City of Las Vegas Volunteer Management Program

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What type of volunteer management program will work best for the City of Las Vegas?
Volunteer Experience
17.5% of residents volunteer - ranking them 49th within the 51 large cities in America.
CITY OF LAS VEGAS PRIORITIES

Sustainable, Livable Neighborhoods
Vibrant Urban Fabric
Fiscally Sound Government
Pro-Business Environment
Safe City
Citizen Engagement
Volunteerism
CITY OF LAS VEGAS CHALLENGES

- Economic downturn
- Organizational culture
  - Resistance to change
  - Entitlement at the departmental level
- Providing accurate reporting of performance measures (volunteer hours, cost-effectiveness, etc.)
- Lack of consistency
  - Definition of a volunteer
  - Complying with city policy
City Policy Stated Process for Volunteerism

1. Citizens shows interest
2. Volunteer application
3. Background
4. Volunteer does service
5. HR approves volunteer
6. Drug test
7. Department reports to HR
Example One

Volunteer shows interest

Volunteer provides service

Example Two

Volunteer shows interest

Volunteer fills out application

Volunteer provides service

Volunteer hours are tracked
CURRENT POLICY FINDINGS

- A city-wide policy is in place, however not every department complies with the policy.
  - Departments have their own policies/process to manage volunteers.

- The City is unable to produce timely and accurate numbers to its City Council.
  - Unable to provide evidence of benefits that volunteer bring to the community.

- No set definition for volunteer.
**Methodology**

- Selected cities/counties in the Western the United States.
- Developed criteria to evaluate the volunteer programs.
- Conducted interviews with cities and counties.
- Spoke with subject matter experts to help develop our knowledge of volunteer administration.
- Conducted research/literature review on volunteer management.
- Reviewed current partnerships with community coalitions and nonprofits.
Evaluation Criteria

- Organizational structure
- Departments involved
- Definition of volunteer
- Performance measures
- Hourly rate (Independent Sector)
- Established policy
- Volunteer rates
- Median household income
- Population
Research Findings

- **Facts**
  - 36 cities/counties were contacted

- **Best Practices**
  - Most were decentralized/department driven
  - Volunteer coordinator positions varied

- **Hourly Rate Calculation**
  - Independent sector

- **Volunteer Partnerships**
  - Nonprofits, community groups, faith-based organizations, coalitions, etc.
## Recommendations

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**RECOMMENDATIONS**

**Creating a centralized system**

**Pros:** A central point of contact, reduction of duplicate services, facilitator of resources

**Cons:** Current budget, additional cost

**Creating a decentralized system**

**Pros:** Freedom to develop process as needed, track and maintain all numbers

**Cons:** Overload current employees, 19 different processes, no common form of reporting
CONCLUSION

- Revise the policy (clarity, reduce restrictions)
- Educate and enforce city employees
- Establish an citywide empowered volunteer coordinator
- Define levels of volunteer categories/ responsibly
- Expand with public and private partnerships
- Market to the community and tourism outlets
QUESTIONS
36 Cities/Counties were contacted

- From Western States:
Does your city currently have a policy on volunteer programs?

Is it possible to get a copy of this stated policy?

What departments are involved in the policy management (HR, administration, etc)?

Does this policy have influence on tracking and reporting (number of volunteers, hours served, etc)?

Do you have any reference to share (e.g., how did you develop your program, best practices, benchmarks, examples of other programs, what did or has not worked, challenges)?