

  
**ROSEVILLE**  
**REQUEST FOR COUNCIL ACTION**

Date: 10/28/13  
Item No.: 14.b

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Department Approval

City Manager Approval



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Item Description: Consider Creation of a Volunteer Coordinator Position

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1 **BACKGROUND**

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3 For the past several years, the Park and Recreation Commission and the City Council have  
4 discussed the need for the creation of a Volunteer Coordinator position. The need for the  
5 position has been generated by the desire to more effectively manage the volunteers that the City  
6 already has and to lessen the load of an already busy staff. It is also hoped that having a  
7 volunteer coordinator will help the City recruit more volunteers to assist in City needs.

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9 In the draft 2014 City Manager's recommended budget, the Volunteer Coordinator position was  
10 not funded due to limited needs and other priorities. However, the City Council has expressed a  
11 desire to have more discussion on the possibility of funding a Volunteer Coordinator within the  
12 2014 budget. This report will review what other cities are doing in regards to managing their  
13 volunteers, discuss the challenges and opportunities of having a volunteer coordinator, review  
14 how a volunteer would fit and operate within the organization, and provide options for the City  
15 Council to consider in moving forward in implementing a volunteer coordinator.

16  
17 **Volunteer Coordination in other cities.**

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19 Most cities have some level of volunteerism with the City. Staff was able to find that several  
20 cities have dedicated staff to coordinate volunteer activities. These include St. Paul, St. Louis  
21 Park, Plymouth, Maple Grove, Bloomington, and Burnsville.

22  
23 The Interim City Manager met with Jackie Maas, the Volunteer Coordinator with the City of  
24 Plymouth. Ms. Maas indicated that Plymouth has had a staff person dedicated for volunteer  
25 coordination for 20 years. The position was originally part-time and focused primarily on Park  
26 and Recreation needs. Over time, the position was made full-time and serves the volunteer needs  
27 for all of the City Departments, although the position still resides in the Park and Recreation  
28 Department. The position is funded by the general tax levy.

29  
30 Ms. Maas indicated that Plymouth has about 1000 active volunteers. These volunteers range  
31 from youth sports coaches, police reserves, residents who adopt parks, trails, and streets, provide  
32 help at community events and provide office clerical duties. The volunteers range from high  
33 school students, to young adults, parents, and retirees.

34  
35 Ms. Maas indicated that overall the use of volunteers within the city has been a positive  
36 experience that has allowed the city to extend their resources and provide for additional services.

37 Ms. Maas also indicates that volunteers do come with a cost, both to recruit and track the

38 volunteers as well the time needed to supervise within each department. Ms. Maas does the  
39 initial recruitment and screening, but the actual supervision of the volunteers falls to the  
40 individual department that utilizes the volunteer. She said it is important for everyone to  
41 understand that department staff and not the Volunteer Coordinator will be supervising the  
42 volunteer and overseeing their work. She indicated that all of Plymouth's departments utilize  
43 volunteers to some extent and despite some initial reluctance, have all embraced the use of  
44 volunteers.

## 45 **Challenges and Opportunities**

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48 In talking to the City of Plymouth and reviewing other literature, there are some challenges when  
49 implementing a volunteer program. One is to make sure that all staff buy in to the idea. There  
50 may be concern of how much time it will take to oversee volunteers. There will also be a  
51 concern that the volunteers will replace paid staff. Finally there might be concern of given  
52 access to restricted areas or information that may contain private or confidential data.

53  
54 Having a vibrant volunteer network can bring new energy and excitement to routine tasks.  
55 Volunteers will also bring new ideas and skill sets to the City that can be utilized. Perhaps the  
56 most important benefit with the use of volunteers is that it creates a great connection between  
57 city staff and operations and residents. In fact, the use of volunteers can lead to extensive  
58 community engagement. Volunteers with the City will better understand the City's programs and  
59 services through their service time and will feel more connected and have more pride with the  
60 City due to their service. In addition, the use of volunteers will allow city staff to interact with  
61 residents on a daily basis on issues of mutual interest.

## 62 **Volunteer Coordinator within City Organization**

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65 It is clear that having a volunteer coordinator would be a great benefit to the City organization as  
66 a whole and the City would provide better services. Although the Park and Recreation  
67 Department has the largest number of volunteers, staff proposes that any new position would  
68 serve all departments and be housed in Administration. This arrangement would not only allow  
69 for the Volunteer Coordinator to provide services to all departments, the Interim City Manager  
70 sees this position also coordinating the City's community engagement efforts. It would seem that  
71 working with volunteers is at the heart of community engagement.

72  
73 For the most part, the use of volunteers will not take place at City Hall, but within the  
74 community and in neighborhoods. The coordination and use of volunteers is perhaps the best  
75 form of community engagement. The volunteers will invest their time and talents into the  
76 community and take ownership in their efforts. Volunteering will cause people to have pride in  
77 Roseville and feel better connected to the community.

78  
79 The Interim City Manager sees a great possibility of the Volunteer Coordinator position as not  
80 only to better oversee the use of volunteers within Roseville, but also address some of the  
81 findings from the Community Engagement Task Force.

## 82 **Options for Consideration**

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85 The biggest challenge for moving forward with the creation of the Volunteer Coordinator  
86 position is funding. Exact costs have not been calculated, but it can be expected that staff costs

87 (salary and benefits) would be anywhere from \$60,000 to \$80,000. There would also be  
88 equipment costs for the employee (computer, software, operating materials) of around \$5,000  
89 annually. Some potential funding options for the City Council to consider are listed below:

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91 *Use of 2014 Levy:* With the levy limits in place, there is limited opportunity for the use of levy  
92 dollars. As previous budget discussions have identified uses of these levy dollars, the creation of  
93 this position will require that another need is not funded.

94  
95 *Use of reserves in 2014, levy dollars in 2015.* This option would fund the position in 2014  
96 through the use of reserves. In 2015, levy dollars would need to be allocated to fund the  
97 position. As the 2014 budget is already proposing the use of reserves that will need to be funded  
98 in 2015, this option will put a bigger strain on the 2015 levy. It should be noted that the initial  
99 budget discussion indicated a greater need for the use of reserves to fund the 2014 budget than  
100 are currently needed.

101  
102 *Use of enterprise funds.* As enterprise funds receive revenue streams from very specific  
103 activities and must be spent in accordance with those activities, it does not seem to viable to use  
104 enterprise funds to fund a volunteer coordinator position.

105  
106 *Create a half-time position.* The costs of half-time position would perhaps be more attainable to  
107 fund in 2014. Creating a half-time position would allow for the City to begin to better manage  
108 volunteers with the expectation that this position could expand into full-time over time as the  
109 volunteer network expands.

110  
111 *Delay timing of creation of the position (middle of the year).* Creating the position in the middle  
112 of the year will cut the 2014 cost in half. However, the full amount would need to be funded in  
113 2015, most likely through the levy. Once again this will put pressure on the 2015 levy.

114  
115 *Delay creation of the position until 2015.* In 2015, there may be a better ability to fund the  
116 position through the levy. However, the possible imposition of levy limits, the use of reserves in  
117 2014, and other desired needs, may make the funding of the position difficult in 2015. This  
118 option also delays implementation of a desired position.

#### 119 **POLICY OBJECTIVE**

120 The creation of a Volunteer Coordinator position is consistent with several Imagine Roseville  
121 2025 Goals, including making Roseville a welcoming and inclusive community and one that is  
122 desirable to live, work, and play. In addition, the new position is consistent with the  
123 recommendation of the Civic Engagement Task Force.

#### 124 **BUDGET IMPLICATIONS**

125 Depending on the option chosen costs to create and maintain a Volunteer Coordinator position  
126 will range from \$40,000 to \$85,000.

#### 127 **STAFF RECOMMENDATION**

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129 Given the funding limitations and the need to take measured steps in managing the City's  
130 volunteers, the Interim City Manager recommends that the Council creates a half-time volunteer  
131 coordinator housed in the Administration Department with funding coming from reserves in

132 2014 and levy dollars starting in 2015. It is expected that the annual costs of the part-time  
133 Volunteer Coordinator position will be \$40,000.

134 **REQUESTED COUNCIL ACTION**

135 The City Council should review and discuss the information and provide staff with direction on  
136 how to proceed.

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Attachments: A: City of Plymouth Annual Volunteer Report

# PLYMOUTH PARKS & RECREATION

## VOLUNTEER SERVICES

The city benefits from the many professional services that our volunteers have to offer. A major benefactor this year was the Plymouth Home Depot store. During their free time, more than 50 employees donated over 270 hours of their personal time to adopt the Parkers Lake cemetery, install a new floor at the Parkers Lake stage, rebuild the Parkers Lake fishing pier and build a set for the Winter Revue performance. The group was recognized at the Volunteer Recognition Event.

A Record-Breaking Year!	<ul style="list-style-type: none"> <li>• 28,293 hours – a record number!</li> <li>• 2,331 volunteers – a 25% increase over last year. Some volunteers participated in more than one department and/or program.</li> </ul>
Value to the City	<ul style="list-style-type: none"> <li>• Volunteer hours are valued at \$616,504 of contributions in kind.</li> <li>• The number of hours contributed is equivalent to 13.6 FTE.</li> </ul>
By the Numbers	<ul style="list-style-type: none"> <li>• 507 individuals made initial contact with the Volunteer Services office.</li> <li>• 151 applications were received.</li> <li>• 78 potential candidates were interviewed for regular or short-term positions.</li> <li>• 130 requests for volunteers beyond special events were received.</li> </ul>
New Volunteer Tasks This Year	<ul style="list-style-type: none"> <li>• Environmental research</li> <li>• LEAN management projects (election registration, Yard &amp; Garden Expo, engineering)</li> <li>• Building Site Plan Aide for the Fire department</li> <li>• Russian translation of phrases for a drowning prevention poster</li> <li>• Chinese translation for a Police issue</li> <li>• Create a sculpture out of trash for recycling education</li> <li>• Prep outdated personal computers for resale</li> <li>• Yard Waste Assistant</li> <li>• Photos of residences for Assessing</li> <li>• Human Resources Clerical Aide</li> <li>• Grant writing</li> <li>• Environmental Quality Fair coordinator</li> </ul>
Special Events	<ul style="list-style-type: none"> <li>• 58 volunteer-supported special events city-wide</li> <li>• 1,149 special event shifts</li> <li>• 24,218 visitors impacted by volunteers</li> </ul>
Who are our Volunteers?	<ul style="list-style-type: none"> <li>• 83% are Plymouth residents.</li> <li>• 23% teens, 43% adults and 34% seniors</li> <li>• More women (54%) than men (46%)</li> <li>• 36 different community groups participated.</li> <li>• 7 Boy Scouts completed Eagle Scout projects in the parks.</li> <li>• 561 families adopted fire hydrants.</li> <li>• 133 individuals coordinated Night to Unite events.</li> </ul>
Make a Difference - Volunteer!	<ul style="list-style-type: none"> <li>• 196 coaches – 1169 youth served</li> <li>• 22 ski chaperones – 614 youth served</li> <li>• 47 Park &amp; Recreation Summer Teen volunteers – 1,545 youth served</li> <li>• 49 parks adopted</li> <li>• 35 miles off trails and streets adopted</li> <li>• 23 seniors received one-on-one computer training from volunteers.</li> </ul>
Why Volunteer?	<ul style="list-style-type: none"> <li>• We want to do things that help the environment.</li> <li>• I am retired and looking for ways to be of service.</li> <li>• I would like to use the skills I've developed in my career to help the city.</li> <li>• I want to get work/volunteer experience now, before I get out of high school.</li> <li>• I just moved here. I want to get more involved and meet my neighbors!</li> </ul>