation.**
Volunteers from all walks of life have an opportunity to participate in their local government and to have a voice in the development of their community.



Volunteer Program Planning

Successful volunteer programs are carefully planned. Planning is the “up front” thinking, or development process that goes on prior to actual implementation. Whether envisioned as a method, blueprint, outline, map, or design, a plan is both a process and an end result. Here are some suggested steps to follow during the planning process:

Goals.

Be realistic. Establish obtainable goals over a reasonable time period. Do not try to accomplish too many goals at once.

Obstacles.

Identify potential obstacles that may prevent meeting your goals. Obstacles may be legal, financial, or attitudinal. Failure to adequately identify obstacles early on, such as paid staff resistance, is the most common deficiency in the planning process.

Opportunities.

Identify the opportunities which will allow you to meet your goals in spite of the obstacles which you have identified.

Objectives.

Set specific objectives. Objectives should be measurable and should outline steps towards attaining the goal, e.g., time, number of persons, dollars, etc., but should still look and feel like “end results” rather than “process.”

Tasks.

Identify tasks necessary to meet objectives. This is truly the first action step. Here your plan should be loaded with active verbs — doing, rather than contemplating.

Standards.

Determine in advance how you will measure success or failure; you can always negotiate later.

Policies.

Set the financial, legal, ethical, political, or administrative limits on the manner in which the tasks will be conducted. This is a good time to review any obstacles noted earlier, to ensure that your program is avoiding or at least dealing upfront with sensitive issues.

Budget.

Determine the costs of operation and staff time and identify the source of funding.

Personnel.

Identify county staff who will have lead responsibility for volunteer activities and determine if additional training is required.

Timing.

Determine the appropriate time frame for each task. Set measurable milestones for periodic evaluation and reevaluate future plans, if necessary.



PLANNING CHECKLIST:

- √ **Does the county's elected body publicly support a volunteer program?**
- √ **Do administrative personnel/managers support the involvement of volunteers?**
- √ **Is there a budget or available funds to support a volunteer program?**
- √ **Who will supervise volunteers?**
- √ **Has a needs assessment been performed to determine volunteer jobs?**
- √ **Are there policies and procedures in place to guide paid staff and volunteers?**
- √ **Have the responsibilities of the volunteer coordinator been formalized into a job description or at least a work plan?**

Appendix: Board Ordinance Outlining Volunteer Program [A-6]

Assessing the County's Need for Volunteers

In order to comprehensively plan a county's volunteer program, a complete analysis of current and potential volunteer activity should be undertaken. This analysis should be on a department by department, or agency by agency basis and should cover the spectrum of volunteer practices and roles.

To assess the county's need for volunteers, survey each department, agency, or separate organizational function to determine the current involvement of volunteers, the unmet needs or desires of each department or agency which might be assisted by volunteers, and the nature and extent of volunteer efforts which could meet those needs.

Appendix: Needs Assessment Memo [A-10]

Checklist for survey of current volunteer services:

1) What are the current volunteer job roles and functions?

2) How many hours do volunteers currently work and how are the hours tracked?

3) What is the cost to the department or agency for volunteer involvement and how is that determined?

4) What percentage of the department or agency budget is assigned to support volunteer activity?

5) Who supervises volunteers?

6) How are volunteers trained?

7) How are volunteers recruited?

8) How are volunteer recognized?

9) How are volunteers evaluated? How is the volunteer program evaluated?

10) What benefits or privileges are offered to volunteers? If these differ among volunteers, what criteria is used to differentiate?

11) What written documents or forms are used (e.g., volunteer position description, application form, evaluation form, time sheet)?

12) What support or services could a central volunteer coordinating office offer the department or agency?



Plan for surveying volunteer needs:

- 1) Describe several (5-8) projects or functions that have been difficult to complete because of lack of time or proper staffing.

- 2) Describe the recent (3-5 years) use of consultants in terms of effort provided, cost for services, and staff time or costs associated with these services.

- 3) Describe the recent (3-5 years) use of students or interns, in terms of effort provided, cost for services, and staff time or costs in support or supervision of services.

- 4) Describe functions that could be performed by volunteers to support the work of paid staff.

- 5) Describe the last three service ideas the department/agency has considered but has deferred or canceled because of lack of time or proper staffing.

- 6) Estimate the number of volunteers the department/agency could involve to complete needed projects, and describe the appropriate skill or experience level for each group of volunteers.

County-Wide or Departmental Volunteer Coordination?

Some counties have created volunteer offices to establish county-wide policies, budgeting, training, management tools, public relations, recognition events, tracking, evaluation, and reporting. Other counties have created one or more separate volunteer programs housed in specific agencies or departments, with each department, division, or agency responsible for managing their volunteer efforts. There are also other variations on the coordination of volunteers depending upon the situation in each individual county.

Here are a few examples:

Marin County, California has a central office that is responsible for all county government-wide volunteer activities. Individual staff are responsible for direct supervision of volunteers.

Polk County, Florida has a central coordinating office; however, some departments administer their volunteer programs separately.

Arlington County, Virginia operates a Volunteer Center that is responsible for coordinating county government volunteer activities. It also makes referrals to local nonprofit groups and provides training and other support services to the community.

Boulder County, Colorado has a volunteer program in its Department of Public Health that involves over 1,000 citizen volunteers. The county also has volunteer programs in other departments that operate independently of one another.

No one organizational form is right for all counties. Issues related to budget, expertise, political and managerial commitment, assessed needs and community desires all determine how a county chooses to structure its volunteer program. NACo studies do indicate, however, that a county-wide or multi-agency volunteer office often demonstrates the highest rate of success and cost effectiveness.

Most county-wide volunteer programs are housed in one of the following three departments:

- **Human Resources/Personnel**
- **Community/Citizen Services**
- **Office of County Manager/Executive/Administrator**

Counties with some type of centralized volunteer office receive approximately three times the dollar value in service from volunteers than counties that do not have a central office.
 — 1996 NACo Survey on Volunteerism in County Government



Counties with a central volunteer office report several benefits. They include:

- Central point of contact for citizens;
- Service needs prioritized;
- Coordinated recruitment and public relations campaigns;
- Uniform application and orientation process; and
- Oversight for adherence to county policies and procedures.

The role of volunteer coordinator, or manager of volunteer services, is critical to any volunteer program. A volunteer coordinator is responsible for a wide variety of functions that involve the general public, community groups and organizations, volunteers, and many paid staff throughout county government. A volunteer coordinator does the following:

- Keeps abreast of all county activities and maintains contact with local organizations;
- Works with paid staff to determine needs and develops volunteer jobs;
- Implements volunteer recruitment campaigns;
- Interviews, screens, places, and trains volunteers;
- Organizes recognition activities;
- Communicates county policies and procedures regarding volunteers to volunteers and paid staff;
- Maintains accurate records of volunteer hours and requirements;
- Coaches staff in volunteer management;
- Promotes volunteerism to public groups and civic organizations; and
- Evaluates the volunteer program; solicits input from volunteers, staff, and community leaders.



Appendix: Volunteer Coordinator Job Descriptions [A-12]

Legal Issues

Volunteers in county government perform a wide variety of activities, and may be subject to certain state statutes regarding volunteer service, so it is important to consult with the county's attorney or risk manager. It is also important that risk management principles be applied to the volunteer program to protect the county government and volunteers from liability.

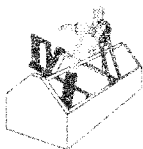
The Nonprofit Risk Management Center, an organization dedicated to meeting the risk management and insurance needs of community organizations, suggests the following risk management process when developing a volunteer program:

- Identify potential risks;
- Evaluate risks;
- Reduce preventable risks to an acceptable level;
- Obtain insurance or other services as needed; and
- Monitor and revise volunteer program as needed to reduce risks.

Rather than an obstacle to expanding and enhancing the involvement of volunteers, addressing legal issues can actually strengthen county volunteer programs and improve county operations. A legal framework will underscore the program's importance and ensure that volunteers are treated consistently.

Legal issues to consider before adopting policies and procedures include:

- Federal Fair Labor Standards Act and Department of Labor Regulations governing definitions and expenses or honoraria for volunteers.
- Federal and state income tax and income reporting laws for those volunteers who are entitled to stipend, honoraria, or expense reimbursement.
- State Youth Employment laws.
- State statutes that govern the use of volunteers by political subdivisions, or that require the provision of certain benefits for one or more classes of volunteers.
- Role of unions and whether volunteer participation falls under any collective bargaining agreement.



Appendix: County Statements on Insurance [A-16]

Policies and Procedures

Policies and procedures provide overall guidance and direction to a county government volunteer program thereby legitimizing the program in the eyes of the public, the paid staff, and the volunteers. In addition, state law may require that certain insurance benefits be afforded to volunteers.

Formal, written policies and procedures governing the establishment of a volunteer program and the involvement of volunteers also facilitates the consistent treatment of volunteers.

A county ordinance or policy, approved by the county's elected board, will provide the framework for a volunteer program. The ordinance should include:

- Preamble or general policy statement endorsing the concept of volunteer effort in the provision of public services.
- Definition of a volunteer and any classifications of volunteers (i.e., commission/task force member, direct service provider, intern, etc.).
- Description of how a person becomes a volunteer, reasons and procedures for dismissing a volunteer. Such procedures might include completing an application form, receiving a job description, signing a contract or agreement concerning services and confidentiality requirements, maintaining records concerning service, conducting periodic evaluation, completing a medical examination or forms, and other similar requirements.
- Description of the benefits afforded volunteers and how they differ between different classifications of volunteers.
- Description of worker's compensation or liability insurance offered to volunteers, and any insurance deviation between classes of volunteers.
- Conflict of interest or financial disclosure policies that may be applicable to volunteers.

Develop written policies and ordinances specific to the volunteer program. Include legal counsel and top management in the drafting of volunteer policies and procedures. Develop a mission statement that includes an overall vision for the volunteer program and goals.



Volunteer Position Descriptions

Volunteer job descriptions are one of the most important management tools to ensure an effective volunteer program. A good job description serves several purposes:

- It involves paid staff in describing the tasks to be performed by volunteers;
- It communicates the county's expectation to the volunteer;
- It sets forth the experience, skills, and extent of effort required for the position; and
- It outlines the benefits which accompany the position and any particular requirement or limitation imposed by the county or state law.

The input of paid staff in the development of volunteer job descriptions is very important. Paid staff know the tasks to be performed, and the obstacles and limitations that will affect the volunteers' ability to perform the desired tasks. Paid staff involvement will also offer the volunteer coordinator an opportunity to discuss training, supervision, and recognition issues.

Here is an example of a volunteer position description format:

- Job title.
- Purpose of position.
- Tasks and duties.
- Required/desired qualifications (education, skill, and experience).
- Required training.
- Time commitment expected/number of hours per week or month.
- Supervisor.
- Benefits.

Job descriptions should be written for each volunteer position. The volunteer position descriptions should be used in the recruitment, assignment, and evaluation of volunteers. The volunteer position descriptions also serve as a written agreement between the volunteer, the supervisor, and the volunteer program manager.

**Appendix: Volunteer Position Descriptions [A-24] and
Volunteer Request Form [A-26]**



Benefits for Volunteers

Citizens volunteer for a variety of reasons. Community involvement, enhanced self-worth, and a desire to interact and help others are usually the primary motivating benefits for people to volunteer.

There are, however, also certain external benefits that volunteers may receive. In general, benefits afforded volunteers can be loosely grouped into three categories: **financial**, **recognition**, and **personal development**. Many of these benefits are inexpensive or some can constitute a major part of a volunteer program's expenses. Most are within the discretion of the county; some may be mandated by state or federal law. Legal counsel should be consulted along with personnel and financial officials as a county develops its program of volunteer benefits.

Offer a range of benefits to volunteers that will help the county meet its goal of recruiting, recognizing, and maintaining a committed volunteer force.



LIST OF BENEFITS:

Financial benefits:

- Stipend
- Reimbursement of expenses
- Liability insurance
- Worker's compensation
- Health insurance
- Reduced rate for county services (such as admission to parks or recreation fees)
- Child care
- Uniforms
- Eligibility for credit union
- Tax forms to assist volunteers with record keeping and forms necessary to report any volunteer-related tax information

Recognition benefits:

- Dinners/parties/galas
- Letters of appreciation or recommendation
- Pins noting years of service
- Certificates or plaques
- Discounts at local sporting, cultural, or entertainment events

Personal improvement benefits:

- Training
- Academic credit
- Personal advancement
- Employment experience
- Exchange between similar programs/agencies
- Leadership development
- Access to information about in-house job openings

III. MANAGING A VOLUNTEER PROGRAM IN COUNTY GOVERNMENT

Key elements of volunteer program management:

- Volunteer program budget
- Paid staff/volunteer relations
- Volunteer position descriptions
- Benefits
- Recruitment
- Screening, interviewing, and placing volunteers
- Training
- Supervision
- Recordkeeping and reporting volunteer contributions
- Evaluation
- Recognition
- Dismissing a volunteer

Volunteer Program Budget

Volunteer programs are one area in county government where expended funds for a program can be stretched to bring back a greater rate of return in donated services. The key is to budget for and fund volunteer programs that enhance mandated or essential county services. No volunteer program should be implemented as an “other duties as assigned” function.

A volunteer program budget serves as a management tool for counties. The budget also signifies that the program has been formally approved by elected officials, and assures that allocated expenditures will be spent specifically for planned items and events. It should be accompanied by a work statement of activities to be accomplished that can be used to help measure the program’s effectiveness after a defined period of time.

When developing a budget, consider the following:

- Staff time to manage the program and coordinate volunteers;
- Operating costs including supplies, phone, and work space and furniture;
- Recruitment costs;
- Benefits provided to volunteers; and
- Recognition costs.

Develop a line item budget for county volunteer programs that include staff and operating costs as well as a narrative of planned expenditures. Special items such as benefits and recognition costs should be itemized.

Paid Staff/Volunteer Relationships

Good working relationships between paid staff and volunteers are critical to the success of any county attempt to initiate or maintain a volunteer program. County staff are sometimes distrustful of attempts to initiate volunteer programs. This is particularly the case when the primary focus of political statements supporting the programs concern the savings of tax dollars. Volunteers do not save county governments money or replace staff. However, they do contribute services that otherwise would not have been available, and enhance and expand the work of paid staff.

Unconscious harboring of false stereotypes, misguided assumptions, and unrealistic expectations about working relationships may produce strained relations between volunteers and paid staff. Paid staff, for example, may “talk down” to volunteers, feel threatened, limit volunteer participation in the decision-making process, ignore why a volunteer is donating time in the first place, or overwork a volunteer. If this occurs, volunteers will not have a positive experience. Or, they may not feel a strong sense of commitment or foster misguided assumptions. Much of this can be avoided by:

- Involving paid staff in the program planning process;
- Establishing defined roles;
- Providing training and incentives for paid staff who will work closely with volunteers; and
- Allowing negative feelings or stereotypes to surface and addressing them directly.

STAFF/VOLUNTEER PARTNERSHIPS

Teamwork —

paid and non-paid staff are equal partners in the work force. There is dual ownership in achieving agency goals.

Hierarchy of authority —

paid and volunteer staff have a “say” in the planning and decision making process, but the final decision rests with a designated manager.

Definition —

staff and volunteer program plans and job descriptions are well defined. Promote joint training opportunities.

Recognition —

staff and volunteers are featured as a team.

Promote active participation of management and staff in the planning, implementation, and supervision of volunteer programs. Emphasize that volunteers will enhance and expand the work of paid staff.



Recruitment

The job of a volunteer coordinator, like that of the personnel staff, is to match the right person with the right job. One of the primary functions of this position is to search for individuals who possess the desire and ability to get the job done.

Once duties are well-defined and a department or agency is ready to place volunteers, the recruitment process can begin. In brief, the recruitment process should proceed as follows:

- Define the target group of potential volunteers;
- Identify how and where to reach this potential group of volunteers; and
- Establish a timeframe for screening, selecting, and training volunteers.

Recruiting citizens to volunteer has elements of both employment recruitment and commercial advertising campaigns. There are numerous outlets in which to publicize the need for volunteers. Deciding on which outlet to use often depends on who the potential volunteers are. For example, are a lot of volunteers with no specialized skills needed during weekend hours? Are only a few people with medical skills needed? Or, is an experienced graphic artist needed to complete a 3 month project? Each one of these needs will require a different approach to recruiting volunteers.

Recruiting volunteers to work in county government can be different from recruiting volunteers to work in a nonprofit agency. Assess to what degree each of the following issues exist in the county before beginning your recruitment efforts:

- The general public may not perceive local government as a place to volunteer. When people consider volunteering they often think of a local nonprofit organization rather than their county government.
- Some volunteer jobs in county government may be different from those in “traditional” volunteer fields. While most people are familiar with volunteer opportunities available at hospitals or in human services, they may not be aware of the unique opportunities that await them in public works, sheriff’s departments, the court system, or other areas.
- In some counties, the public may view their local government as a bureaucracy that is difficult to understand or is intimidating. This view may prevent them from inquiring about volunteer opportunities, or they simply may not know where to call.
- Compared to some nonprofit groups, many counties do not have a well-established “culture” of volunteerism. Elected and appointed officials, as well as paid employees, may not promote citizen involvement or be accustomed to working with volunteers in direct service roles.
- Residents may not consider themselves “stakeholders” in the county. However, county government operations that are cost-effective and meet community needs, benefit everyone.

Enact the same professional requirements in the process of hiring volunteers as those used in the process of hiring paid county staff.

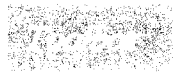




IDEAS FOR RECRUITING VOLUNTEERS:

- **Brochures and mail inserts**
- **Bulletin board notices**
- **Public service announcements**
- **Newspaper ads**
- **Public speaking**
- **Volunteer fairs**
- **Volunteer Center**
- **Volunteer Clearinghouse**
- **Retired and Senior Volunteer Programs**
- **Professional and civic organizations**
- **Private agency partnerships**
- **Schools and libraries**
- **Churches**
- **Neighborhood festivals**
- **Local corporations**
- **Universities**

Appendix: Volunteer Program Brochure [A-27]



Screening, Interviewing, and Placing Volunteers

Screening and interviewing techniques help to ensure that placement meets the needs of the volunteer as well as the county. Screening permits placement of volunteers who are suitable and eliminates from consideration problem or inappropriate applicants. Potential volunteers can be screened for both their interest in a particular volunteer position and their appropriateness for that position.

Knowledge of other agencies' volunteer opportunities is useful during the early screening. In many instances, an applicant seeking a particular position or activity can be redirected to a position where their skills and background are in greater demand, that is more appropriate to the applicant's qualifications, or perhaps would be more rewarding to the volunteer.

Civil rights, affirmative action, and privacy requirements of state and federal law can impact the screening of volunteer applicants. It is important for legal counsel, the personnel office, and the county EEO or affirmative action officer to review the volunteer screening process.

The interview is a face-to-face opportunity to gather information which can assist paid staff in selecting the best candidate for a volunteer position. Interviews provide applicants an opportunity to ask questions about the program, services, benefits, and other volunteer positions. Like the screening process, the interview must be conducted in a manner consistent with all civil rights and affirmative action requirements.

In smaller counties, hiring and placing decisions may be made by the volunteer coordinator. In larger counties, referrals may be made to a line agency or department whose staff should complete the screening and make the final hiring decision.

Suggestions for screening and interviewing potential volunteers:

- Prepare and use an application form that asks for information regarding the candidate's work experience, volunteer experience, interests, talents and skills, reason for volunteering, and any other information that may be relevant to the county's volunteer program.
- Determine which positions require motor vehicle or criminal record checks. Make sure all applicants for these positions understand the need for the check and obtain their written consent. Keep a record of applicants' permission to do the checks, reports, and decisions based on the information contained in the records.
- Review with other staff the requirements for civil rights and affirmative action compliance.
- Screen each candidate with a number of volunteer opportunities in mind that reflect the interests and skills shown in the application.

Screening tools:

- **phone conversation**
- **application form**
- **interview**
- **references**
- **orientation/training**
- **motor vehicle/
license check**
- **criminal records check**



- Interview for a specific volunteer position.
- Conduct the interview in a quiet place. Prepare basic interview questions in advance, generally using open ended questions. Use active listening skills.
- Give the applicant an opportunity to ask questions about the program and the county; be prepared to answer these questions.
- Explain the policies and procedures of the county regarding volunteers; describe the benefits generally afforded volunteers, including special benefits of the position in question.



CHECKLIST FOR HIRING VOLUNTEERS:

- ✓ **Check references.**
- ✓ **Check for a valid license where required (driver's, medical personnel, etc.).**
- ✓ **Review application form.**
- ✓ **Maintain a file on each volunteer at the worksite.**
- ✓ **Review the job description with the volunteer, make a written agreement about hours of work, worksite, supervision, and training afforded or required.**
- ✓ **Give the volunteer a copy of this agreement; send a copy to the line agency requesting volunteer assistance and keep original in a central place.**

Appendix: Volunteer Application [A-29], Background Inquiry Consent Form [A-33], Confidentiality Agreement Form [A-34], Volunteer Agreement [A-35]



Training Volunteers

One way in which the vitality of an organization, service, or volunteer program is determined by the level of training offered. In the context of a county volunteer program, training is the information given to volunteers so they may adequately and more comfortably perform their assigned duties. In some instances, specific training or certification may be required before a volunteer can begin service.

In addition to training for the specific responsibilities they will carry out, it will be helpful to volunteers, and beneficial to the county, if they receive training on the mission, history, policies, and services of the county and department or agency to which they will be assigned. Many county governments also include a discussion of the role of elected officials in their volunteer orientation programs.

Specialized training for paid staff working with volunteers is also important. Staff will be more effective if they know the principles of the volunteer program and the extent of the commitment and training of volunteers. Since paid staff are often supervisors and trainers of the volunteers with whom they work, seminars or discussions in basic supervision will help them carry out their responsibilities more effectively.

Give all volunteers an orientation to the county government, the agency they serve, and their volunteer job. A representative from top management should be a part of the orientation or meet briefly with new volunteers.



CHECKLIST FOR TRAINING VOLUNTEERS:

- ✓ **Orient volunteers to the mission of the county and the department or agency in which they will work; demonstrate how the services to be volunteered assist in meeting the mission.**
- ✓ **Discuss the organizational structure of the county and the department.**
- ✓ **Orient volunteers to county policies and procedures relating to their responsibilities as a volunteer.**
- ✓ **Orient volunteers to their role within the department or agency where they will work.**
- ✓ **Describe any additional formal training required for the position.**
- ✓ **Orient volunteers to such things as location of restrooms, fire exits, cafeteria, where to park or board public transportation, office space and use of equipment.**



Supervision

Assign county personnel who are trained and experienced in supervision and management to coordinate volunteers and volunteer projects.

Supervisors of volunteers are encouraged to view volunteers as part of a professional team of workers, made up of paid staff and volunteers. Volunteers should, therefore, be treated with the same rights and requirements as paid staff. Staff with the responsibility to supervise both volunteers and paid staff should treat the two groups as a single team involving representatives of both groups in planning, organizing, training, and carrying out their shared tasks.

To be an effective supervisor of volunteers, it is also important to understand the motivation of each volunteer. For example, if someone is volunteering to gain a certain type of experience, they should be placed in a position that will meet their needs as well as the county's. Give them frequent feedback, involve them in staff meetings and training, assign them additional responsibilities as they become more experienced, and offer to be a reference for them.



CHECKLIST FOR SUPERVISING VOLUNTEERS

- ✓ **Treat volunteers fairly; remember they are individuals.**
- ✓ **Get to know the volunteers with whom you work; call them by name.**
- ✓ **Recognize the volunteers' accomplishments frequently. An informal "thank you," even on a daily basis, is as important as a formal certificate.**
- ✓ **Coach to success; use positive reinforcement, focusing on the accomplishments of volunteers. Make your criticism constructive.**
- ✓ **Offer opportunity for growth.**
- ✓ **Identify, handle, and solve problems immediately.**
- ✓ **Show respect.**
- ✓ **Provide ongoing training opportunities.**



Recordkeeping and Reporting Volunteer Contributions

Statistical information about volunteer contributions is an important evaluation tool. This information will assist elected officials and administrators during budget time.

Reporting volunteer activities is as important as performing the duty itself. On an individual basis, documented volunteer service is recognized and counted as work experience in many county personnel offices across the United States. Private businesses often acknowledge and count volunteer activity when assessing a person's background for employment eligibility. Carefully documented volunteer endeavors count as in-kind match for many federal grants to public entities. This in-kind match may total 10 to 30 percent of the total request for funds.

When reporting volunteer contributions, use consistent language and a consistent basis for determining the monetary value of services. All county agencies should compute hours of service utilizing the same formula, and include hours for training and orientation as well as actual time donated.

The advantages of volunteer recordkeeping include:

- Determining the cost-effectiveness of county programs;
- Availability of information to evaluate individual performance;
- Assessment of county programs — volunteer and otherwise;
- Information for development and implementation of existing county programs and the potential for additional efforts; and
- Impact of volunteer services on the community.

When reporting statistical information about volunteers, it is also important to note the following:

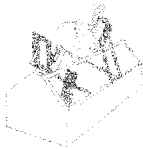
- **Volunteers expand and enhance the work of paid staff.**
- **Volunteerism gives citizens an opportunity to learn about and experience county programs first-hand.**
- **A dollar value doesn't take into account the immeasurable contributions made by volunteers.**
- **Volunteers do not necessarily save the county "X" dollars; they add services valued at "X" dollars.**
- **Reference the formula used to determine the dollar value of volunteer service.**

Document all volunteer activities and expenses, and establish a uniform system so that statistics have credibility throughout the county government.



CHECKLIST FOR RECORDKEEPING

- √ **Document volunteer participation by job type. This affects planning for space, use of equipment, hours of staff time needed to actually accomplish the job, whether paid or volunteer.**
- √ **Log the volunteer hours, dates of service and function performed with a system similar to the one utilized by paid staff.**
- √ **Utilize time cards, sign-in sheets, or personal computer programs. Keep the method simple.**
- √ **Save the time records in the personnel file for evaluation time. Make sure the format is self explanatory.**
- √ **Designate a space to file the records. The records should be for agency use only. Respect volunteers' right to privacy.**



Appendix: Volunteer Timesheet [A-36], Annual Report [A-37], and Exit Interview Questionnaire [A-41]

Evaluation

The goal of evaluation is to highlight the accomplishments and to acknowledge the progress of volunteers. Evaluation is an opportunity for the county to reward top performance and encourage improvement among paid staff and volunteers who have not met established goals. If there is no evaluation, volunteers may think the tasks they have been asked to perform are not essential to the organization or that they are not accountable to the county agency. Take the following steps to ensure that all volunteers receive the feedback they deserve:

- Gather information periodically about job performance and maintain a volunteer file;
- Compare work results with established goals;
- Evaluate only when there is sufficient information to do a fair job;
- Keep a written record of all volunteer evaluations;
- Use active listening skills during the evaluation;
- Praise volunteer accomplishments; and
- Encourage the volunteer to decide on how to improve performance.

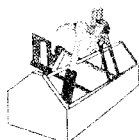
It is also important to measure the effectiveness of the volunteer program by comparing program results with previously established goals and objectives. Highlight what would not have been accomplished if the volunteer program did not exist and ask volunteers to share their insights about the program.

Evaluate volunteer staff on a regular basis. Evaluations should be written and maintained for purposes of recognition, legal documentation of performance, and comparison of work results with written established goals.



CHECKLIST FOR EVALUATING VOLUNTEER PROGRAMS IN COUNTY GOVERNMENT:

- √ **Distribute a questionnaire to clients (when applicable) and volunteers.**
- √ **Ask community leaders about its impact.**
- √ **Measure financial costs and benefits.**
- √ **Assess whether the structure fits the agency mission.**



Appendix: Volunteer Evaluation Form [A-42] and Volunteer Program Evaluation Form [A-43]

Volunteer Recognition

Volunteers perform services for no monetary compensation. So what holds their interest and makes them return, year after year? It's often a combination of things including job satisfaction and recognition for a job well-done. In this sense, volunteer recognition becomes an important motivational device as well as a public means to honor individual and group contributions.

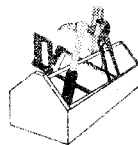
Recognition comes in many forms and may be formal or informal. Both types of recognition are essential in the management of volunteer staff. Certificates, pins, plaques, newspaper articles, banquets, or ceremonies constitute formal recognition while praise, including volunteers in staff meetings and planning sessions are examples of informal recognition. Volunteers who feel a sense of belonging and accomplishment will be motivated to remain with the county for a longer period of time, thereby reducing staff time needed to recruit volunteers as well as costs associated with training and supervision.

Informal recognition is as important as, if not more important than, formal recognition. It will reinforce positive relations between volunteers and paid staff. Volunteers will also relay positive messages about the effectiveness of county government staff and services to the community-at-large. Formal and informal recognition, then, become part of an effective public relations plan.

Dedicate budgeted support for volunteer recognition events, activities, and presentations. County wide or regional events are appropriate for the recognition of volunteers with public participation by elected and appointed leadership of the county.

IDEAS FOR VOLUNTEER RECOGNITION:

- Assign a parking place
- Say hello and smile when they arrive
- Arrange a paid staff/volunteer lunch
- Provide special training opportunities
- Offer discounts to movies, sporting, or cultural events
- Send a birthday card
- Promote to a higher level of responsibility
- Give a letter of recommendation or certificate
- Ask experienced volunteers to help train new volunteers



Appendix: Proclamation Recognizing Volunteers [A-44]



Dismissing a Volunteer

While dismissing, or firing, a volunteer may be unpleasant for everyone involved, it is sometimes necessary in order to maintain the integrity of the program and a high level of service. Dismissing a volunteer requires documentation of evaluations, verbal warning, and written warning. Cause for immediate dismissal occurs if the safety of a client, staff person, or volunteer is in question. Breach of confidentiality, misrepresentation of county services or authority, or criminal conduct can also justify immediate dismissal.

Dismissing a volunteer often occurs because of a lapse in program management or miscommunication. Established procedures for screening, interviewing, placing, training, and supervising volunteers will lessen the likelihood of the need to dismiss a volunteer if they are communicated at the outset. Address any problem situations immediately so dismissal can be avoided if at all possible; firing is a last resort.

Establishing systems for retaining volunteers (recruitment, screening, placement, training, evaluation, recognition) will minimize the potential for dismissing a volunteer. If evaluation, counseling, and additional training fail, and it becomes necessary to fire a volunteer, it is important to rely on documented performance unless the behavior of a volunteer warrants immediate dismissal.



CHECKLIST FOR DISMISSING A VOLUNTEER:

- √ **Discuss reasons for volunteer dismissal with appropriate paid staff.**
- √ **Meet with volunteer in a quiet, private setting.**
- √ **State the purpose of the meeting.**
- √ **Identify volunteer's expected behavior (from job description, evaluations, etc.).**
- √ **Describe observed behavior; cite specific examples of inappropriate behavior.**
- √ **Give the volunteer an opportunity to respond.**
- √ **Compliment the volunteer on positive aspects of performance.**
- √ **Release the volunteer from duty without reprimand or apology.**
- √ **Document the conversation in writing.**

IV. SPECIAL ISSUES

- Volunteers in policy roles
- Community service volunteers from welfare programs
- Court-referred volunteers
- Student interns
- Volunteer group activities
- Transitional volunteers
- Volunteer coordinators during a disaster

Volunteers in Policy Roles:

Citizen Boards, Commissions, Task Forces, and Steering Committees

Policy makers believe that public input is important to the policy process, but they are often unsure how to best get the necessary input. It becomes a delicate balancing act: How large a role should the public play in the policy process? What are the responsibilities of the policy makers to educate the public and seek its input?

In addition to citizen boards and task forces, many county departments, agencies, and programs have advisory committees that give guidance on county services. Paid staff work with these volunteer groups to receive input on a wide range of issues including program development, community resources, and management.

To form a dedicated citizen board that contributes positively to the democratic process, it is important board members receive an orientation so they will understand and carry out their duties in an appropriate and effective manner.

A board that is ineffective or doesn't receive adequate support will reflect poorly on the county government. Members may become disillusioned and community support will dwindle. If not properly informed of their mission and not adequately staffed, a board may begin to address issues outside their authority.

Citizens bring to government boards:

- **Diverse talents**
- **Variety of experiences**
- **Important perspectives**
- **Energy and enthusiasm**
- **Resources**

AN EFFECTIVE BOARD:

- Understands the county's long-term goals;
- Understands the direction in which the county is headed;
- Understands its own organizational mission;
- Decides what rules it will follow to conduct meetings;
- Implements a plan for setting goals;

- Determines how it will evaluate its work each year;
- Knows who its assigned staff persons are, what functions they perform, and how much of their time is allocated to supporting the board; and
- Has support of elected officials.

The appointment of talented, diverse, and dedicated citizens is a key ingredient to board success. It is also important to orient members about their role and responsibilities so that their expectations do not exceed the board's mission.

INFORMATION NEEDED FOR EFFECTIVE BOARDS:

CHARTER — the reason for the board's existence, why it was created, and whether it is ad hoc or standing.

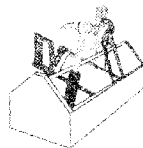
HIERARCHY — the relationships among the board members, the board's place in the local government hierarchy, the relationship with the policy makers, and with the citizens.

ACCOUNTABILITY — the board's legal obligations and constraints, including conflict of interest and responsibility to the public.

RESPONSIBILITY — the understanding, delegating, and sharing of board tasks and the need to cooperate as a team and to accomplish board objectives.

GOALS — statements of the board's desired outcomes.

EVALUATION — checking progress and performance and making appropriate adjustments.



Appendix: Training Outline [A-45] and Advisory Member Position Description [A-46]

Community Service Volunteers

In recent years, some counties have become more involved in community service programs. These new type of “volunteers” — court referred volunteers, student interns, and recipients of public assistance — may not be “volunteers” in the traditional sense of the word, yet they are a potential source of assistance to county governments.

Community service volunteers from welfare programs

Many recently enacted welfare reform initiatives include a community service requirement for recipients who do not secure employment after a certain period of time. Under these plans, counties may be required to place welfare recipients in a public or nonprofit agency to perform a predetermined number of hours of community service.

An important component of this type of community service program is involving volunteers to provide supportive services to welfare recipients who are in the process of getting back into the workforce. Opportunities include mentoring, transportation, and financial assistance.



CHECKLIST FOR INVOLVING COMMUNITY SERVICE VOLUNTEERS:

- √ **Identify suitable work for clients. Involve county agencies in the planning process and contact the county volunteer center if your community has one.**
- √ **Identify needs of clients. What community resources already exist to meet these needs? What volunteer positions can be developed to assist clients?**
- √ **Establish screening and training guidelines.**
- √ **Check state or county guidelines on client requirements and reporting procedures.**

Court-referred volunteers

Instead of incarceration and/or a fine, some judges require that first time offenders or misdemeanants repay the community by “volunteering” a certain number of hours to a local government agency or nonprofit organization. Supervising court referred volunteers may require additional time to screen, place in an appropriate position, and complete paperwork for the courts.

A positive aspect of such a program is that many people who successfully complete it change their lives and do not become repeat offenders. The court benefits by keeping people out of jail and the county benefits from individuals who assist in providing needed services.



CHECKLIST FOR COURT-REFERRED PROGRAM:

- √ **Who is the contact person at the court?**
- √ **What screening procedures will be necessary?**
- √ **Who will supervise the community service worker and how will his/her hours be tracked?**

Student interns

An intern is someone who earns course credit for on-site work experience with a county agency while attending a school of higher education. In some counties, interns also receive monetary compensation. Student interns often bring a new perspective and youthful energy to county government programs. In many cases, internships can result in a beneficial relationship for students, the local university or college, and the county government.



CHECKLIST FOR STUDENT INTERN PROGRAM:

- √ **Identify suitable work. Will the student learn something that is appropriate to their field of study? What is the time frame – does the work/project fit with the university calendar?**
- √ **Establish screening and training guidelines. Coordinate the program with the university's intern office. What obligations does the county have in recording hours, completing reports, and contacting the student's advisor?**
- √ **Will the university provide insurance coverage for the student?**

Volunteer Group Activities

In recent years, there has been a growing trend in the field of volunteerism for large-scale activities that involve a group of volunteers for short-term projects such as clean-ups, playground building, or painting. “Christmas in April” and USA Today’s “Make a Difference Day” are examples of this that are national in scope.

Similar projects on the local level attract people who are unable to make a long-term commitment and/or want to see immediate results. Such projects lend themselves to “family volunteering,” or for groups of volunteers from churches, schools, or civic organizations that can commit many people during one day or over a weekend.



CHECKLIST FOR INVOLVING GROUPS IN VOLUNTEER ACTIVITIES:

- √ **Determine the optimal number of people for the planned activities.**
- √ **Identify necessary supplies or equipment for all of the volunteers.**
- √ **Designate a coordinator of the project who will supervise the activities.**
- √ **Establish screening and training guidelines.**
- √ **Contact the group leader. If there is a group, such as a church, school, or civic organization volunteering, who is the coordinating person for that group?**
- √ **Recognize volunteers for their efforts.**



Appendix: Volunteer Group Contract [A-48]

Transitional Volunteers

Another group that is “nontraditional,” but that can bring great mutual rewards, is transitional volunteers. Transitional volunteers are people with some type of mental illness or disability who want to gain work experience. Working with programs such as the American Association of Retarded Citizens or Mental Health Centers provides an opportunity to recruit and train volunteers who may be looking to contribute their time and special talents.

Specialized training is often required in order to ensure that the program benefits both the volunteer and the county. In at least one county, volunteers are recruited to serve as job coaches to individuals with a mental illness.

Volunteer Coordinators during a Disaster

In many county governments, volunteer coordinators work with their Department of Emergency Management to design and administer a disaster preparedness plan for the most effective coordination of volunteers in the event of a local disaster. Coordinators also work very closely with local and state support agencies and volunteer groups with local, state, and national affiliations such as the American Red Cross and the Salvation Army. Their expertise and in-place administrative structure, volunteer networks, and sources of donations will enable volunteer coordinators in county government to rapidly meet many of the local requirements identified after a disaster event.

In addition, volunteer coordinators work with county staff to determine appropriate volunteer roles during a disaster and how they will be managed. This work includes recruiting and training “disaster” volunteers, staging mock disasters, and identifying volunteers with special skills, vehicles, or other equipment the county may need during a disaster.

The unprecedented string of disasters over the past few years has led many county governments to move towards developing a collaborative disaster response. They are finding that their “in-house” volunteer coordinator can play a critical role in all phases of disaster preparedness and recovery.

1996 NACo Volunteerism Survey Overview

To assess the current level of volunteerism in county government and volunteer management practices, the National Association of Counties' (NACo) Volunteerism Project, in conjunction with the NACo Research Division, conducted a survey of 3,042 chief elected officials and 750 county volunteer coordinators. Of the 3,792 surveys sent, 842 surveys were returned. This is a 22.2% response rate.

Overall Results

The 842 responses represented 754 (24.8% of all) counties. Multiple responses were received from a number of counties. This occurred because both the volunteer coordinator and the chief elected official from a given county each received a survey.

The responses represent 47 states and counties of all sizes. The responding counties represent slightly more large counties (population over 50,000) than smaller counties (population under 50,000) based on the total number of counties in each population range. The survey results represent 37.2% of the total population of the United States.

Counties That Utilize Volunteers

Of the responding counties, 98% indicated that they involve volunteers in some capacity, including non-paid board members and service providers. A similar NACo survey conducted in 1993 found that 93% of responding counties utilized volunteers. This is a 5% increase in a little over 2 years. Since 1991, 20% of the responding counties have established either a volunteer program or central office.

County Service Areas Where Volunteers Contribute

Nearly three-quarters of the respondents utilize volunteers for firefighting and emergency medical services. Volunteers are utilized by aging programs and libraries in 64% and 50% of responding counties, respectively. Education (42%), environment (41%), parks and recreation (49%) and corrections (40%) programs, as well as social services (43%) and youth services (48%) are also important beneficiaries of volunteer services in many counties.

Counties that responded to the 1993 survey indicated similar volunteer activity. Firefighting/ EMS programs, parks and recreation programs, social and youth services and other programs all remained relatively constant. Public safety registered the most significant increase. Volunteer activity in that area increased by 12% compared to the 1993 survey.

A survey of cities and counties conducted in 1988 by the International County and City Managers Association (ICMA) documented the extent of volunteer service in local government during the 1980's (Morley, 1989). Based on the ICMA figures, the NACo survey illustrates a dramatic rise in volunteer programs in several service areas. The table on the next page compares ICMA's 1988 survey of local government officials with those of NACo's 1996 survey of county officials in similar service categories.

Service / Program Area	ICMA's 1988 Survey % of Responses	NACo's 1996 Survey % of Responses	% Growth of Volunteers
Aging/Elderly	25%	64%	+ 39%
Children / Youth	11%	48%	+ 37%
Fire/EMS	37%	73%	+ 36%
Parks/Recreation	26%	49%	+ 23%
Crime/Corrections	16%	40%	+ 24%

Coordination of Volunteers

An overwhelming percentage of counties (80%) coordinate their volunteers on a department or program basis. Another 5% coordinate their volunteers on a department basis as well as another method, such as a central office or a nonprofit agency. Approximately 6% of responding counties reported having a central volunteer office. The graph below illustrates the various types of coordination counties use to manage volunteers.

Of the counties with central coordination of volunteers, half have a population of 50,001 to 250,000. The table on the next page shows the number of counties with a central volunteer office by population.

County has a central volunteer office (Population)	# Responses	% of Responses
under 10,000	3	5.0%
10,001 to 50,000	15	25.0%
50,001 to 250,000	30	50.0%
250,001 to 1 million	12	20.0%
over 1 million	0	0.0%

Volunteer coordinators play an important role in county government. In 32.8% of the responding counties, there is at least one full-time or part-time, paid volunteer coordinator. In many cases, a full-time employee has coordinating responsibilities as part of his/her job. In 9.6% of counties, there is at least one volunteer who serves as a volunteer coordinator.

Number of Volunteers and Their Dollar Contribution

Approximately 20% of responding counties involve more than 500 volunteers per year in government operations. The majority of counties (69.4%) reported having 500 volunteers or less providing services. This figure is most likely related to population.

The survey also found that the dollar value of services contributed by volunteers to county governments is significant, ranging from \$25,000 or more in 33% of small counties (less than 50,000 pop.), \$100,000 or more in 34.2% of mid-size counties (up to 250,000 pop.), and \$1 million or more in 21.3% of large counties (over 250,000 pop.).

In addition, counties that have established a central office, regardless of the counties population, receive a greater dollar benefit for their consolidation. Counties that have a central office receive nearly three times the dollar value from their volunteers than counties that do not. The following table shows the dollar value of services contributed by population.

<u>Population \$ Value</u>	under \$25,000	\$25,001-\$100,000	\$100,001 - \$1 mill.	\$1 mill. - \$5 mill.	Over \$5 mill.	Do Not Know	Total (By Pop.)
under 10,000	54.4	20.3%	4.0%	0.0%	0.0%	21.3%	100.0%
10,001 to 50,000	34.2	26.0%	12.4%	3.3%	0.0%	24.1%	100.0%
50,001 to 250,000	17.5	24.4%	26.9%	5.5%	1.8%	23.9%	100.0%
250,001 to 1 mill.	9.5	15.5%	28.4%	9.5%	6.9%	30.2%	100.0%
over 1 million	10.5	15.8%	26.3%	26.3%	0.0%	21.1%	100.0%

A greater percentage of counties in the 50,000 to one million population range have a centralized office compared to counties with a population over one million. Consequently, more of these counties received services from volunteers valued at over \$5 million.

Approximately 24% responding counties do not know the dollar value of volunteer contributions to government operations. This may be due to the absence of such things as policies and procedures (adopted by 40% of counties) or because there is no volunteer coordinator (nearly 60% of responding counties do not have one) to track volunteer hours.

Administrative Tools

Counties are using a host of administrative tools to manage their expanding volunteer programs. The extent to which a county employs these administrative tools often determines the degree to which they benefit from volunteer service. At the core of many volunteer programs is a recognition ceremony or other recognition activities or events. The 1996 survey indicated nearly a 7% increase in recognition programs compared to the 1993 survey. Approximately 62% of 1996 respondents had recognition programs. Training for volunteers is offered for volunteers in 57.2% of the responding counties.

Fifty-six (7.4%) responding counties utilize all 11 of the administrative tools that were listed in the 1996 NACo Volunteerism Survey. In addition, another 17 counties (2.3%) used all but one of the listed administrative tools. Most often, the component the volunteer program did not include was program evaluation or volunteer evaluation.

Conclusion

As devolution takes place, and more responsibilities are shifted to local governments from the state and federal governments, counties will need to seek innovative ways to provide services. As the survey demonstrates, volunteer programs are already playing an increasingly important role in county government. This growing trend towards hands-on citizen participation is one way that counties can meet the demands of future service delivery without great expense to taxpayers.

Board Resolution Supporting the Establishment of a Volunteer Program in County Government

Sonoma County, Calif.

Concurrent resolution of the Board of Supervisors of the County of Sonoma, State of California, the Board of Directors of the Sonoma County Water Agency, and the Board of Directors of the Northern Sonoma County Air Pollution Control District (THE BOARD), affirming a commitment to volunteerism within county government and implementing a policy governing the involvement of volunteers in county government.

WHEREAS a Volunteer Program can facilitate citizen participation in County programs and projects, and

WHEREAS citizen participation in local government is a basic right and to be encouraged, and

WHEREAS volunteers can augment the County's ability to provide services in a cost effective manner, and

WHEREAS representatives of this Board have notified all Unions and have met and conferred with interested Unions, and

WHEREAS tentative agreement has been reached within the authority prescribed by the Board,

NOW THEREFORE, be it resolved by the Board of Supervisors of Sonoma County, California that this Board does affirm its commitment to volunteerism and implement the policy and program governing the involvement of volunteers in County government herein set forth.

SALT LAKE COUNTY COUNTYWIDE POLICY & PROCEDURE VOLUNTEER SERIES

Volunteer Program Council

1.0 Purpose

It is the purpose of the Board of County Commissioners of Salt Lake County to provide for the systematic management and encouragement of volunteer services and programs within Salt Lake County. The County recognizes that volunteers are essential to the productivity, efficiency and cost effectiveness of government operations. Effective management of volunteer programs is, therefore, a matter of significant importance.

2.0 Authority

The Volunteer Programs Council is created pursuant to Section 2.39.010, et seq., Salt Lake County Code of Ordinances, 1986. The composition, duties and responsibilities of the Council shall be set out in this policy.

3.0 Policy

3.1 The Volunteer Programs Council is responsible for the development, maintenance, and promulgation of County-wide policies and procedures dealing with volunteer programs and services. Such policies and procedures shall be subject to the approval of the Board of County Commissioners.

3.2 The Council is responsible for the oversight and management of County-wide volunteer programs and services and shall make a semi-annual written report, regarding such services and activities, to the Board of County Commissioners.

4.0 Duties

It shall be the duty and responsibility of the Volunteer Programs Council to:

- 4.1 advocate and recognize volunteerism in the County;
- 4.2 coordinate and participate in recruitment of volunteers;
- 4.3 develop uniform policies and procedures subject to approval of the Board of County Commissioners regarding the operations of volunteer programs;
- 4.4 identify special projects for the use of volunteer services;
- 4.5 provide technical assistance to County volunteer programs and coordinators;
- 4.6 encourage compliance with County standards, policies and procedures regarding volunteer programs;
- 4.7 request and receive statistical and program reports from County volunteer programs and coordinators every quarter and to compile those reports into a semi-annual County-wide volunteer services report;
- 4.8 evaluate volunteer resources;
- 4.9 organize and provide assistance to a "coordinating council of volunteer directors" consisting of County representatives and employees involved in volunteer programs; and,
- 4.10 provide such other services regarding volunteer programs as may be directed by the Board of County Commissioners.

APPROVED AND PASSED THIS _____ day of _____, 1993

BOARD OF COUNTY COMMISSIONERS OF SALT LAKE COUNTY

AN ORDINANCE ENACTING CHAPTER 2.39 OF THE SALT LAKE COUNTY CODE OF ORDINANCES, 1986, RELATING TO VOLUNTEER PROGRAMS AND SERVICES IN SALT LAKE COUNTY, CREATING THE VOLUNTEER PROGRAMS COUNCIL, AND SETTING OUT RESPONSIBILITIES AND PROCEDURES REGARDING VOLUNTEER SERVICES AND PROGRAMS.

The Board of County Commissioners of the County of Salt Lake ordains as follows:

SECTION I. Chapter 39, Title 2, of the Salt Lake County Code of Ordinances, 1986, is hereby enacted to read as follows:

Sec. 2.39.010. Purpose. In enacting this ordinance, it is the purpose of the Board of County Commissioners to provide for the systematic management and encouragement of volunteer services and programs within Salt Lake County. The County recognizes that volunteers are essential to the productivity, efficiency, and cost effectiveness of Salt Lake County government. The effective management of volunteer programs is, therefore, a matter of significant importance.

Sec. 2.39.020. Volunteer Programs Council.

A. There is hereby established the Salt Lake County Volunteer Programs Council which shall be responsible for oversight and management of the County-wide volunteer program. The Council shall consist of no less than seven members and shall report to the Board of County Commissioners. Council members shall be County employees and persons in the community who are experienced in and advocates of volunteer services and programs and shall be appointed for staggered two-year terms, by the Board of County Commissioners.

B. Staff assistance shall be provided by the Administrative Services department.

C. It shall be the duty and responsibility of the Volunteer Programs Council to advocate and recognize volunteerism in the County; coordinate and participate in the recruitment of volunteers; develop uniform policies and procedures, subject to the approval of the Board of County Commissioners, regarding the operation of volunteer programs; identify special projects for use of volunteer services; provide technical assistance to County volunteer programs; encourage compliance with County standards, policies, and procedures; request and receive statistical and program reports from County volunteer programs quarterly and compile those reports into a semi-annual County-wide volunteer services report; evaluate volunteer programs; assist agencies in identifying volunteer resources; organize and provide assistance to a "Coordinating Council of Volunteer Directors", consisting of County representatives and employees involved in volunteer programs; and provide such other services regarding volunteer programs as may be directed by the Board of County Commissioners.

Sec. 2.39.030. Policies and Procedures. It shall be the responsibility of the Volunteer Programs Council to draft and develop County-wide Policies and Procedures dealing with volunteer programs and services. Such policies shall be subject to the review and approval as-to-form of the County Attorney's Office and review and approval by the Board of

County Commissioners. The Volunteer Programs Council, with staff assistance from the Administrative Services department shall be responsible for the maintenance, upkeep and promulgation of volunteer policies and procedures.

Sec. 2.39.040. Volunteer Benefits.

A. Volunteers participating in approved volunteer programs shall be entitled to the following Salt Lake County benefits and shall be deemed an employee of Salt Lake County only for the purposes of:

1. Medical reimbursement under workers' compensation for any injuries sustained by the volunteer while engaged in the performance of any authorized volunteer service for the County;

2. Operation of County vehicles or equipment if pursuant to volunteer services and properly authorized and licensed;

3. Liability protection normally afforded County employees, as provided in the Governmental Immunity Act (63-30b-1, et seq., U.C.A., 1953);

4. Such other benefits as may be authorized by law, the Board of County Commissioners or policy and procedure.

B. A volunteer shall be considered entitled to the benefits set out above only when that volunteer is serving in an approved volunteer services program as provided by Policies and Procedures adopted by the Volunteer Programs Council.

Sec. 2.39.050. Advisory Boards. The functions of the Volunteer Programs Council shall include coordination and

oversight of service assistance, if needed, to advisory and other policy-making or policy-recommending boards. Policies regarding such advisory boards shall take into account applicable statutory provisions, if any, regarding the composition, selection, duties, terms, or other particulars relating to the advisory or policy-making board and its membership.

SECTION II. This ordinance shall become effective fifteen (15) days after its passage and upon at least one publication in a newspaper published and having general circulation in Salt Lake County.

APPROVED AND ADOPTED this 11th day of March.
1992.

BOARD OF COUNTY COMMISSIONERS

Jim Bradley

By: _____
Chairman

ATTEST:

Sherrie Swensen

SHERRIE SWENSEN
Salt Lake County Clerk

Commissioner Bradley voted *aye*
Commissioner Horiuchi voted *aye*
Commissioner Stewart voted *aye*

APPROVED AS TO FORM

A1489+

Salt Lake County Attorney's Office
By: *Kevin J. Anderson*
Deputy County Attorney
Date: 2 MAR 92

01

(Sample Memo/Needs Assessment)

MEMO

DATE:

TO: All Department Heads

FROM: Name of Volunteer Coordinator

RE: VOLUNTEER PROGRAM
Action Required By:

Why have a volunteer program?

Realizing that many county employees are over-burdened as a result of tightening budgets while at the same time there are more needs and requests from the community, the Board of Supervisors has funded a volunteer program.

Why do we think we can recruit highly qualified volunteers?

Each person volunteers from their own goals, needs, and circumstances. There are numerous other county volunteer programs around the country which have been exceedingly successful based on the principles we will be employing.

We believe our community has retired professionals who will donate their skills in their area of expertise, re-entry women seeking to update their resumes, students seeking school credit, career changers, new people in the community looking for a way to connect and be involved, folks in various training/living programs looking to use their time constructively, businesses who will be willing to grant some release time, and "traditional" volunteers who care deeply about a particular cause/area/community and want to help.

We will be utilizing the concept of "Professional Volunteers" and using a "Volunteer Contract."

Therefore, we plan to interview every applicant and match him/her specifically with your specific job. Both your department and the volunteer will clearly define and understand the goals and scope of the job. Adequate training and supervision will be provided to the volunteer as well as a structured evaluation and review process. Upon completion of the job, references will be available to the volunteer.

We are committed to placing only the "right" person in your job. If that person can not be found, we will not risk failure in your department, to the volunteer or the program by placing and inappropriate person just so a "slot is filled." **WE WANT THIS TO WORK FOR!**

What does the department head have to do?

We are asking you to consider how to integrate non-paid help into your organization. *These jobs are to supplement staff, NOT replace paid staff.* We are asking you to throw out your old mental pictures of volunteers. We are asking you to stretch the envelope and

think of any and all tasks you'd like to have done differently, but can't because of limitations of staff time or particular expertise. Volunteers in some programs typically work 12-20 hours per week. Jobs can range from the most simple to the most technical, sophisticated and complex. We will recruit for exactly what you want!

What criteria might the department head consider?

There needs to be segments delegated that make sense. The best motivator to keeping people on the job is the work itself and their relationships with co-workers. "Make work" entails little motivation or satisfaction. Since volunteers don't get the rewards of paid staff, if they don't get satisfaction, they don't get anything at all.

The Department Request Form asks for specific information. Here are some ideas to focus on:

What are time and work schedule parameters?

Who will train and supervise the volunteer? (Getting good volunteers is the task of recruitment — keeping them is everybody's job!)

Is the need on-going or a project? Deadlines?

Where will the volunteer be physically located?

The possibilities of this program are exciting and I look forward to working with you on them. Before our program starts in your department we will provide training and information about working with volunteers. We believe careful placement is a major key to success. You have 100% control over who you select. In the rare event that a volunteer shouldn't work out, you aren't "stuck" with them.

I'll be calling you next week to see if I can be of any additional help or share in some brainstorming.

Volunteer Services Coordinator

Leon County, FL

General Statement of Duties: This is responsible professional work coordinating and administering the County Volunteer Program. Work is performed under the general direction of the Assistant County Administrator.

Essential Job Functions: (Note: These duties are intended only as illustrations of the types of tasks performed in position as allocated to this class. The omission of specific duties from this list does not exclude them from a position if the duties are similar, related, or a logical assignment to a position.)

Coordinates community volunteer services program in Leon County;

Consults administrators and staff to determine organizational needs for various volunteer services;

Plans and conducts volunteer recruitment;

Interviews, screens, and refers applicants to appropriate work units;

Arranges for on-the-job and other required training and supervision and evaluation of volunteers;

Resolves problems;

Serves as liaison between administration, staff, and volunteers;

Prepares and maintains procedural and training manuals;

Speaks to community groups, explaining organization activities and role of volunteer program;

Maintains records and prepares statistical reports on extent, nature, and value of volunteer service.

Difficulty: The work performed consists of a variety of recurring and non-recurring tasks of varying difficulty and complexity. The employee develops and assembles volunteer resources to meet the changing needs of the county. The employee establishes long and short range goals and objectives, adjusting the allocation of resources and changing assignments or procedures to meet circumstances. Performing the work involves applying thorough knowledge of volunteer administration principles, initiative, and independent judgment to develop and maintain a comprehensive volunteer program for the County.

Responsibility: The employee is responsible for administering the County Volunteer Program and advising county official on the use of volunteers throughout the county departments and divisions. The employee develops rules and regulations governing volunteers and develops standards governing the quality and connotate of work for volunteer program participants. Considerable latitude is allowed in directing the work of the program , and work is reviewed for conformity to objectives.

Interpersonal Contacts: The employee has regular and frequent contact with all types of people within and outside the organization, representing the county in the interpretation of policies, procedures, and practices. The contacts are necessary to the operation of the organizational unit and require demonstrated human relations and public relations skills.

Desirable Qualifications:

Knowledge, skills, and abilities: Knowledge of county functions and departmental services; knowledge off the operations, technology, and techniques of community resources. Ability to work tactfully and effectively with the public, the press, department/ division heads, and other employees; ability to write a variety of documents such as reports, news releases, pamphlets, public presentations, and studies. Demonstrated skills in problem solving, public speaking, and human relations. Knowledge of Word Perfect or similar software skills.

Minimum training and experience: Graduation from an accredited college or university with a four-year degree in communications, human resources, public administration, business administration or a related field, and five years of related, progressively responsible experience in public relations, personnel, or communications as a program manager.

Volunteer Services Program Coordinator

Arlington County, Va.

A. General Summary

Plans, designs, and implements a program to increase citizen involvement in County government. Manages volunteer clearinghouse; oversees programs serving special populations; presents programs to ACVR; organizes and conducts meetings; serves as communications coordinator; responds to requests from County Manager and Board; and establishes work plans, goals, and objectives.

Major duties:

- Supervises coordination of County volunteer programs and program development.
- Manages and plans volunteer recruitment and promotes volunteer opportunities.
- Provides technical guidance to County and community agencies in volunteer development.
- Provides supervisory support.

B. Major Duties/Specific Tasks:

- Supervises coordination of County volunteer programs and program development.
Researches and develops special volunteer projects.
Collaborates with community and metro agencies to analyze, promote, and evaluate programs.
Oversees programs serving special populations.
Presents programs to volunteer managers.
Participates in management team meetings.
Prepares budget.
- Manages and plans volunteer recruitment and promotes volunteer opportunities.
Manages volunteer clearinghouse.
Develops and maintains contact with community agencies, civic associations, service clubs, schools, etc.
Makes public speaking presentations.
Plans and implements annual volunteer recognition reception.
Conducts marketing and recruitment campaign.
Establish work plans, goals, and objectives.
Oversees maintenance and updates volunteer resource file.
- Provides technical guidance to County and community agencies in volunteer development.
Writes, edits, and distributes newsletters to agencies which use volunteers; also writes and edits reports for upper management.
Conducts needs assessments.
Develops publications to educate community and promote volunteer opportunities.
Coordinates communication and information for metropolitan volunteer clearinghouses.
Represents County at local, metropolitan, State, and national levels on volunteer issues.
Organizes and conducts meetings.

Responds to requests from County Manager.
Consults with County Manager and Board.

- Provides supervisory support.
Conducts staff performance appraisals.
Trains new staff.
Implements training for Northern Virginia volunteer directors.
- Performs other related duties as required or as directed by Unit Supervisor.

C. Supervision

Received: General direction — general guidance is given with respect to overall objectives; incumbent has broad latitude for determining methods, scheduling, and standards.

Given: General supervision — regularly reviews completed work assignments; instructs employees in the disposition of unusual or out-of-the-ordinary events.

D. Minimum Qualifications:

Knowledge, Skills, and Abilities/Examples of Specific Tasks

Reading comprehension to read standard business English.

Researches and develops special volunteer projects.

Writing skills to compose and edit reports, proposals, procedures, policies, recommendations, etc.

Interpersonal skills to resolve complaints, maintain liaisons, and speak in public.

Presents programs to groups.

Organizes and conducts meetings.

Serves as agency liaison.

Trains new staff.

Problem-solving skills to gather relevant information to solve vaguely defined practical problems.

Establishes work plans, goals, and objectives.

Directs program implementation.

Researches and develops special volunteer projects.

Recommends new policies and procedures.

Arithmetic skills to add, subtract, multiply, or divide decimals or fractions and calculate percentages.

Prepares budget.

Considerable knowledge of volunteer program procedures.

Provides technical guidance to County and community agencies in volunteer development.

Trains new staff.

E. Education and Experience

Education: Completion of the requirements for graduation with a master's degree in public relations, social work, or related field from an accredited college or university.

Experience: Three years' experience in managing volunteer staff.

Volunteer Insurance Program

Fairfax County, Va. Risk Management Manual

General

Volunteers are a valuable resource for many Fairfax County agencies who would otherwise find themselves constrained in maintaining continuity of services to the citizens. At the same time, volunteer activities, in many instances not unlike those of the employees, present a risk and liability exposure both to the volunteer and the County. In recognition of this, the Board of Supervisors on April 27, 1987, through a resolution, authorized the County Executive to purchase appropriate insurance policies to protect the volunteers and the County.

Purpose

The purpose of this document is to outline various policies that are in effect for the benefit of the volunteers. The policies are detailed below.

Who is covered:

All County volunteers, other than those listed below under exclusions, are covered.

Exclusions:

The following volunteers are not covered under this program:

Volunteers such as the auxiliary police officers, volunteer fire fighters, volunteers appointed to various boards and commissions who are covered under the Board resolution on indemnification of officers and employees.

Court referred volunteers.

Volunteer organizations that contract with the County for various services. Individual volunteers, however, although referred to the County through such non-profit organizations are covered.

Coverages:

The volunteer insurance policy consists of three specific coverages:

- I. Accident insurance
- II. Personal liability insurance
- III. Excess automobile liability insurance

I. Accident insurance:

The accident insurance coverage provides excess accident medical insurance for those volunteers who are injured while traveling directly to and from the work location, or while participating in volunteer related activities. The coverage will pay up to \$20,000 for medical treatment, hospitalization and licensed nursing care, for a period of one year following a covered accident. In the event that the volunteer has no other accident insurance coverage, this accident insurance policy would be primary.

Accidental death and dismemberment coverage is also included in this policy. Under this specific coverage, the insurance company will pay the amounts of \$2,500 for loss of life, \$2,500 for loss of both hands, feet or eyes, or any combination, \$1,250 for loss of either hand, foot or either eye and \$625 for loss of thumb and index finger of either hand.

II. Personal Liability Insurance:

The personal liability insurance provides excess coverage to all volunteers for a personal injury or property damage claim arising out of the performance of the volunteer's duties. The personal liability policy provides volunteers with a \$1,000,000/per occurrence \$3,000,000 annual aggregate limit of liability. Again, if the volunteer does not have other personal liability coverage, then this personal liability insurance policy would be primary.

III. Excess Automobile Liability Insurance:

The excess automobile liability insurance coverage provides protection to the volunteers for a bodily injury or property damage automobile liability claim arising out of their volunteer activities. This coverage would also provide protection for accidents that occur while driving directly between the volunteer's residence and work location. The limit of insurance for excess automobile liability is \$500,000 for each accident.

This policy will provide excess liability protection over the minimum State requirements, or the volunteer's own insurance policy, whichever is greater. The excess automobile liability policy assumes that the volunteer carries insurance of at least \$10,000 each person, \$20,000 each accident, and \$5,000 per accident for property damage; or the minimum limit of liability required in the state where the accident occurs. If the volunteer does not carry primary automobile liability coverage then this policy is excess over the above specified limits.

**SALT LAKE COUNTY
COUNTYWIDE POLICY & PROCEDURE
VOLUNTEER SERIES**

VOLUNTEER INSURANCE

1.0 AUTHORITY

Salt Lake County Personnel Policies & Procedures #5520 - Workers' Compensation
Workers' Compensation Act 35-1-1, et seq., Utah Code Annotated, 1953, as amended

2.0 POLICY

It is the policy of Salt Lake County to provide County volunteers with workers' compensation insurance for medical benefits, only.

2.1 Volunteers donating time to Salt Lake County will be provided with workers' compensation insurance when:

- a. volunteering for Salt Lake County Government;
- b. supervised by Salt Lake County government paid staff;
- c. the accident, injury or occupational illness was incurred by the volunteer in the course of, or arising out of the performance of the duties of the volunteer's job description; and
- d. Salt Lake County application forms have been completed and contracts have been signed prior to duties being assigned.

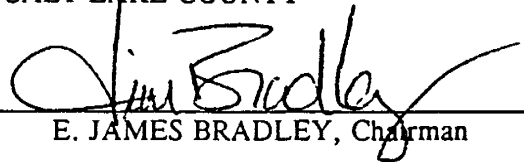
2.2 Copies of the applications, signed contracts and volunteer job descriptions for each volunteer are to be kept on file.

2.3 Other workers' compensation insurance arrangements for volunteers may be provided, based on state statute or County ordinance.


3.0 In the event that Salt Lake County refers or otherwise processes volunteers (including community service volunteers) for other agencies or entities, those entities, rather than Salt Lake County, are responsible for workers' compensation or other liability coverage.

APPROVED AND PASSED THIS 20th day of April, 1994.


BOARD OF COUNTY COMMISSIONERS
OF SALT LAKE COUNTY

by: 
E. JAMES BRADLEY, Chairman

ATTEST:


SHERRIE SWENSEN
Salt Lake County Clerk

APPROVED AS TO FORM
Salt Lake County Attorney's Office

by: 
Date: 4/18/94

Baldwin County, Ala. Volunteer Program

Policies and Procedures

Policy

Baldwin County administrators recognize that volunteers are essential to the productivity, efficiency, and cost-effectiveness of government and encourage and welcome individuals and groups who have the skill, talent, ability, and time to volunteer in County departments, divisions, and facilities.

Definition: "Volunteer" means a person performing services for a nonprofit organization, a nonprofit corporation, a hospital, or a governmental entity without compensation, other reimbursement for actual expenses incurred. The term includes a volunteer serving as a director, officer, trustee, or direct service volunteer. Specific authority: Code of Alabama 6-5-336

Classes of Volunteers:

- a. "Regular-service volunteer" means a person engaged in specific voluntary service activities on an ongoing basis.
- b. "Occasional-service volunteer" means a person who offers to provide one-time or occasional voluntary service.
- c. "Material donor" means a person who may be unable to give the time required for volunteer service, but chooses to express his/her contribution by providing funds or materials.

Procedures

1) Volunteers shall work within the rules set by the responsible administrator. Volunteers who do not adhere to the rules and procedures of the department or who fail to satisfactorily perform their volunteer assignment are subject to dismissal. No volunteer will be dismissed until the volunteer has an opportunity to discuss the reasons for possible dismissal with supervisory staff. Prior to dismissal of a volunteer, staff should seek the consultation and assistance of the Volunteer Coordinator.

2) Volunteers may perform any task assigned by his/her supervisor and approved by the responsible administrator.

3) Volunteers shall maintain strict confidentiality with any information to which they may have access within their volunteer job.

4) Volunteers are prohibited from using information not generally available to the public and obtained by reason of their volunteer positions for the personal benefit of themselves or others.

5) A back screening will be required when the volunteer will participate in the same physical labor that requires a screening for regular employees.

6) Volunteers must be 14 years of age or older. Children under 14 years of age must be pre-approved by an administrator and have adult supervision.

7) Volunteers shall sign in and out on the Volunteer Log. The Volunteer Log shall be maintained by all departments or facilities and will record volunteer names, dates, hours of service and tasks assigned.

8) Volunteers will receive an I.D. card to identify them as volunteers.

9) Volunteers are subject to a background check, and in some situations fingerprint cards may be required.

10) In accordance with the Fair Labor Standards Act, volunteers who are public officers or employees will not be permitted to voluntarily perform services which are the same or similar to the duties which they are paid to perform by the same public agency.

11) Volunteers must read and agree to abide by the county's Substance Abuse Prevention Program, and in certain circumstances, they may be required to submit to a drug screening prior to performing voluntary service.

12) In respect for and protection of both our Volunteer and Paid Staff, sexual harassment (violation of Section 703 of Title VII of the Civil Rights Act) is illegal and is against Baldwin County's employment and volunteer policies.

6-5-336 Volunteer Code of Alabama

(A) This section shall be known as "The Volunteer Service Act".

(B) The legislature finds and declares that:

The willingness of volunteers to offer their services has been increasingly deterred by a perception that they put personal assets at risk in the event of tort actions seeking damages arising from their activities as volunteers;

The contributions of programs, activities, and services are deterred by the unwillingness of volunteers to serve either as volunteers or as officers, directors, or trustees of nonprofit public and private organizations;

The provisions of this section are intended to encourage volunteers to contribute their services for the good of their communities and at the same time provide a reasonable basis for redress of claims which may arise relating to those services.

(C) For purposes of this section, the meaning of terms specified shall be as follows:

Volunteer. A person performing services for a nonprofit organization, a nonprofit corporation, a hospital, or a governmental entity without compensation, other than reimbursement for actual expenses incurred. The term includes a volunteer serving as a director, officer, trustee, or direct service volunteer.

(D) Any volunteer shall be immune from civil liability in any action on the basis of any act or omission of a volunteer resulting in damage or injury if:

The volunteer was acting in good faith and within the scope of such volunteer's official functions and duties for a nonprofit organization, a nonprofit corporation, hospital, or a governmental entity; and

The damage or injury was not caused by willful or wanton misconduct by such volunteer.

(E) In any suit against a nonprofit organization, a nonprofit corporation, or a hospital for civil damages based upon the negligent act or omission of a volunteer, proof of such act or omission shall be sufficient to establish the responsibility of the organization therefor under the doctrine of "respondeat superior", notwithstanding the immunity granted to the volunteer with respect to any act or omission included under (d) (Acts 1991, No. 91-439, p. 781 Sect. 1-4; Acts 1993, No. 93-614 Sect. 1 (1)).

Risk Management Guides for Employing Volunteers

1) Volunteers must be trained for the jobs they will perform, including safety aspects.

2) When personal protection equipment is required for the position, the volunteer must either provide his own, or be properly equipped by the department, and trained in the use of the equipment prior to engaging in any such work.

3) Volunteers must not knowingly be exposed to any unnecessary danger or hazards in the workplace and must not perform any functions requiring certification or a license unless they have a **current** license or certification to do so.

4) Volunteers will be permitted to drive County vehicles and operate County equipment in accordance with guidelines and regulations as they apply to paid staff.

ADDITIONAL INSURED - VOLUNTEERS

This endorsement modifies insurance provided under the following:
Commercial General Liability Coverage Part.

WHO IS INSURED (Section II) is amended to include as an insured any person(s) who are volunteer worker(s) for you, but only while acting at the direction of, and within the scope of their duties for you. However, no volunteer(s) are insured for:

1. "Bodily injury" to:

a. Co-volunteers or your employees arising out of and in the course of their duties for you, or

b. You or, if you are a partnership or joint venture, any partner or member;

2. "Property damage" to property owned, occupied or used by, rented to, in the care,

custody, or control of, or over which physical control is being exercised for any purpose by:

- a. A co-volunteer or your employee; or
- b. You or, if you are a partnership or joint venture, any partner or member.

Evaluation, Basic Conduct, and Service Rules for Volunteers

A. In general, volunteers will follow the same basic conduct and service rules as staff. Other kinds of expectations and responsibilities vary according to the nature of the volunteer's job. There are some basic rules, however, that should be observed:

1) Volunteers are to follow the basic duties and responsibilities outlined in their respective job descriptions. Planned activities not included are to be cleared with their department supervisor.

2) All volunteers will hold confidential any information provided by the County regarding individual citizens and any information learned about citizens as a result of their volunteer work.

3) No regular service volunteer shall begin working for the County without prior screening, orientation, and job training.

4) Every volunteer will be asked to sign a "Commitment Contract". We ask that each volunteer keep his/her commitment to work a prearranged schedule. Adjustments in schedule should be worked out through his/her department.

5) If unable to come in at the time scheduled, the volunteer must notify the department as soon as reasonably possible.

6) Volunteers are asked to give two weeks notice prior to resignation. At this time, an exit interview will be scheduled with the department supervisor or with the County Volunteer Coordinator. The purpose of the exit interview is to thank the volunteer for their service and to gain valuable feedback toward improving the volunteer program.

Volunteer Position Description

PERSON TO PERSON FAMILY VOLUNTEERS

Anoka County, Minn.

PURPOSE:

There are many persons with developmental disabilities in our communities, often living in group homes, who have no families or friends other than those within their particular living arrangement. Families can share everyday activities both in the community and/or within their own home which will provide positive friendship opportunities for everyone.

QUALIFICATIONS:

A family is a group of people which designate themselves a family. They can be a traditional family, extended family, friends, work group, or an organization. The family must designate one or two persons who will take the responsibility for communicating with the agency involved and for other duties connected with the program. The designated person(s) must possess a valid driver's license, a good driving record and appropriate insurance. The designated person(s) must also possess maturity, patience and the ability to be flexible.

TIME COMMITMENT:

Six to eight hours per month for six months.

RESPONSIBILITIES:

Communicate with staff regarding changes, concerns or ideas, advocating when necessary. Maintain confidentiality. Follow agencies record-keeping and procedures as defined. Provide one month notice to supervisor prior to terminating position. Make regular visits with friend.

SUPERVISION AND TRAINING:

At least one adult in the family must attend the three hour initial training. Other family members are welcome. Supervision will be done by the designated staff person at the agency involved.

BENEFITS:

Opportunity to do family activities and volunteer work at the same time. Opportunity for all family members to learn about strengths and skills of persons with disabilities. Opportunity to teach family members about helping others in the community. Ongoing training and documentation of experience for future reference.

Volunteer Position Description

Pierce County, Wash.

TITLE: DRUG AND ALCOHOL COUNSELOR AIDE
DRUG AND ALCOHOL PROGRAM - DETENTION

JOB SUMMARY:

Assist a Drug and Alcohol Counselor in clinical counseling, testing, and educational activities with detained youth.

JOB DUTIES:

Administer screening test.
Score screening test.
Record screening results.
Identify residents that have been detained for 72 hours.
Assist Chemical Dependency Specialists in history intakes, assessments, and treatment history.
Participate in drug and alcohol education, groups, and individual contact with adolescents.
Preparation and maintenance of case files.

TRAINING, EDUCATION, EXPERIENCE Post high school training and/or experience in the drug and alcohol field preferred.

PERSONAL TRAITS:

Must exercise wide latitude for mature decision making.
Must have a genuine concern for drug and alcohol related youth.
Must maintain strict confidentiality and a professional relationship with staff and clients.
Must maintain a high standard of professional ethics.
Must possess the ability to work well with mullet-ethnic clientele and Juvenile Court staff.

REQUIREMENTS:

Must be 20 years of age or older.
Must have no history of alcohol or other drug misuse for a period of one year immediately prior to application to Program.

JOB RELATIONSHIPS: Supervised by a certified Drug and Alcohol Counselor.
Responsible to the Volunteer Services Manager.

TIME COMMITMENT: Minimum of ten hours per week for six months.
Time negotiable.

Volunteer Request Form

Pinellas County, Fla.

DATE: _____ DEPARTMENT: _____

CONTACT: _____ PHONE: _____

TITLE OF JOB TO BE PERFORMED: _____

BRIEF DESCRIPTION OF JOB TO BE PERFORMED: _____

QUALIFICATIONS REQUIRED: _____

LOCATION OF WORK SITE: _____

PREFERRED START DATE: _____

LENGTH OF COMMITMENT: Open-ended _____ or,

One time: _____ or, minimum of: _____

WORK SCHEDULE:

Flexible to volunteer's availability _____ or,

Required Schedule: _____

NUMBER OF VOLUNTEERS NEEDED: _____

AUTHORIZING SIGNATURE: _____

Or, if you would like assistance in developing volunteer job descriptions, call the Volunteer Service Program, at 464-3945.

A Personal Invitation to

Volunteer!

The Clackamas County Volunteer Connection has much to offer you or your group:

- **Great Opportunities** ... Besides personal satisfaction, volunteering offers ways to meet new people and new challenges. You can refresh old skills or explore new ones – and feel good knowing that you and other volunteers are making a difference in the lives of thousands of County residents every year.

- **Useful Supports** ... You'll find help to connect with the volunteer job that fits you best. Some activities offer:

- Mileage reimbursements
- Supplemental insurance for auto and personal liability
- Financial stipends
- Career development
- Training and skill building

- **Recognition as 'The Best'** ... Our volunteers don't ask for praise, but they deserve it and they get it. Their efforts are valued – and we let people know it.

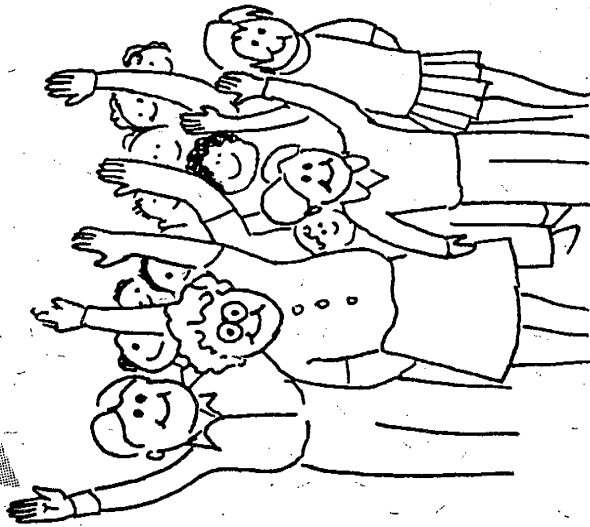
Whether you're an individual, group or business, call us ...

We'd like to talk with you!

655-8266

Clackamas County
Department of Human Services
■■■ Social Services Division

The Volunteer Connection



The Volunteer Connection is sponsored by the Clackamas County Community Action Agency, which is committed to supporting families and communities striving for self-sufficiency.

- We shelter the County's most active volunteer clearinghouse – gathering programs that match and connect volunteers with opportunities in more than 100 local placement sites.

- We welcome questions – whether you are an individual, a group or business. Volunteer assignments are matched to individual needs, skill and time – and they are available on weekdays, evenings, or weekends – for ongoing or short-term projects and activities.

- Call us to talk over ways you can make your volunteer time count!

We're here on weekdays from

8:30 A.M. to 5:00 P.M.

Any other time you may leave a recorded message to have your call returned.

655-8266

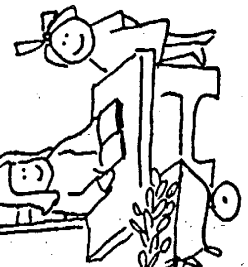
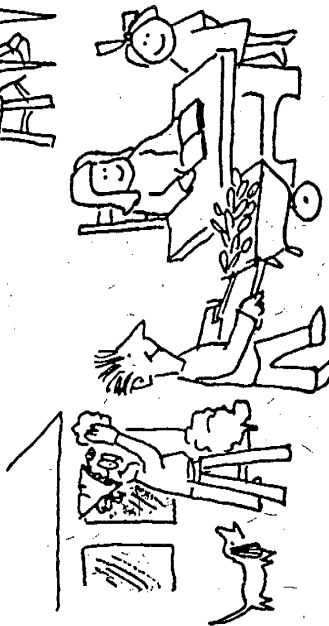
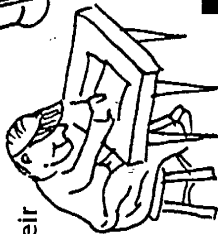
Clackamas County
Social Services Division
18817 S.E. McLoughlin Blvd.
P.O. Box 68369
Oak Grove, OR 97268



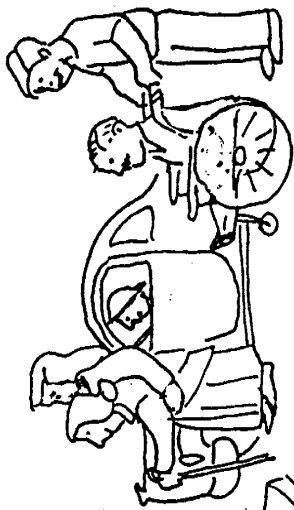
CCP-SS95 (Rev. 8/95)

The Volunteer Connection

- Provides direct services to people with specific needs.
- Enables volunteers to serve their own community.
- Assists organizations to meet their own missions and goals.



■ **Senior Companion Program** trains and supports older volunteers for important respite relief and caregiving roles. Volunteers provide care up to 20 hours per week in stipended positions.



■ **Good Neighbor Program** has two parts: Friendly Visitors link people who enjoy visiting with those who are isolated or homebound. Other Good Neighbors provide older or disabled people with help for yard work or chores.

■ **SHIBA (Senior Health Insurance Benefits Assistance Program)** trains and deploys community resource people to help others with information or billing questions related to Medicare, Medicaid, and supplemental and long term care health insurance.

■ **Volunteer Financial Services** trains volunteers to assist others who need help with money management – such as budgeting, balancing checkbooks, or billpaying. More complex help is offered by trained Representative Payee volunteers. Advocacy for financial benefits is available.

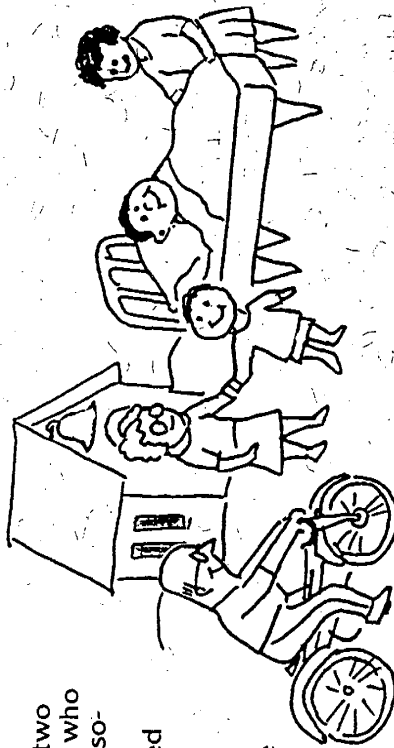
■ **RSVP (Retired & Senior Volunteer Program)** maintains active contact with more than 100 volunteer placement sites – offering volunteers age 55+ jobs at many levels with people of all ages – in schools, libraries, hospitals and other locations across the County.

■ **TRP (Transportation Reaching People Program)** recruits and schedules volunteer drivers who provide rides for medical appointments and errands to older, disabled or rural people.

■ **FIRST (Family Information & Referral Service Teams)** provide “natural helpers” in local communities with the information and training they need to link neighbors to agency help.

■ **Infant / Toddler Car Seat Loan Program** provides low income families with safe car seats for the period they're most needed.

■ **VIP Volunteer Program (Very Important People)** offers volunteers of all ages under 55 a variety of placement opportunities.



■ **Teen Partnership Program** recruits and places volunteers with agencies who serve pregnant or parenting teens and mothers recovering from addictions.

■ **Healthy Start** volunteers provide hospital visits, in-home visits and breastfeeding support to parents, to promote healthy child development.

YOUR INVITATION TO VOLUNTEER

HENNEPIN COUNTY DEPARTMENT OF ECONOMIC ASSISTANCE

**Family Assistance
Elderly and Disabled Assistance
Adult Assistance
Collection Services**



**Please Return To:
Volunteer Services
9 - A Government Center
300 South Sixth Street
Minneapolis, MN 55498-0090**

Group Affiliation: _____

VOLUNTEER APPLICATION

"AID WITH DIGNITY"

The following information will assist us in selecting and assigning volunteer roles, planning, training and collecting data. Please help us in getting to know you.

Name _____

Address _____

City _____ State _____ Zip Code _____

Home Phone _____ Business Phone _____

Emergency Contact:

_____	_____
Name	Phone

How did you learn about the volunteer program in Hennepin County Economic Assistance?

PLEASE LIST YOUR EMPLOYMENT HISTORY FOR THE LAST FIVE YEARS:

_____	_____
Current Employer	Dates
_____	_____
Past Employer	Dates
_____	_____
Past Employer	Dates

TELL US ABOUT YOUR EDUCATION:

High School/GED _____ Did you graduate? _____

Vocational Technical Training _____ Course _____

College/Grad School _____ Graduate? _____ Degree _____

Will you be receiving academic credit for your volunteer work? _____

Do you have a vehicle or access to transportation? _____

When are you interested in volunteering? Days _____ Evenings _____ Weekends _____

CHECK ALL THAT APPLY:

Regular Schedule _____ Weekly or bi-weekly for _____ hours

During the school year _____ During the summer _____

What volunteer experience have you had? List organization, date, supervisor.

What skills/experience would you like to share as a volunteer?

Do you have any experience working with seniors, disabled or diverse populations or financially disadvantaged people? If yes, please share your experience.

CRIMINAL HISTORY BACKGROUND:

Have you ever been convicted of a violation other than a minor traffic offense?


Yes No

You must report all convictions. If it is determined that they are not related to a volunteer position you will not be disqualified. If convicted, please explain the date and nature of the offense:

I hereby certify that the information in this application is true and complete. My signature authorizes Hennepin County Economic Assistance to verify any of the information on this application and to secure information deemed necessary from employers and personal references for the purpose of conducting a criminal background check.

Signature

Date

Please, turn page 

HENNEPIN COUNTY VOLUNTEER INTEREST AND SKILL SURVEY

Please Check All That Apply.

1. SUPPORT SERVICES

- A. General Office Skills
- B. Collating
- C. Data Entry
- D. Photo Copying
- E. Word Processing
- F. Language Translator
- G. Interpret A.S.L.
_____ level completed
- H. Desktop Publishing

2. PUBLIC RELATIONS

- A. Reception Services
- B. Writing
- C. Marketing
- D. Telephone Contacts
- E. Public Speaking
- F. Event Planning
- G. Community Relations
- H. Facilitation
- I. Community Research/Evaluation
- J. Brochure Design

3. MANAGEMENT SKILLS

- A. Leadership/Supervision
- B. Training/Development
- C. Group Facilitation
- D. Program Planning
- E. Grant Writing
- F. Fund Raising
- G. Volunteer Management

4. HOBBIES/TALENTS

- A. Musician _____
Type
- B. Acting
- C. Clowning
- D. Drama/Theater Arts
- E. Story Teller
- F. Other Hobbies: _____

- G. Painting
- H. Calligraphy
- I. Comedian

5. SPECIAL EVENTS

- A. Planning
- B. Set Up/Tear Down
- C. Display
- D. Host/Hostess
- E. Decorations/Poster Making

6. DIVERSITY

- A. Working with Seniors
- B. Working with Disabled
(Physically/Mentally)
- C. Direct non-English Speakers to
Services
- D. Work with Multi-cultural Groups

Thank you for your assistance.

Background Check Inquiry Form

Larimer County, Colo.

I understand that it is the policy of the Larimer County Mental Health Center that a background check is required. The background check will include a name check through the Colorado Bureau of Investigation. The receipt of all required background check information is a condition of employment or service provision by the Center. The information obtained in the investigation shall be solely to determine my qualifications for employment or to provide services within the programs of the Larimer County Mental Health Center.

I have the right to receive additional detailed information about the nature and scope of the background investigation.

I hereby authorize, without reservation, any part or agency contracted by the Center or its agent to furnish the above information. I hereby give permission to the Larimer County Mental Health Center to conduct the required background check.

Name: _____ Soc. Sec. # _____

Previous names or alias' uses: _____

Address: _____

Date of birth: _____ State/Driver's License # _____

Signature: _____ Date: _____

Witness: _____ Date: _____

Confidentiality Statement

Larimer County, Colo.

As an employee, student, volunteer or visitor at the Larimer County Mental Health Center (Center), I understand that Colorado Mental Health Statutes prohibit the disclosure of any client information without the specific written consent of the client and/or responsible party. I agree to maintain the confidentiality of all clients of the Center including their identification, description or participation in treatment. Failure to comply may be interpreted as a criminal offense.

Any request for information must be directed to the Center's Medical Records Department who will release such information in accordance with established Center policies and procedures.

STATUTORY REFERENCE: CRS 27-10-01

Signature

Date

Witness

Date

Volunteer Placement Commitment

Pinellas County, Fla.

I, _____, agree to volunteer my services to
(Name)
Pinellas County Government for _____
(Department)
in the position of _____
(Volunteer Job Description)

I understand my schedule will be to work from _____
(Time)
on _____ for a total of
(Day of week)

(Days/Months)

I will perform my duties to the best of my ability; observe the job description guidelines and the directions of my supervisors; meet time commitments; and provide adequate notice so that alternate arrangements can be made in the case of my absence.

I have read, understand and agree to abide by the County's Substance Abuse Prevention Program and the Volunteer Service Program's Policy and Procedures.

Volunteer

Date

Volunteer Time Sheet

Guilford County, N.C.

Month of: _____

Volunteer: _____ Supervisor _____

TIME	MON	TUES	WED	THUR	FRI	SAT	SUN	TOTAL HOURS
IN								
OUT								
IN								
OUT								
IN								
OUT								
IN								
OUT								
IN								
OUT								
IN								
OUT								
IN								
OUT								

Annual Report of Dollar Value of Volunteer Contributions

Marin County, Calif.

DATE:

TO:

FROM: Coordinator, Civic Center Volunteers

Happy National Volunteer Week!

(April 23-29, 1995)

It is with great pleasure that I send this memo. During the past calendar year of 1994, the county received nearly *\$3,500,000 in service from almost 2,000 Civic Center Volunteers!* The results of those contributions have led to faster service to the public, one on one job coaching for folks with special needs, advocacy in court for children, cleaner grounds at the Civic Center, friendly greeting (and fee collection) at county parks, reduction in filing, data entry and other backlogs, language translation in clinics and traffic court, staffing in the Gift Shop five days a week, legal research, event planning, completion of special projects, professional consulting and more!

Thanks to you and your staff, volunteers have gotten the opportunity to participate in the business of local government, increase and share their skills and expertise, and be part of the great team effort we all participate in to make Marin County Government responsive to the needs of her citizens.

Tuesday, April 25th there will be two special events:

About 9:45 am, the Board of Supervisors will present Dennis Sullivan, an eight year volunteer in the Sheriff's Department, with the award for The Volunteer of the Year 1994-1995, and Grace Holley, Manager of the Gift Shop (Parks, Open Space & Cultural Services Dept.) who supervises an all volunteer staff, the award for Supervisor of Volunteers for 1994-1995.

Later in the day from 5:00 to 6:45 pm, the cafe will be the setting for an elegant party, entitled "Outstanding Partnerships," for our volunteers and the paid staff who work with them. There will be fabulous (all donated) food and beverages, as well as more than 40 door prizes, including entertainment, dinners, gifts, and even a membership in the YMCA worth more than \$700! I hope you can come to enjoy the celebration of the partnerships of our paid staff and non-paid staff, as well as county government and community!

**Civic Center Volunteers
Financial Impact Analysis By Department
For The Twelve Month Period
January 1, 1994 Through December 31, 1994**

Department	Number of Volunteers	Hours	Financial Impact (\$)
Ag. Comm./Wts. & Meas.	0	0	0.00
Art Exhibit	1	60	879.00
Assessor-Recorder	4	1,234	30,721.93
Auditor-Controller	6	984	21,904.07
Board of Supervisors	5	1,184	18,126.56
CDA - Environmental Health	1	405	13,089.60
Cafeteria	0	0	0.00
Community Development Agency (Planning)	5	900	14,504.58
Coroner	0	0	0.00
County Administrator	1	109	2,201.80
County Clerk	7	1,380	23,623.79
County Counsel	5	860	18,534.82
Credit Union	1	102	1,494.30
District Attorney	14	2,831	59,876.99
Emergency Services	9	1,256	38,288.39
Fair	412	2,208	32,347.20
Farm Advisor	379	51,382	752,812.90
Fire Department	1	207	3,032.55
General Services (P.S.A.)	3	873	14,140.82
Gift Shop - Pks, Opn Sp & Culti	21	442	9,329.98
H & HS - Marin Maternity Clinic	4	236	6,208.33
H&HS-Administration	3	561	8,211.33
H&HS-C.M.H.S.	33	7,255	174,294.16

Department	Number of Volunteers	Hours	Financial Impact (\$)
H&HS-C.M.H.S.-Peer Counseling	19	4,702	94,971.31
H&HS-Employ & Economic Assistance	3	680	11,950.22
H&HS-Employment & Training Computer Lab	2	198	5,745.28
H&HS-Laboratory	1	154	4,985.36
H&HS-Public Health	25	1,724	27,527.31
H&HS-Social Services	18	2,028	42,025.96
Housing Authority	4	498	10,781.16
Human Resources	44	4,103	86,786.64
Information Services (Data Processing)	0	0	0.00
Interfaith Jail Chaplaincy	25	1,136	16,644.16
Law Library	2	574	11,590.36
Library Administration-Civic Center	2	296	4,446.51
Library-Belvedere/Tiburon	5	791	11,588.44
Library-Bollinas	1	4	58.60
Library-California Room	9	2,222	34,948.01
Library-Civic Center	19	1,172	18,839.58
Library-Corte Madera	6	525	7,684.22
Library-Fairfax	25	1,618	29,806.76
Library-Inverness	4	380	5,561.87
Library-Literacy Project	372	25,848	522,129.60
Library-Marin City	2	171	2,497.97
Library-Novato	20	2,417	38,203.66
Library-Point Reyes	3	342	5,013.96
Library-T.L.C.	2	1,208	17,697.20
Library-West Marin Literacy Project	30	2,896	42,426.40
Marin Center	93	10,829	215,249.14
Municipal Court	8	613	14,823.02
Parks, Open Space & Cultural	22	8,610	129,916.49
Parks/Eco Garden *	0	0	0.00

Department	Number of Volunteers	Hours	Financial Impact (\$)
Print Shop (P.S.A.)	2	241	3,763.90
Probation	23	4,800	94,822.69
Probation-Mediation	38	2,411	45,297.31
Public Administrator (Treas/Tax)	2	92	1,393.80
Public Defender	8	1,232	26,452.06
Public Services Agency	0	0	0.00
Sheriff - Air Patrol **	25	1,692	34,178.40
Sheriff - Mounted Posse **	22	1,740	35,148.00
Sheriff - Patrol Reserve **	11	768	15,513.60
Sheriff - Search & Rescue**	50	9,804	198,040.80
Sheriff-C.A.U.	1	238	3,486.70
Sheriff-Crime Prevention	0	0	0.00
Sheriff-General	5	1,594	33,954.39
Sheriff-Marine Patrol**	9	1,080	21,816.00
Superior Court	3	1,584	40,552.80
Superior Court-CASA	110	13,200	266,640.00
Treasurer-Tax Collector	6	733	12,144.73
Waste Management (P.S.A.)	1	76	1,525.10
	1,992	191,491	3,492,252.55

* The Eco Garden Project was eliminated in 1994.

** This is the first year this department has been included in the County-wide report.

This report does not include volunteer hours for any of the boards or commissions that serve Marin County.

Estimated value to County per hour:

Clerical \$14.65

Para-Professional \$20.20

Professional \$32.32

Exit Interview Questionnaire

Guilford County, N.C.

We are always striving to improve the performance of our volunteers. As one of our volunteers, we would appreciate your help in identifying areas in which we might do better. Please be as complete and as honest as you can in answering the following questions. All of the information collected will be kept strictly confidential, but it will be utilized to ensure that others who volunteer will receive the best experience that we possibly can provide.

How long did you volunteer? _____

Types of volunteer positions held:

Why are you leaving? (Check all that apply.)

Job accomplished

Didn't like the job I was given.

Moving to a new location.

Have taken a paid job.

Internship completed.

Didn't think I was utilized.

Other: _____

What did you like best about volunteering with us? _____

Volunteer Service Evaluation

Salt Lake County, Utah

Volunteer's Name _____

Division: _____

From: _____ To: _____
(Month/Year) (Month/Year)

Job Description: _____

Number of hours donated this period: _____

Number of hours committed: _____

Volunteer's major contributions/strengths: _____

Goals for the next six months (may include new assignments, training, modifying existing assignments, etc.): _____

Suggestions/Comments: _____

Volunteer _____ Date _____

Staff/Supervisor _____ Date _____

Volunteer Program Appraisal

San Diego County

As a library volunteer, it is important to have you appraise your part in the volunteer program at San Diego County Library. Please answer the questions below and return to the Regional Coordinator. Your responses will help us evaluate the Volunteer Program.

Name _____ Date _____

Dept./Branch _____ Supervisor _____

What is your current volunteer assignment?

Do you like your volunteer assignment? Why?

Do you understand the importance of your work? Yes _____ No _____

Are you getting the support of staff? Yes _____ No _____

Do you feel comfortable in working with the staff Yes _____ No _____

Do you have adequate materials to do your assignment? Yes _____ No _____

Are you able to ask your supervisor for help? Yes _____ No _____

If no, why? _____

Has your supervisor been helpful in explaining the volunteer program policy AND procedures? Yes _____ No _____

Was your volunteer packet helpful? Yes _____ No _____

Concerning your introduction and training: Did it help you accomplish your volunteer assignment? Yes _____ No _____

If no, please comment _____

What changes are needed to strengthen the volunteer program at San Diego County Library?

Thank you for your help.

Resolution Proclaiming "Volunteer Recognition Week"
in _____ County

Whereas, thousands of volunteers donate their time, energy, and expertise to _____ County Government and other organizations that provide services to county residents; and

Whereas, volunteers contribute to the enrichment of our community and make _____ County a better place to live; and

Whereas, volunteers are a valuable resource to _____ County departments/agencies and contribute to the cost effectiveness of government operations; and

Whereas, volunteers strengthen the democratic process by participating in local government activities and working to solve community problems; and

Whereas, on April 21 - 27, 1996 citizens across the United States of America will thank volunteers for their many contributions as part of National Volunteer Week;

Therefore, We, the Board of Supervisors/Commissioners/Freeholders of _____ County, proclaim April 21 -27, 1996 as

Volunteer Recognition Week

Adopted this ____ day of _____, 1996.

Training a Volunteer Board or Task Force

Multnomah County, Ore.

There are four elements in an effective orientation and training session for a volunteer board or commission. They are:

Background:

- Internal structure
- Community relationships
- Relation of board mission to community goals
- Board mission

(Note: Subcommittees of a board share a and b requirements and also need to know the purpose of the subcommittee)

Key Functions:

- Policy recommendations
- Personnel
- Public relations
- Finance (if applicable)
- Program and evaluation
- Authority
- Reporting relationships with community and officials

(Note: Subcommittees require: task; authority; reporting relationships; board or other subcommittees; subcommittee job descriptions.)

Job Description:

- Attend meetings
- Actively participate
- Vote on recommendations

(Note: Subcommittees share a and b and must vote on actions and implement specific tasks.)

Resources:

- Staff
- Handbooks, brochures
- Orientation manual

(Note: Subcommittees have exactly the same requirements)

Volunteer Advisory Board Member

Montgomery County, Md. Department of Recreation

Description:

The countywide Advisory Board of the Montgomery County Department of Recreation — made up of 13 appointed and 8 ex-officio board members — provides community and/or special interest group representation, advocacy, leadership, guidance and support to the department. Established to encourage the development of desirable recreational and park opportunities in the three recreation areas as well as on a countywide basis, the Advisory Board advises and makes recommendations to the County Council, County Executive, the Department of Recreation, and the Department of Parks on recreation programs, services, budgets and park and recreational facilities. Board members are appointed by the County Executive and confirmed by the County Council to serve a three-year term which may be renewed for one additional three-year commitment only.

Time/Date:

Monthly meetings, generally in the evening. Work is also done in subcommittees which meet as needed, also usually in the evening hours.

Responsibilities (Essential functions marked with an *):

Attend all scheduled meetings and provide regular input and insights to help further the goals of the department.*

Help provide the department with a vision of what should be achieved based on the diversified needs of Montgomery County residents as they relate to recreation and leisure.*

Perform research, serve on sub-committees or provide advocacy to further promote the interests of the department.

Qualifications:

Must be a resident of Montgomery County familiar with recreation and leisure opportunities offered by the department.

Must understand, believe in and be enthusiastically supportive of the department's mission and goals.

Must have a broad knowledge of Montgomery County and/or a demographic group with knowledge of the county's and/or group's needs, challenges and concerns.

Must possess proven community leadership and advocacy skills with the ability to articulate ideas clearly.

Must be willing and able to invest time in promoting the affairs of the department.

Supervision:

The Advisory Board is appointed by the County Executive to work closely with the Recreation Department and its management staff. Staff provides information and support to the Board.

Orientation/Training:

Written materials will be furnished to provide comprehensive orientation to the department.

Volunteer Group Contract

Salt Lake County, Utah

Statement of Agreement

I agree to perform the volunteer duties as specified on the attached job description to the best of my ability and in a professional manner.

Confidentiality

I agree to maintain the same strict confidentiality regarding my duties that is expected of the paid staff.

Release

In consideration of the following insurance protection, a volunteer (unsalaried worker), authorized by a Division Director, shall be deemed an employee of Salt Lake County only for the purposes of:

- Medical Benefits under Worker's Compensation for an injury sustained by him/her while engaged in performance of any service;
- Properly licensed operation of County vehicles or equipment;
- Liability protection normally afforded salaried employees.

The undersigned volunteers hereby release Salt Lake County, its agents, and employees from any other liability or obligation arising from, or in connection with, the undersigned volunteers' activities with Salt Lake County.

Signature of Volunteer

Date

ATTACHMENT: _____
(Title)

JOB DESCRIPTION: _____

RESOURCES

There are many local and national groups that provide resources, training, and networking opportunities for people who work in the field of volunteer management. Here is a list of some of them:

National Organizations

Association for Volunteer Administration (AVA)

AVA is an international membership organization whose purpose is to promote professionalism and strengthen leadership in the volunteerism. The organization offers a variety of services including: an annual conference, a bimonthly newsletter, and a quarterly journal.

For information, write:

AVA
10565 Lee Highway, Suite 104
Fairfax, VA 22030
Phone: 703/352-6222

Nonprofit Risk Management Center

The Nonprofit Risk Management Center is a nonprofit resource center that conducts research, education, and advocacy to meet the risk management and insurance needs of community-serving organizations. The Center has numerous publications, offers educational programs, and publishes a newsletter three times per year.

For a publications brochure or more information, write:

Nonprofit Risk Management Center
1001 Connecticut Ave., NW, Suite 900
Washington, DC 20036-5504
Phone: 202/785-3891

The Points of Light Foundation

The Points of Light Foundation is a nonprofit, nonpartisan organization dedicated to engaging more people more effectively in volunteer community service to help solve serious social problems. The Foundation offers a variety of training and consulting services, numerous publications, an annual conference on community service, and a quarterly magazine.

For more information, write:

The Points of Light Foundation
1737 H St., NW
Washington, DC 20006
Phone: 202/223-9186

State Offices on Volunteerism

Alabama

Governor's Office on National and Community Service
224 Alabama State House
Montgomery, AL 36130-2751
334/242-7110

Arkansas

Arkansas Division of Volunteerism
P.O. Box 1437, Slot 1300
Little Rock, AR 72203
501/682-7540

Delaware

State Office on Volunteerism
P.O. Box 637
Dover, DE 19903-0637
302/739-4456

Florida

Florida Commission on Community Services
725 S. Calhoun St.
Suite 109
Tallahassee, FL 32301
904/414-0098

Georgia

Georgia Association for Volunteer Administration, Inc.
60 Executive Park S., NE, Suite 250
Atlanta, GA 30309
404/679-5277

Hawaii

Hawaii Office of State Volunteer Services and Special Projects
Office of the Governor
Honolulu, HI 96813
808/586-7200

Illinois

Office of Volunteer Action
100 West Randolph, Suite 15-200
Chicago, IL 60601312/814-5225

Indiana

Governor's Voluntary Action Program
302 W. Washington, Room E-220
Indianapolis, IN 46204
317/232-2504

Iowa

Governor's Office for Volunteerism
State Capitol
Des Moines, IA 50319
515/281-8304

Kansas

Kansas Office for Community Service
P.O. Box 889
Topeka, KS 66601
913/575-8330

Kentucky

Dept. of Social Services
275 East Main St., Room 6-W
Frankfort, KY 40621-0001
502/564-4357

Maine

Maine Commission for Community Service
State Planning
State House Station 38
Augusta, ME 04333-0038
207/624-6011

Maryland

Governor's Office on Volunteerism
301 West Preston St., Room 608
Baltimore, MD 21201
410/225-4496

Massachusetts

Task Force for a State Office on Volunteerism
9 Christopher Rd.
Randolph, MA 02368
617/262-3935

Michigan

Michigan Community Service Commission
P.O. Box 30015
Olds Plaza Building — 111 South Capitol
Lansing, MI 48909
517/335-4295

Minnesota

Minnesota Office of Citizenship and Volunteer Services
117 University Ave.
St. Paul, MN 55155-2200
612/296-4731

Mississippi

Governor's Initiative on Voluntary Excellence
300 East Capitol St.
Jackson, MS 39201
601/359-3175

Nebraska

Commission for National and Community Service
P.O. Box 98927
Lincoln, NE 68509-8927
800/291-8911

New Hampshire

Governor's Office on Volunteerism
The State House Annex, Room 431
25 Capitol St.
Concord, NH 03301
603/271-3771

New Jersey

New Jersey Governor's Office of Volunteerism
Dept. of Human Services
222 South Warren St. - CN 700
Trenton, NJ 08625
609/984-3470

New Mexico

Commission for National and Community Services
State Capitol
Santa Fe, NM 87503
505/827-3000

New York

New York State Office for National and Community Service
Division of Budget
State Capitol
Albany, NY 12224
518/473-8882

North Carolina

North Carolina Commission on National and Community Service
121 West Jones St.
Raleigh, NC 27603-8001
919/715-3470

Ohio

Governor's Initiative for Volunteerism Excellence
77 South High St., 30th Floor
Columbus, OH 43226-0601
614/644-7644

Oklahoma

Oklahoma Office of Volunteerism
Office of the Secretary of State
1515 North Lincoln
Oklahoma City, OK 73105
405/235-7272

Oregon

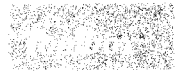
State of Oregon Dept. of Human Resources Volunteer Program
500 Summer St., 4th Floor, NE
Salem, OR 97310-1019
503/945-5759

Pennsylvania

PennSERVE: Governor's Office of Citizen Service
Dept. of Labor and Industry
1304 Labor and Industry Building
Harrisburg, PA 17120
717/787-1971

South Carolina

Volunteer Services
Office of the Governor
1205 Pendleton St.
Columbia, SC 29201
803/734-1677



South Dakota

Governor's Office for Volunteerism
 500 East Capitol Ave.
 Pierre, SD 57501-5070
 605/773-3661

Tennessee

Tennessee Commission for National and Community Service
 302 John Sevier Building
 Nashville, TN 37243
 615/532-9250

Texas

Texas Commission for National and Community Service
 P.O. Box 13385
 Austin, TX 78711-1861
 512/475-2289

Utah

State of Utah Commission on Volunteers
 Office of the Lieutenant Governor
 342 South State St., Suite 240
 Salt Lake City, UT 84114-7945
 801/538-8610

Vermont

Vermont Commission on National and Community Service
 133 State St.
 Montpelier, VT 05633-4801
 802/828-4982

Virginia

Virginia Office of Volunteerism
 730 East Broad St., 9th Floor
 Richmond, VA 23219
 804/692-1951

Washington

Center for Volunteerism and Citizen Services
 P.O. Box 48300
 906 Columbia St., SW
 Olympia, WA 98504-8300
 360/753-9684

West Virginia

West Virginia Dept. of Education
 1900 Kanawha Blvd., Bldg. 6, Room 221
 Charleston, WV 25305-0330
 304/558-2681

Local groups

Volunteer Centers are located in many cities and counties. A Volunteer Center is a community resource organization that serves as a one-stop shopping center for individuals or groups that wish to volunteer in government or nonprofit agencies. Volunteer Centers mobilize people and resources to deliver creative solutions to community problems. There are over 500 Volunteer Centers in the United States. To order a Directory of Volunteer Centers, published by the Points of Light Foundation, phone 800/272-8306

Many areas also have local professional groups that operate under a variety of names including "network," "DOVIA," and "roundtable." These are excellent places to meet other volunteer coordinators and to share information. Contact your local United Way or Volunteer Center to find out if there is such a group in your area.

Catalogues

ENERGIZE, Inc.
5450 Wissahickon Ave.
Philadelphia, PA 19144
Phone: 800/395-9800
Fax: 215/438-0434

MBA Publishing
821 Lincoln
Walla Walla, WA 99362
Phone: 509/529-0244
Fax: 509/529-8865

Nonprofit Risk Management Center
1001 Connecticut Ave., NW, Suite 900
Washington, DC 20036
Phone: 202/785-3891
Fax: 202/833-5747

The Points of Light Foundation
Catalog Services
P.O. Box 79110
Baltimore, MD 21279-0110
Phone: 800/272-8306
Fax: 703/803-9291

RECOMMENDED READING

Brown, Joan, *Government Volunteers: Why and How?*, Journal of Volunteer Administration, Fall 1983.

Brudney, Jeffrey L., Fostering Volunteer Programs in the Public Sector, San Francisco, CA: Jossey-Bass Publishers, 1990.

Ellis, Susan J., The Volunteer Recruitment Book, Philadelphia, PA: ENERGIZE, Inc., 1994.

Ellis, Susan, J., From the Top Down: The Executive Role in Volunteer Program Success, Philadelphia, PA: ENERGIZE, Inc., 1996.

Ellis, Susan, J., Noyes, K.H. and Weisbord, A., Children as Volunteers: Preparing for Community Service, Philadelphia, PA: ENERGIZE, Inc., 1991.

Falk, Steven, *Making Citizen Task Forces Work*, Public Management, December 1993.

McCurley, Steve, and Lynch, R., Essential Volunteer Management, Downers Grove, IL: Heritage Arts Publishing, 1989.

McCurley, Steve, Volunteer Management Forms, Downers Grove, IL: Heritage Arts Publishing, 1988.

McCurley, Steve, Volunteer Management Policies, Downers Grove, IL: Heritage Arts Publishing, 1990.

Nester, L.G. and Neckar, C., *Volunteer Orientation: What Do You Do After You Say Hello?*, Voluntary Action Leadership, Summer 1990, pp.22-27.

Seidman, Ann and Patterson, J., Kidding Around? Be Serious! A Commitment to Safe Service Opportunities for Young People, Washington, DC: Nonprofit Risk Management Center, 1996.

Scheier, I., Building Staff/Volunteer Relationships, Philadelphia, PA: ENERGIZE, Inc., 1993.

Tevanian, Janice E., *Citizen Advisory Boards: Making them Effective*, MIS Report, 1984.

Tremper, Charles and Kostin, G., No Surprises: Controlling Risks in Volunteer Programs, Washington, DC: Nonprofit Risk Management Center, 1993.

Tremper, Charles, Seidman, A. and Tufts, S., Managing Volunteers Within the Law, Washington, DC: Nonprofit Risk Management Center, 1994.

Changing the Paradigm Self-Assessment Kit, Washington, DC: The Points of Light Foundation, 1995.

Vineyard, Sue, Beyond Banquets, Plaques, and Pins: Creative Ways to Recognize Volunteers and Staff, Downers Grove, IL: Heritage Arts Publishing, 1994.

Vineyard, Sue, Secrets of Motivation: How to Get and Keep Volunteers and Staff, Downers Grove, IL: Heritage Arts Publishing, 1991.

From the National Association of Counties:

Volunteers and Counties: Partners in Service/12 Programs that Work

Booklets from 1993 - 1995 that highlight successful volunteer programs in county government.

Volunteer Management Briefs

Five 4 page briefs covering the following topics: policies and procedures, legal issues, recruitment, recognition, and management of boards and commissions.

Discovering Your County's Hidden Resources: Discovering Volunteers

An eight-minute video that illustrates the benefits of volunteer programs in county government. The work of volunteers in three counties is spotlighted (1996).

