

Volunteer Coordination

March 4-8, 2019

Training Syllabus



William Penn Mott Jr. Training Center



Memorandum

Date: February 20, 2019

To: Supervisor

From: Debbie L. Fredricks, Chief
Training Section
California State Parks

Subject: Employee Attendance at Formal Training

An employee from your office will soon be attending the formal training program described in the attached. Ensure that the employee is fully prepared to attend the session and that the groundwork is laid for the employee's implementation of the training upon returning to work. You can assist with capturing the full value of the training by taking the following steps:

Prior to Training

1. Make sure that **specific** employee needs are identified and, if necessary, called immediately to the attention of the Training Coordinator.
2. Review with the employee the reason for the employee's attendance.
3. Review objectives and agenda with the employee.
4. Discuss objectives and performance expected after the training.

Immediately Following Attendance

1. Discuss what was learned and intended uses of the training.
2. Review the employee's assessment of the training program for its impact at the workplace.
3. Support the employee's use of the training at the work place.

Three Months Following Training

1. Supervisor evaluates the effectiveness of the training on the employee's job performance and login to the ETMS to complete the Training Effectiveness Assessment form.

Thank you for your assistance in seeing that the full benefit of training is realized.



Debbie L. Fredericks
Training Section Chief

Attachment
cc: Participant

TABLE OF CONTENTS

Formal Training Guidelines	1
Program Attendance Checklist / Pre-Training Assignments	5
Post Training Assignment	6
Agenda.....	7
Program Purpose and Performance Objectives	9
Map	17

Mission Statement Training Section

The mission of the Training Section is to improve organizational and individual performance and productivity through consulting, collaboration, training, and development.

TRAINING SECTION STAFF

Debbie L. Fredricks	Training Section Chief
Ann D. Slaughter	Mott Training Center Manager
Eric Marks	Leadership and Development Manager
Jack Futoran	EMS and LFG Training Coordinator
Jeff Beach	Training Consultant
Joel Dinnauer	Training Consultant
Dave Galanti	Training Consultant
Karyn Lombard.....	Training Consultant
Ennio Rocca.....	Training Consultant
Sara M. Skinner	Training Consultant
Vernon Reyes	Instructional Consultant
Jason Smith	Academy Coordinator
Jeremy Alling.....	Cadet Training Officer
Matt Cardinet.....	Cadet Training Officer
Raymund Nanadiego	Cadet Training Officer
Lisa Anthony	Program Coordinator
Edith Alhambra.....	Assistant Program Coordinator
Sam Guida	Assistant Program Coordinator
Jessica Kohls	Assistant Program Coordinator
Pamela Yaeger	Assistant Program Coordinator

THE MISSION

of the California State Parks is to provide for the health, inspiration, and education of the people of California by helping to preserve the state's extraordinary biological diversity, protecting its most valued natural and cultural resources, and creating opportunities for high quality outdoor recreation.



FORMAL TRAINING GUIDELINES

Welcome to formal training, an essential component in your career development.

Since 1969, our Department has been providing a continuously changing number of diverse training programs at its main training facility, the William Penn Mott Jr. Training Center, and other locations including Marconi Conference Center. The Department strives to enhance your learning and job performance with formal training of the highest quality.

Our Department's dedication to training is only one aspect of its commitment to you and to the public. This commitment is costly and represents an important investment in you and your career. You and the Department realize a return on that investment by your positive participation in formal training itself and post training follow-through.

The program you will be participating in is described in this training syllabus, which outlines what you can expect from this training and what is expected of you. This syllabus details what you should do before you leave for training; what to do when you arrive; what you will be doing while in training; and, importantly, what you should be able to do when you return to your work site. Specifically:

1. **SYLLABUS:** The syllabus is now accessible on the Employee Training Management System (ETMS). Your copy of this syllabus is an important part of your training experience and should be brought with you to training. Read it before you arrive and review it following the program along with material you received at training.
2. **PRE-TRAINING ASSIGNMENTS:** Your completion of pre-training assignments is essential to the success of your training. You are responsible for all reading assignments in preparation for classroom sessions. Time will be provided during working hours to accomplish any assignments which involve either individual or group efforts and resources.
3. **TRAVEL:** Arrange your travel to and from the training site through your District or Office. (No reimbursement for travel expense – including per diem costs – will be approved for travel not specifically authorized in advance by the District Superintendent).

Individuals may claim reimbursement for incidental expenses incurred as outlined in DAM 0410.6. The Mott Training Center does not have the capability to provide transportation to/from Monterey Airport.

The cost of your travel (airfare, mileage, rental car, etc.) is paid by your District or Office **to** and **from** the location of training.

4. HOUSING: Housing will be assigned to you on a shared-room basis and will be available from 3:00 p.m. on the date of arrival to 11:00 a.m. on the date of departure. The Department provides your room and board expenses at Deer Haven Inn only. No per diem allowance will be authorized for living off-grounds. This does not preclude living off-grounds at your own expense. Advise the Training Consultant no later than one week before your scheduled arrival if you plan to live off-grounds. No animals are permitted in housing. In the event of an emergency, staff must know your room assignment; therefore, you may not switch rooms without staff approval. Overnight guests are not allowed. Quiet hour is 10:00 p.m.
5. **ENROLLMENT OR HOUSING CANCELLATION POLICY:** To cancel participation in a course, the participant must have their District Superintendent or Section/Office Manager send an email to the Training Specialist assigned to the course requesting to remove the participant. If you do not need lodging or must change or cancel your reservation for lodging, you must contact the Mott Training Center or Training Consultant assigned to the course at least 2 weeks prior to your date of arrival. Lodging, registration, and associated fees will be charged to the employee's District or Section/Office if a training cancellation is received with less than two weeks' notice.

The Mott Training Center is committed to ensuring that the reservation that has been made for you is accurate and needed.

6. MEALS: Meals provided, semi-cafeteria style, from dinner on the date of arrival through lunch on the date of departure. Meals served at 7:15 a.m. for breakfast, 12:00 noon for lunch, and 6:00 p.m. for dinner. Hot or box lunches may be provided on some days. If you require a special diet, contact the Training Consultant Sara M. Skinner to request the Asilomar Dietary Restriction form no later than two weeks prior to the course start date. The Training Consultant will forward the form to the appropriate Asilomar Conference Grounds staff.

In order to assist participants with limited mobility, Asilomar provides a shuttle to and from the dining hall. Contact either Asilomar staff upon check-in, or Mott Training Center staff upon your arrival, for instructions on arranging a transport.

7. SMOKING: Smoking not permitted in the Mott Training Center or in any lodge or guest room on the Asilomar Conference Grounds.

8. **TRAINING CENTER:** The Mott Training Center is located on Asilomar Conference Grounds, part of Asilomar State Beach. The Conference Grounds are operated for our Department by a concessionaire. All lodging and food services are provided to us by employees of the concessionaire. Constant efforts are made to maintain a sound, harmonious working relationship between the Department and concessionaire. None of us can expect preferential treatment for any reason and, as a departmental employee; you will be expected to join in our continuing effort toward an effective relationship with each Asilomar concession staff member. On occasion, non-departmental groups may be staying in the same lodges. It is imperative that you represent the Department well on and off duty.
9. **REGISTRATION:** When you arrive at Asilomar Conference Grounds, proceed directly to the front desk at the Asilomar Administration Building for your dining room tickets. If you require vegetarian meals, notify the front desk representative and your meal ticket will be marked accordingly.
10. **COURSE LEADERS:** The formal training you will attend is developed and, for the most part, conducted by experienced State Park employees in field and staff positions. Some courses will be conducted by qualified instructors from other agencies and educational institutions. Your course leaders have proven their ability and knowledge in their profession, and provide a level of expertise difficult to match.
11. **TRAINING SECTION STAFF:** Sara M. Skinner is your Training Consultant and has been assigned the responsibility for your training group. That staff member usually serves as a Course Leader as well as a Coordinator. During the program, you may be asked to assist Training Section Staff in the logistics of your training program (organizing field trip transportation, supervising classroom breaks, etc.).

Training Section Staff will do all within their power to make your training experience pleasant and meaningful.
12. **TRAINING MATERIALS:** May be made available to you at both your unit and the Mott Training Center. Handout materials issued at your unit should be brought to training for possible use. A conference binder or notebook will be issued to you at the training session for note taking and convenience in handling materials. Copies of DAM and DOM will be available to you for self-study. Bring your own pens and pencils.
13. **ATTENDANCE:** Regular attendance is a critical course requirement and your participation is important to the success of this training. An absence of more than 10% of the course hours constitutes grounds for dropping a participant from the course. The Department Training Officer may modify this requirement based upon participant knowledge level and/or the portion of the course missed. All absences, except those of an emergency nature, must be approved in advance by the Training Consultant.

14. TELEPHONE: Limit phone calls during classroom hours to urgent business or emergencies. Anyone wishing to contact you by telephone during working hours should call the Center at (831) 649-2954. Calls after 5:00 p.m. or during weekends should be made to (831) 372-8016, Asilomar Conference Grounds, and the caller should tell the switchboard operator you are with a California State Parks training group. **Note: There are no longer pay telephones outside of the Mott Training Center. There are pay telephones located at the Asilomar Administration Building.**
15. POST-TRAINING ASSIGNMENTS: In connection with formal training are to be completed under the direction of your supervisor.
16. COFFEE BREAK REFRESHMENTS: Will be available throughout each session. You will be asked to contribute to the "Hospitality Fund" to defray expenses. Bring your own coffee cup.

PROGRAM ATTENDANCE CHECKLIST / PRE-TRAINING ASSIGNMENTS

To assist you in your preparation for formal training session at the William Penn Mott Jr. Training Center, the following list is provided:

- _____ 1. Read the Volunteer Coordination program syllabus prior to your arrival at Mott Training Center.
- _____ 2. Arrange your travel through your Unit/District Office.
- _____ 3. **Complete the pre-training assignments.**
- _____ 4. Bring the following with you to training:
 - Program syllabus
 - Uniforms are not required. Appropriate business attire.
 - Reusable coffee mug, refillable water bottle, notepaper, pens, and pencils

PRE-TRAINING ASSIGNMENTS

Reading assignments (#1 and #2 attached end of syllabus):

1. VIPP Guidelines
2. Assessments and Recommendations for the Volunteers in Parks Program
3. Volunteer Webpage - https://www.parks.ca.gov/?page_id=886

If you have any questions or need assistance, contact Training Consultant Sara M. Skinner at (831) 649-2961 or Sara.Skinner@parks.ca.gov.

POST-TRAINING ASSIGNMENT

Prior to ninety days after the completion of this program, the employee and his/her supervisor should discuss the impact and assess the effectiveness this program has had on the employee.

The post-training evaluation process is intended to provide a bridge between classroom instruction and the on-the-job application of training. The information obtained through this process will assist the employee, supervisor, and Training Section in providing a return on the training investment to the Department.

VOLUNTEER COORDINATION GROUP 29 AGENDA

March 4-8, 2019

Monday

March 4

1500 REGISTRATION: *Check-in at the Asilomar Administration Building*

Tuesday

March 5

0800-0810	Introduction to Training	Skinner
0810-0900	Welcome and Course Overview	Weber/Young
0900-0930	Headquarters Update	Jaromay
0930-1030	Organizational Structure: The Volunteers in Parks Program	Weber/Young
1030-1200	VIPP Policy: Legal Issues	Lynch
1200-1300	Lunch	
1300-1400	Legal Issues (continued)	Lynch
1400-1500	Volunteer Management: Better Impact Database	Young
1500-1600	Co-ops and VIP: Working with Co-ops and Maintaining Separation	Rogowski
1600-1640	Co-ops and VIP (continued)	Rogowski
1640-1700	Q&A and Driver Assignments for Off-Site Learning Excursion	Weber/Young

Wednesday

March 6

0800-0830	Off-Site Learning Excursion: Travel to Point Lobos SNR	
0830-1130	Examination of a Model Program: Point Lobos SNR	
1130-1200	Return to Asilomar	
1200-1300	Lunch	
1300-1430	Human Rights	Comas
1430-1530	DPR Policy: Accessibility	Stora
1530-1700	DPR Policy: Risk Management	Tucker

Thursday

March 7

0800-1100	Coordinating your VIPP: Volunteer Registration	Wilson
1100-1200	Question and Answer	Weber/Young
1300-1530	Panel Discussion – Scenarios – Finding Solutions	Elliott/McMenamy Green/Hammack
1530-1630	Public Safety	Elliott/McMenamy
1630-1700	Question and Answer	Weber/Young

VOLUNTEER COORDINATION GROUP 29 AGENDA

March 4-8, 2019

Friday

March 8

0800-0810	Opening and Question and Answer	Weber/Young
0810-1000	Volunteer Recognition and Energizing Volunteers	Merritt
1000-1130	Volunteers in Action: Point Sur Lighthouse Volunteer Program Overview	John and Carol O'Neil
1130-1200	Closing: The Week in Review	Weber/Young/ Skinner

VOLUNTEER COORDINATION GROUP 29

Program Purpose and Performance Objectives

Purpose: To provide background and orientation on Department policies and procedures that influence and guide the Volunteers in Parks (VIP) Program.

Performance Objectives: By the close of the session, participant will

1. Describe the background and value of the Volunteers in Parks Program to California State Parks.
2. Demonstrate understanding of the complexities of the VIP Program; possess knowledge of the tools and resources available to volunteer coordinators.
3. Identify successful volunteer programs within and outside the Department.

TRAINING ORIENTATION

Purpose: To provide general orientation to ground rules, attendance procedures and introduction to the Volunteers in Parks Program, in order for participants to gain the full benefits of the training.

Performance Objectives: By the close of the session, participant will

1. Be presented with an overview of the Volunteer Coordination training objectives and expectations.

HEADQUARTERS UPDATE

Purpose: To brief the class on the latest developments impacting the Volunteers in Parks Program and how those developments may effect class participants.

Performance Objectives: By the close of the session, the participant will

1. Describe the Headquarters role in facilitating the VIPP.
2. Identify the VIPP's new home after the transition.
3. List the ways that HQ will increase VIPP tools for the field in regards to new recognition tools, database, docent manuals, updated Guidelines (provide overview of Transformation Assessment and Recommendations for VIP).

ORGANIZATIONAL STRUCTURE: THE VOLUNTEERS IN PARKS PROGRAM (VIPP)

Purpose: To provide an overview of Volunteers in Parks Program (VIPP), its history and value to the Department. Explain the Volunteers in Parks Program Guidelines. Define organizational structure of VIPP, discuss the 2018 VIPP Report.

Performance Objectives: By the close of the session, participant will

1. Identify the Volunteers in Parks Program Guidelines as the handbook of policies and procedures for managing the Department's volunteer programs.
2. List the mission, history, legal authority, and qualitative and quantitative value of the Volunteers in Parks Program.
3. Demonstrate familiarity with the organizational structure of the VIP Program, including the roles and responsibilities of volunteer coordinators at the headquarters, district, sector and unit levels.
4. Identify volunteer passes, Poppy Award, and Volunteer Medallion, and the appropriate forms and narrative for each.

LEGAL ISSUES

Purpose: To provide an overview of significant legal issues guiding and influencing the VIP Program.

Performance Objectives: By the close of the session, the participant will

1. Describe the California State Government Volunteers Act as the legal authority of the VIP Program.
2. Define the legal requirement that volunteers are not intended “to supplant and replace regular public employees.”
3. Describe workers’ compensation insurance coverage and tort liability and how they affect volunteers in the VIP Program.
4. Identify the differences between the California Government Torts Claims Act and the California Good Samaritan Law as applied to the VIP Program.

VOLUNTEER MANAGEMENT: BETTER IMPACT DATABASE

Purpose: To provide information on how the new volunteer management database works, and to discuss how to apply it to unique needs with each volunteer program.

Performance Objectives: By the close of the session, the participant will

1. Describe the new database for tracking volunteer activity.
2. Demonstrate how to use the new database.

COOPERATING ASSOCIATIONS AND VIPS: WORKING WITH CO-OPS AND MAINTAINING SEPARATION

Purpose: To provide information about the benefit of working with cooperating associations (co-ops), best practices for working with co-ops, and present Department policies and rationale regarding the separation of these two related, but distinct programs.

Performance Objectives: By the close of the program, participant will

1. Identify best practices for working with cooperating associations.
2. Identify the rationale for separate management of the two programs.
3. Describe the different roles of staff, DPR volunteers and cooperating association volunteers.
4. Describe the role of the Cooperating Association Liaison (CAL) and how the Volunteer Coordinator differs from the CAL.

OFF-SITE LEARNING EXCURSION: POINT LOBOS STATE NATURAL RESERVE

Purpose: To provide an overview of a Point Lobos State Natural Area's volunteer program as an example of a complex State Park volunteer program.

Performance Objectives: By the close of the session, the participant will

1. Describe the Point Lobos SNR docent program.
2. Define the Point Lobos SNR docent program's recruitment, training, and recognition.
3. Identify the meaning of volunteer engagement versus volunteer management.
4. Describe the typical duties of docents within the park.

HUMAN RIGHTS

Purpose: To familiarize class participants to equal employment opportunity policies and how they apply to volunteers.

Performance Objectives: By the close of the session, the participant will

1. Describe policies and laws and how they relate to volunteers.
2. List the EEO challenges specific to volunteers.
3. Identify options when EEO concerns arise.
4. Demonstrate the reporting procedures.
5. Describe how volunteers represent the Department and its values.

DPR POLICY: ACCESSIBILITY

Purpose: To provide Volunteer Coordinators with information that will ensure that VIPP-related meetings, programs and services are offered and provided for in an accessible and welcoming manner.

Performance Objectives: By the close of the session, the participant will

1. Identify characteristics of barrier-free volunteer recruitment, promotional activities and volunteer-conducted programs and how to apply them to a park's VIPP.
2. Describe where to locate departmental policy, guidance, resources and tools to provide accessible volunteer and park visitor experiences.
3. Identify the differences between various types of service animals.

DPR POLICY: RISK MANAGEMENT

Purpose: To present information on Department policies and procedures related to reducing risks and accidents associated with volunteer activities.

Performance Objectives: By the close of the session, the participant will

1. Apply the Department's policies of risk management and strategies for reducing on-the-job accidents and injuries to volunteers.
2. Describe the statistics associated with accidents by volunteers.
3. Identify the procedures for reporting accidents involving volunteers.

COORDINATING YOUR VOLUNTEERS IN PARKS PROGRAM (VIPP): VOLUNTEER REGISTRATION

Purpose: To identify the individual needs for development of duty statements, and the specific forms and procedures governing registration, confidentiality, and live scan checks.

Performance Objectives: By the close of the session, the participant will

1. Demonstrate knowledge of appropriate registration forms, including the Volunteer Service Agreement and Duty Statement, and registration procedures for specific types of volunteers.
2. Define what confidential information is and how the Information Practices Act and Public Records Act affect volunteer registration.
3. List the policies and procedures regarding the Essential Functions Health Questionnaire.
4. Identify the process for development of a duty statement.
5. Describe the policies and procedures for short term volunteers in special events and activities, such as living history events, and coastal clean-up days.

PANEL DISCUSSION: DISCUSSING SCENARIOS AND FINDING SOLUTIONS

Purpose: To allow new volunteer coordinators to learn from subject matter experts in the volunteer coordination field by sharing scenarios and discussing solutions.

Performance Objectives: By the close of the session, the participant will

1. Identify methods, tools, and other resources for solving unique and/or difficult situations in their volunteer program.

PUBLIC SAFETY

Purpose: To present information on Department policies and procedures related to public safety and volunteer activities.

Performance Objectives: By the close of the session, the participant will

1. Describe the volunteer activities that require criminal and medical background checks, and familiarity with procedures for conducting those checks.
2. Identify the Department's policies on use of firearms, state and private vehicles and equipment, and procedures for volunteer reimbursement of travel-related expenses.

VOLUNTEER RECOGNITION AND ENERGIZING VOLUNTEERS

Purpose: To share information on motivation and recognition programs and techniques that enhances volunteer productivity and retention.

Performance Objectives: By the close of the session, the participant will

1. Identify the recipe for retaining volunteers.
2. Identify and develop meaningful formal and informal recognition plans for volunteers.

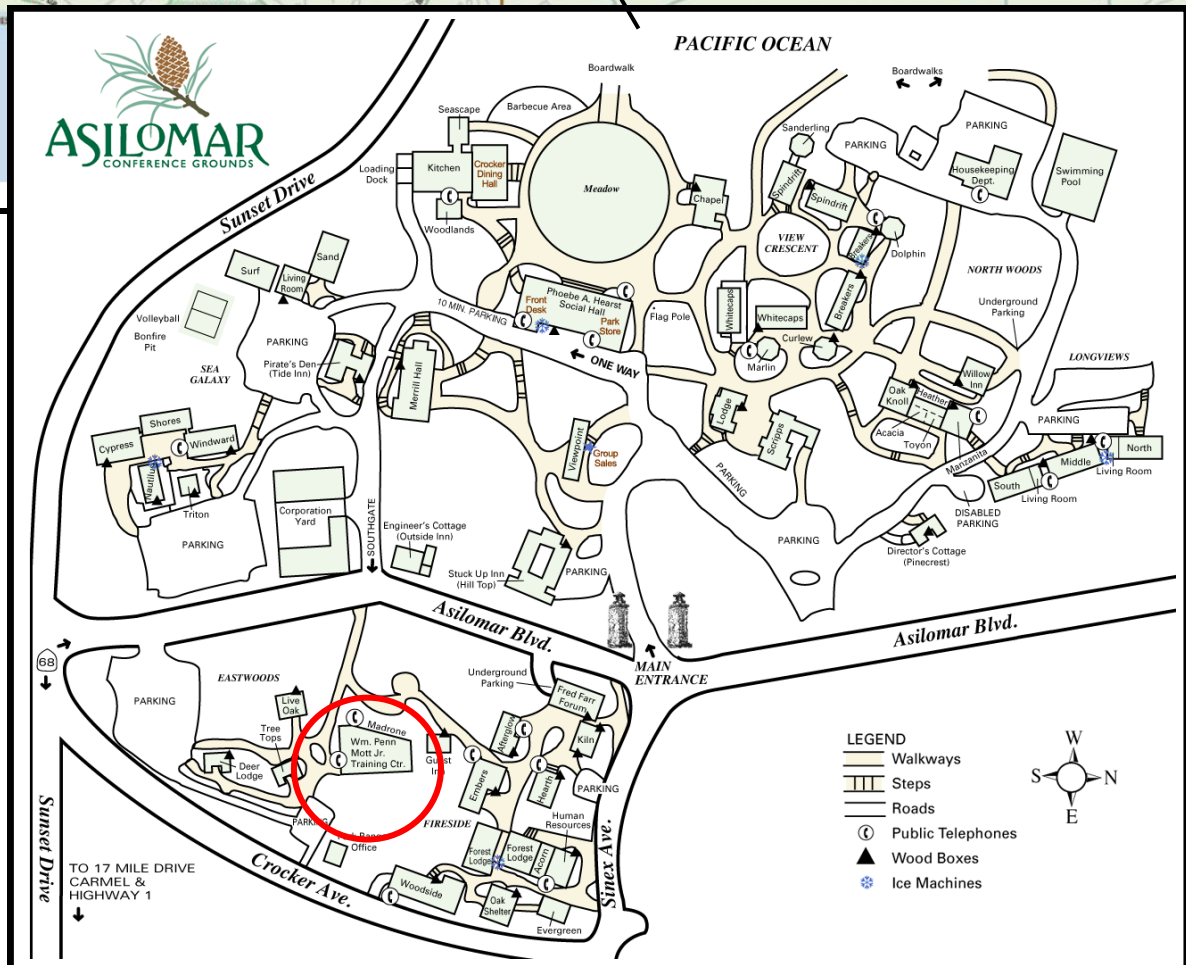
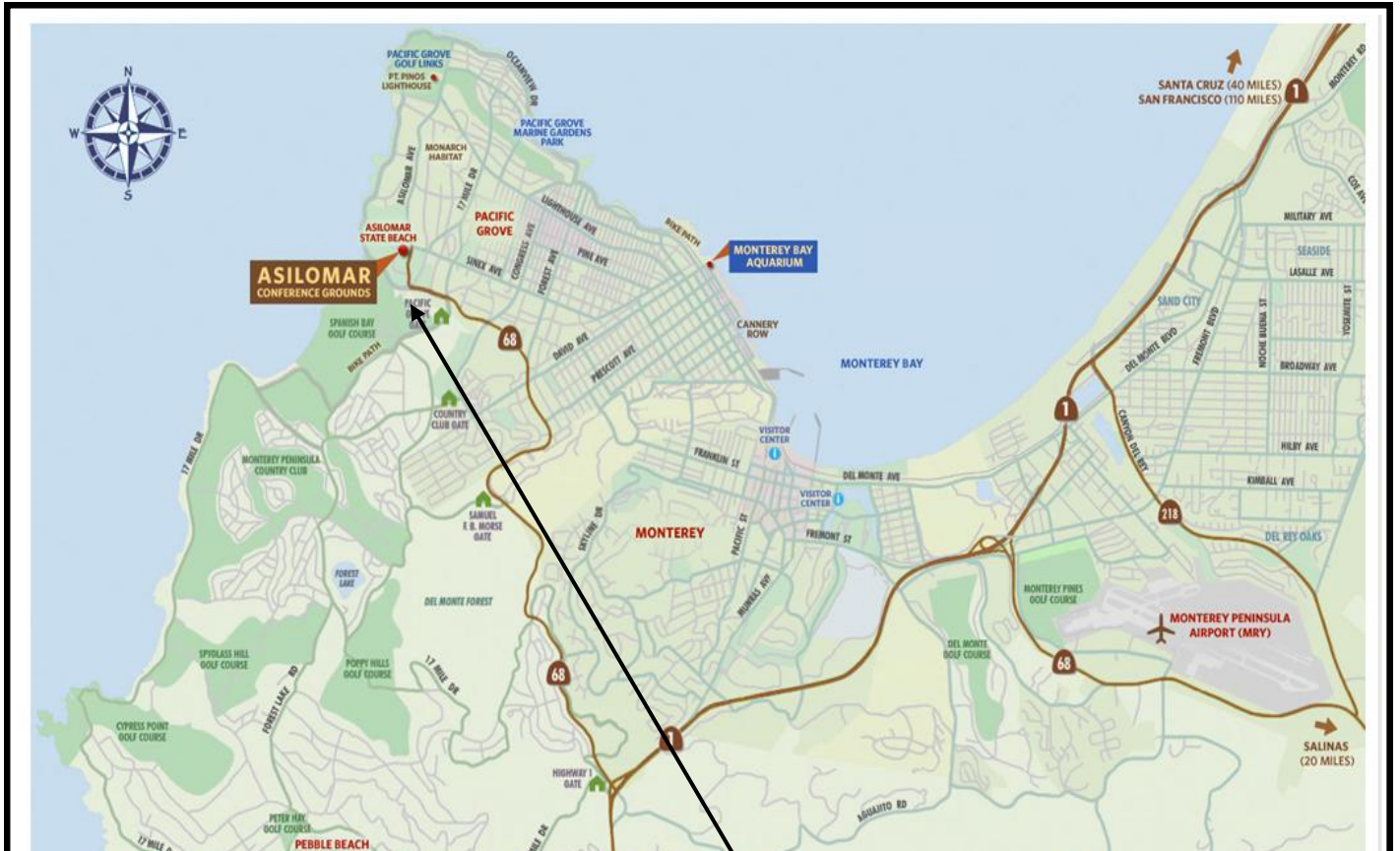
VOLUNTEERS IN ACTION: POINT SUR LIGHTHOUSE VOLUNTEER PROGRAM

Purpose: To highlight a California State Parks volunteer program.

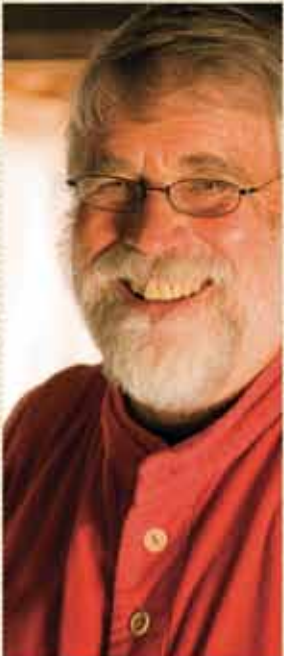
Performance Objectives: By the close of the session, the participant will

1. Describe the Point Sur State Historic Park volunteers in parks program.
2. List the challenges of cooperating association volunteers and park volunteers working in the same park.
3. Identify the various duties of the volunteers.
4. Describe the successes in this volunteer program.

Training Center, 837 Asilomar Blvd., Pacific Grove, CA 93950



Volunteers in Parks Program Guidelines



PUBLISHED BY
California State Parks
Interpretation and Education Division
2012



Volunteers in Parks Program Guidelines

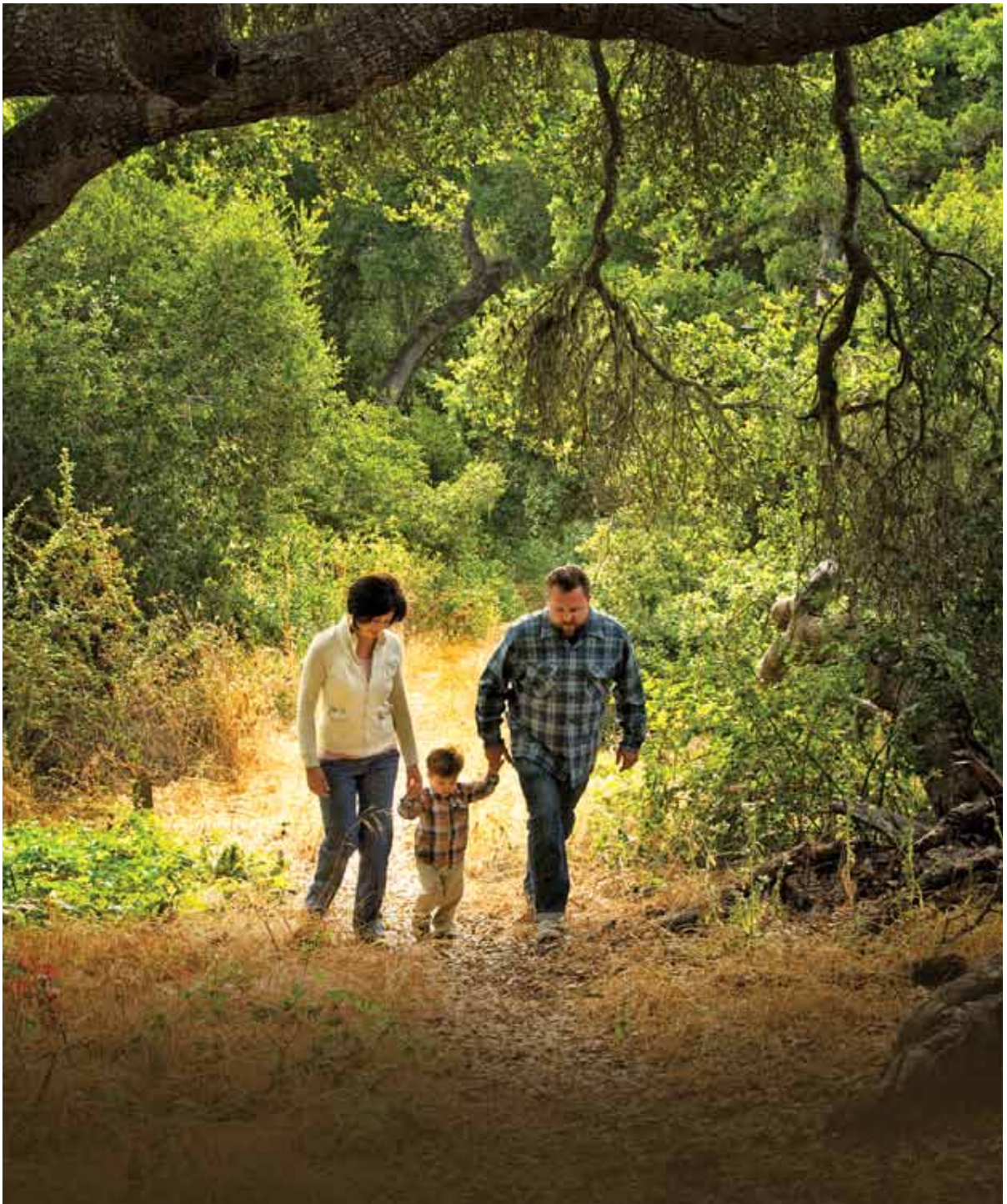
California State Parks
Interpretation and Education Division
Sacramento, California
2012



© 2012 California State Parks

California State Parks supports equal access.
This publication can be made available in alternate formats.
For information call: (800) 777-0369
(916) 653-6995, outside the U.S.
711, TTY relay service
www.parks.ca.gov

Questions about this handbook or request for copies should be directed to:
Interpretation and Education Division
California State Parks
PO Box 942896, Sacramento, CA 94296-0001
Phone: (916) 654-2249
interp@parks.ca.gov



The mission of California State Parks is to provide for the health, inspiration and education of the people of California by helping to preserve the state's extraordinary biological diversity, protecting its most valuable natural and cultural resources, and creating opportunities for high-quality outdoor recreation.

ACKNOWLEDGEMENTS

The 2012 update of Volunteers in Parks Program Guidelines was prepared by Margo Cowan, Volunteers in Parks Program Coordinator, Interpretation and Education Division, Department of Parks and Recreation (DPR). Sincere thanks and acknowledgements are given to the following individuals for their contributions.*

Brian Baer	Photographer, Interpretation and Education Division
Diane Barclay	Park Interpretive Specialist, Interpretation and Education Division
Carol Cullens	Research Writer, Interpretation and Education Division
Maria Heilpern	Volunteer, Interpretation and Education Division
Wil Jorae	Museum Curator II, DPR Photographic Archives
Janice Kelley	Graduate Student Assistant, Interpretation and Education Division
Lorissa Kemper	Graphic Designer III, Interpretation and Education Division
Cate Murphy	Associate Editor of Publications, Interpretation and Education Division
Corinne Nelson	Office Technician, Interpretation and Education Division
John Palmer	Senior Photographer, Interpretation and Education Division
Brock Patel	Business Services Officer III, Business Services Section
Tad Perez	Graphic Designer III, Interpretation and Education Division
Donna Pozzi	Chief of Interpretation and Education Division, DPR
Dana Schnabel	Graphic Designer II, Business Services Section
Carlos Tapia	Digital Print Operator II, Business Services Section
Ingrid van Dijk	Office Technician, Interpretation and Education Division
Victoria Yturalde	Staff Park and Recreation Specialist, Interpretation and Education Division

The Interpretation and Education Division also extends its appreciation to all members of the manuscript review committee, headquarters and field staff, and the staff of the Distribution and Reproduction Center for their assistance in the production of this publication and its contents.

* Classifications and divisions reflect the positions held by these individuals at the time of publication.

USING THE VOLUNTEERS IN PARKS PROGRAM GUIDELINES

This handbook is designed to assist California State Parks staff in managing volunteer programs. Specifically, Superintendents and Volunteer Coordinators should refer to the policies and procedures for guidance in developing and implementing volunteer programs in their units. The Departmental Operations Manual (DOM), the Departmental Administrative Manual (DAM), and Departmental Notices provide additional information.

The Volunteers in Parks Program Guidelines is divided into four sections:

Introduction describes the Volunteers in Parks Program (VIPPP) and places citizen involvement in park operations in historical, legal, qualitative and quantitative perspectives.

Managing a Volunteer Program offers guidance and suggestions on establishing a program, including recruiting, selecting, training and acknowledging volunteers.

Program Policies explains departmental policies, guidelines, and legal requirements for managing volunteer programs. Also included is a section on Cooperating Associations and Volunteers. This section states policy regarding public benefit corporations under contract with the Department for the purpose of supporting and furthering California State Parks' interpretive and educational services to park visitors.

Appendices contain samples of required and optional forms, and other reference materials that may be helpful to volunteer program managers.

VOLUNTEERS IN PARKS PROGRAM GUIDELINES

CONTENTS PAGE

Using the Volunteers in Parks Program Guidelines	i
Volunteers in Parks Program and State Government Volunteers Act.....	xi

INTRODUCTION

Historical Background of Volunteer Service	1
The Value of Volunteers	1
Volunteers in Parks 1995-2010	2
Legal Authority	3
Volunteers in Parks Program Description	3
Definition of a California State Parks Volunteer.....	3
Recruitment Policy	3
Volunteer Opportunities	4
Specialized Volunteer Programs	4
Docents	4
Camp and Park Hosts	5
Patrol Units.....	5

MANAGING A VOLUNTEER PROGRAM

Chapter 1: Starting a New Program

1.1 Staff Support	7
1.2 Problem Identification	7
1.3 Starting Small	8
1.4 Needs Assessment	8
1.5 Duty Statement.....	8
1.6 Work Environment.....	10

Chapter 2: Recruitment

2.1 Finding the Right Volunteers	11
2.2 Screening Volunteer Applicants	13
2.3 The Interview Process	13
Preparing Interview Questions	13
Pre-Interview.....	14
Opening the Interview.....	14
Conducting the Interview.....	14
Closing the Interview	15
Reference Checks.....	15
Placement	15
Notification	15

Chapter 3: Registering Volunteers

3.1 Designated Department Representative	17
3.2 Duty Statement Preparation	17
3.3 Volunteer Service Agreement	17
3.4 Processing Confidential Information	18
3.5 Adult Individual Volunteers	19
Short-term Individual Adult Volunteers.....	19
Long-term Individual Adult Volunteers	20
Active and Inactive Status.....	21
3.6 International Volunteers	22
3.7 Juveniles	22
Registration.....	22
Parental/Guardian Permission and/or Presence	23
Supervision	23
Limitations	24
3.8 Students	24
Registration.....	24
Short-Term	24
Long-Term	24
Service-Learning	24
Community Service.....	25
Extracurricular/Independent.....	26
Student Interns.....	26
3.9 Groups of Volunteers	26
Organized Groups	26
Registration.....	26
Insurance Requirements.....	27
Certificate of Insurance.....	27
General Liability Coverage	27
Endorsements	28
Informal Groups.....	28
Registration.....	28
3.10 Court Referrals	28
3.11 Department Employees and Family Members	28
Department Employees.....	28
Former Department Employees	29
Family Members of Department Employees	30
3.12 Conditional Appointments	30
3.13 Evaluation of Volunteers	30
3.14 Separation Procedures and Documentation	31

Separation.....	31
Termination.....	31
Documentation.....	31
Returning VIPP Passes.....	31
Exit Interview.....	31
3.15 Chart: Summary of Volunteer Registration Forms.....	33
3.16 Chart: Registration Forms Flowchart.....	36
Chapter 4: Orientation and Training	
4.1 Orientation.....	37
4.2 Training.....	38
Chapter 5: Keeping the Program Running Smoothly	
5.1 Program Leadership.....	39
5.2 Assessment and Review.....	39
5.3 Problem Solving.....	40
Chapter 6: Rewarding Achievement	
6.1 Recognition and Motivation.....	41
6.2 Other Awards and Programs.....	42
PROGRAM POLICIES	
Chapter 7: Types and Eligibility of Volunteers (Chart)	
Charts.....	43
Chapter 8: Organizational and Reporting Structure	
8.1 Volunteer Programs Coordinator.....	51
8.2 Division Chief/District Superintendent/Section Manager.....	51
8.3 District Volunteer Coordinator.....	52
8.4 Sector or Unit Volunteer Coordinator.....	52
8.5 Volunteer Supervisor.....	52
8.6 Volunteer Lead Person.....	52
8.7 Annual Program Activity Reports.....	53
VIPP District Activity Report.....	53
VIPP Statewide Activity Report.....	53
Chapter 9: Camp and Park Hosts	
9.1 Camp and Park Hosts.....	55
Host Coordinator.....	55
Registration.....	55
Time Limits.....	56
Vehicle Registration.....	56
Hours of Service.....	57

Chapter 10: Public Safety Volunteers

10.1 Patrol Units 59
 Designated Department Representative 59
 EMS Training and Certification 59
 Registration 60
 Recommended Training Requirements 60

Chapter 11: Background Checks

11.1 Medical Background Checks 61
 Essential Functions Health Questionnaire 61
 Medical Condition and Physical Limitation 61

11.2 Criminal History Checks 62
 Consent of Volunteer 62
 Payment of Fees 62

Chapter 12: Workers’ Compensation Insurance and Tort Liability

12.1 Workers’ Compensation 63
12.2 Tort Liability 64
12.3 Liability Questions 64

Chapter 13: Risk Management

13.1 Policies 65
13.2 Strategies 66
13.3 Procedures for Reporting Accidents 66

Chapter 14: Intellectual Property and Social Media

14.1 Intellectual Property 69
 Department Rights and Policy 69
 Copyright for Original Work Created Jointly 70
 Visual Media Consent (DPR 993) 70
 Electronic Media 70
 Department Logo 70

14.2 Social Media 71
 Volunteers and Other Department Representatives 71

Chapter 15: Use of Firearms, Vehicles and Equipment

15.1 Firearms/Ammunition, Use of 73
15.2 State Vehicles, Use of 73
15.3 Privately Owned Vehicles, Use of 74
15.4 Private Vehicle Insurance 74
15.5 Vehicle Accidents, Procedures for Reporting 75
15.6 State Equipment, Use of 75
15.7 Personal Property, Use of 76

Chapter 16: Travel Expense Claims and State Housing	
16.1 Travel Expense Claims	77
16.2 State Housing and Facilities	77
Chapter 17: Volunteer Uniforms	
17.1 Volunteer Patch	79
17.2 Volunteer Name Badge	80
17.3 Volunteer and Camp Host Caps and Visors	80
17.4 Optional Uniform Attire Provided by District or Volunteer	81
17.5 Period Attire	81
Chapter 18: Volunteer Recognition	
18.1 Complimentary Park Passes	83
District Passes	83
Statewide Passes	84
18.2 Ordering, Processing and Issuing Passes	84
Ordering Volunteer Passes	84
Issuing District and Statewide Passes	84
Issuing 200-Hour Passes Mid-Year	84
18.3 Volunteer Use of District and Statewide Passes	85
VIPPS Statewide Pass	85
VIPPS District Pass	85
18.4 Chart: Awards and Honors	87
Chapter 19: Funding Sources for Volunteer Programs	
19.1 Volunteer Enhancement Program	91
19.2 Cooperating Associations	91
19.3 California State Parks Foundation	92
19.4 The Ranger Lane Volunteer Fund	92
Chapter 20: Cooperating Associations and Department Volunteers	
20.1 Cooperating Association Liaison (CAL)	93
20.2 Cooperating Association Members and Volunteers	94
20.3 Cooperating Association Members as Department Volunteers	94
20.4 Complimentary Park Passes	94
Day Use Pass (DPR 903A)	94
VIPPS Statewide Pass (DPR 208E)	94
APPENDICES	95
Appendix A: General Information	
“A State Park System is Born”	

“Special Considerations in Engaging Students as Volunteers”

Duty Statements (Samples)

Campground Host
Docent
Mountain Bike Patrol
Trail Maintenance Volunteer
VIPP Program Assistant

Resource Information

Organizations
Publications
Books
Periodicals
Online Resources

Tax Benefits of Volunteerism

Appendix B: Departmental (DPR) Forms

DPR 139 Supply Order
DPR 145 Accountable Documents Requisition and/or Inventory
DPR 161 Equipment Operator Qualifications Card
(Order from DPR Warehouse using DPR 139)
DPR 175 Employee State Property/Equipment Issue Record
DPR 183 Project Evaluation
DPR 208 Volunteer Service Agreement
DPR 208B Volunteer Group Services Agreement
DPR 208C Parental/Guardian Permission for Juvenile Volunteers
DPR 208CC Parental/Guardian Permission for Juvenile Volunteers
(Co-Sponsored Events)
DPR 208D Volunteer Confidential Information
DPR 208E Volunteers In Parks–Statewide Pass
DPR 208F Volunteers In Parks–District Pass
DPR 208G Special Project or Activity Sign-In
DPR 208GG Special Project or Activity Sign-in (Co-Sponsored)
DPR 208H State Parks Volunteer Application
DPR 208I Volunteer Medallion Nomination
DPR 208J Poppy Award Nomination
DPR 208K Volunteer Service Agreement Checklist
DPR 308A Record of Passes Issued
DPR 593 Use of Criminal Justice Information
DPR 615 Employee's/Volunteer's Notice of Pre-Designated Physician
DPR 883 Pre-Employment Arrest/Conviction Disclosure Statement
DPR 954 Self Identification and Certification

DPR 967A	Director's Special Commendation Award
DPR 993	Visual Media Consent
DPR	Universal Access Award Information
DPR	Universal Access Award Nomination

Appendix C: Standard (STD) Forms

STD 204	Payee Data Record (with Supplemental Form DPR 88)
STD 261	Authorization to Use a Privately Owned Vehicle on State Business
STD 262A	Travel Expense Claim
STD 268	Accident Report (Other than Motor Vehicle)
STD 270	Vehicle Accident Report
STD 689	Oath of Allegiance
STD 910	Essential Functions Health Questionnaire
INF 254	Government Agency Request for Driver License/Identification Record Information
BC II 8016	Request for Live Scan Service

Appendix D: Volunteer in Parks Program (VIPP) Forms

VIPP	Annual Program Activity Report
VIPP	Orientation Checklist
VIPP	Performance Evaluation
VIPP	Exit Interview
VIPP	Poppy and Volunteer Medallion Awards (sample language)
VIPP	International Volunteer Application

Appendix E: Legal/Administrative References and Department Policies **State Laws**

Government Codes §3110 through §3119.5: CA State Government Volunteers Act
California Department of Industrial Relations: Child Labor
California Family Code 7002, 7122: Emancipation of Minors Law
California Labor Code §1720.4: Public Works
California Vehicle Code §4000.4: Registration Required: Primary Use
California Vehicle Code §17150, §17151: Liability of Private Owners
State Administrative Manual (SAM) §2420: Motor Vehicle Liability
Self-Insurance Program
State Administrative Manual (SAM) §2455: Motor Vehicle Accident Reporting
and Investigation

For complete text of legislation and administrative policies and procedures, refer to www.dpa.ca.gov/general/publications/manuals/flsa9402.shtm and www.leginfo.ca.gov.

Department Policies

Department Administrative Manual (DAM) 0215.3: Employment/Pre-Employment Criminal History Checks

Department Administrative Manual (DAM) 0250.10: Nepotism Policy
Department Administrative Manual (DAM) §1260: Employee Vehicle Accident Prevention

Department Administrative Manual (DAM) §1265: Vehicle Operation Policies and Procedures

Departmental Notice 96-26: Receipts, Tickets and Passes Accountability
Departmental Notice 97-42: Complimentary Passes

Departmental Notice 2002-08: Equal Employment Opportunity Policy
Departmental Notice 2010-03: Social Media

Department Operations Manual (DOM) 0907: Intellectual Property
Department Operations Manual (DOM) 0908.3-908.4: Volunteers in California State Parks

Department Operations Manual (DOM) 2200: Department Housing &
DOM Memo 129: Camp and Park Host Length of Occupancy

Department employees may access departmental manuals and notices on the Department share drive (N) or Intranet.

Volunteers in Parks Program and the California State Government Volunteers Act

“The spirit of citizen initiative and self-reliance that has prevailed throughout the United States for over the past two centuries needs to be recognized and fostered whenever possible in meeting the basic human needs in the state.” -- Government Code 3112(b)

Passage of the 1978 *California State Government Volunteers Act* (hereafter referred to as the Volunteers Act) granted state agencies the authority to use volunteers, with responsibility to provide adequate staff support, establish certain rules, and ensure that volunteers and staff understand their duties and responsibilities within this framework.

California State Parks' Volunteers in Parks Program adheres to the spirit and the language (Government Code 3110-3119.5) of the Volunteers Act. This includes fostering a *“spirit of citizen initiative and voluntary action among businesses, industries and individual citizens in the community,”* as well as identifying *“untapped human, technical, and material resources that can be mobilized for the public good through citizen initiative and voluntary action.”* (GC 3117a, c) It involves the recruitment, acceptance, and training of volunteers who will *“augment, but not replace, staff.”* (GC 3116)

In compliance with the Volunteers Act, all volunteers are required to adhere to DPR and Volunteers in Parks Program policies. Volunteers shall undertake no actions within any park property or identify themselves as representatives of the Department or the State of California without prior approval from the district superintendent, headquarters division chief, or designee.

The following chapters detail Volunteers in Parks Program policies as developed in accordance with DPR policy, the Volunteers Act, the California Fair Labor Standards, and other Department and State policy codes. Refer to Appendix C for the full text of Government Code 3110-3119.5, and other legal references.

INTRODUCTION

Historical Background of Volunteer Service

California State Parks volunteers follow a proud tradition of direct citizen-voluntary action in support of public parks that dates back to the 19th century. Beginning in the mid-1860s, when concerned citizens helped establish Yosemite as California's first state park, volunteers have never wavered from protecting park resources and serving the needs of visitors. A brief history of California State Parks is found in Appendix A—General Information.

Today, Californians enjoy one of the largest and most popular park systems in the world. The diversity and beauty of California's state parks attract more than 70 million visitors annually, challenging park managers to seek innovative ways of providing needed maintenance, educational programs and operational support. Volunteers are integral to the successful operation of our state parks.



The Value of Volunteers

The reasons why people volunteer for California State Parks are as numerous as the types of work they do. Some thrive on interacting with people, while others prefer working alone. Volunteering provides many individuals the opportunity to engage in favorite activities or to learn something new. People often volunteer their career-related skills, while others prefer doing jobs entirely different from their everyday work. Whatever the reasons behind volunteering, a common motivation is the satisfaction of performing a needed job and doing it well.

Enabling citizens to be involved actively with California State Parks programs increases public support for state parks and helps individuals better understand management decisions. Volunteers can enhance existing programs or begin new projects at a minimal



cost to taxpayers. They can provide service on a temporary, intermittent basis or through long-term assignments. Volunteers come from a variety of backgrounds and often bring abilities and expertise that is not otherwise available to the Department.

Groups of volunteers may be recruited for projects that relate to their specific organizational goals and interests. For example, volunteer projects can be designed to fulfill requirements for school credit or scout merit badges. Short-term projects requiring large numbers of people, such as trail restoration and maintenance, or assisting with special events, are best accomplished using volunteer groups. An advantage is that groups have their own leadership and infrastructure, and generally maintain their own workers' compensation and liability insurance.

In 2010, over 33,000 volunteers gave more than one million hours of their time, talents and energies to California State Parks. Volunteers provided an equivalent value of nearly \$24 million in support for state park programs and projects, based on the nationally accepted volunteer hour equivalent of \$21.36 per hour in 2010. The chart below highlights the numbers of volunteers and the hours they contributed to state parks over the past fifteen years.

Volunteers in Parks - 1995 – 2010

Year	Number of Volunteers	Hours Contributed	Economic Value
1995	11,882	885,524	\$11.5 million
2000	12,289	921,250	\$14.4 million
2005	16,609	950,430	\$17.1 million
2010	33,759	1,118,261	\$23.8 million

The commitment of time and service that volunteers give to California State Parks enriches the visitor experience and is a source of personal value to the volunteers themselves.

Legal Authority

The California State Government Volunteers Act (Government Code §3110 through 3119.5), signed into law in 1978, recognized the value of volunteerism to state government and all of California.

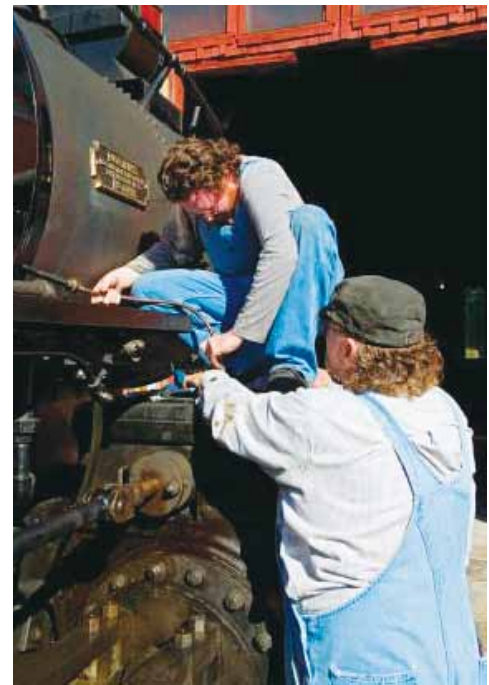
The Department developed the Volunteers in Parks Program (VIPPP) in compliance with the Act. A summary of legislative authority is found in Appendix E: Legal/Administrative References.

Volunteers in Parks Program Description

The Volunteer in Parks Program provides an organized, efficient, cost-effective, and legally based approach to managing a wide range of volunteer activities in California State Parks.

Definition of a California State Parks Volunteer

A California State Parks volunteer is an individual under the direction of Department personnel who, of his or her own free will and without compensation or financial gain, contributes goods or services to assist California State Parks in the accomplishment of its mission. Volunteers are not considered employees within the legal meaning of the term and do not have the same rights as employees.



Recruitment Policy

Volunteer recruitment adheres to the Department's equal opportunity employment policy, stating that California State Parks will "provide a discrimination-free work place by recruiting, employing, promoting, and retaining qualified individuals regardless of age, race, sex, color, national origin, creed, religion, political affiliation, ancestry, disability, medical condition (cancer and genetic conditions), marital status or sexual orientation." (Departmental Notice 2002-08)

The Department is not obligated to accept or retain any person who volunteers his or her services. The relationship between a volunteer and California State Parks must be one of mutual benefit. Each volunteer must be given a specific, identified task and must be able to perform safely and adequately the work that he/she is assigned. Supportive interaction and communication among volunteers, and between staff and volunteers, contribute to a healthy and active volunteer program.

Volunteer Opportunities

Individuals in the Volunteers in Parks Program perform a variety of duties that assist staff and enhance services. Traditionally, volunteers are associated with an individual park unit, providing a variety of visitor-related services under the guidance of park staff. Today, volunteers also work with staff at district offices and headquarters, performing administrative duties. Volunteers assist with many activities throughout the State Park System, including:

- Interpretation for Visitors
- Education Programs for School Groups
- Living History
- Nature Walks
- Trail Construction and Maintenance
- Beach Cleanup
- Native Plant Enhancement
- Exotic Plant Removal
- Caring for Collections
- Park Equipment Maintenance
- Marketing
- Special Events
- Fundraising
- And much, much more...!



Specialized Volunteer Programs

Specialized volunteer programs are found throughout California State Parks. These programs generally require formal training and/or a specific time commitment from the prospective volunteer. Specialized programs include the following:

Docents

Docents are volunteers who interpret for visitors the cultural, natural, and recreational resources of state parks. Individuals who enroll in docent programs embark upon a rigorous course of study and training that provides a strong foundation of expertise regarding the varied resources of each park unit. To that foundation the docent is encouraged to add his or her unique, individual approach and experiences. One of the more rewarding and challenging aspects of being a docent is the opportunity for ongoing education.

Camp and Park Hosts

Hosts are recruited to be visible representatives of the Department at campgrounds and day-use areas. They temporarily reside on site, performing volunteer duties that include encouraging compliance with park rules and regulations (they do not perform actual law enforcement duties), collecting fees when authorized, performing light janitorial duties, and furnishing information and assistance to park visitors. In addition to standard campground operations, Camp Hosts may also assist with a variety of other responsibilities, including children's programs, visitor centers and museums, and maintenance. As with all volunteers, Hosts work under specific agreements and duty statements, and must receive orientation and training to perform their duties. The park unit's supervisory staff oversees the Host program. The Volunteers in Parks Program Camp and Park Host Handbook provides detailed information regarding the program.

Patrol Units

Opportunities for volunteers who own horses, mountain bikes, personal watercraft or off-highway vehicles include:

1. Trail safety patrols that augment regular state park ranger patrols
2. Providing information and assistance to park visitors
3. Interpreting at museums and presenting educational programs
4. Providing first aid and other emergency assistance
5. Maintaining trails within park units



Chapter 1

STARTING A VOLUNTEER PROGRAM

This section offers practical advice and guidance on how to create and organize a Volunteers in Parks Program.

1.1 STAFF SUPPORT

Staff in all park functions—visitor services, maintenance, and administration—are essential to the success of a well-managed and cost-effective volunteer program.

The District Superintendent has the role of encouraging each park employee to be aware of the associated demands and great potential of a successful volunteer program.



1.2 PROBLEM IDENTIFICATION

If you can't identify the problem, then it's impossible to know when or if you've found the right solution.

The staff at each park unit is responsible for:

- Improving public service,
- Protecting resources, and
- Increasing public awareness of the importance of state parks to society, the economy, and individual well-being.

Follow these six steps of the basic problem-solving process to determine if a volunteer program would help meet your park needs and responsibilities:

1. Identify the problem.
2. Analyze the problem.
3. Generate potential solutions.
4. Select and plan the solution.
5. Implement the solution.
6. Evaluate the effectiveness of the solution.

1.3 STARTING SMALL

Use the problem-solving process to make positive changes incrementally. No change should be viewed as a one-time answer to an identified problem, because there will usually be more than one solution. Even new volunteer programs have procedures to develop and problems to resolve. The best strategy is to begin with small volunteer projects and expand the program as Department staff and volunteers become familiar with their duties.

1.4 NEEDS ASSESSMENT

A needs assessment is a formal investigation of how volunteers can serve a park and what types of volunteer skills are needed. Include all park staff in an ongoing evaluation of the volunteer program. A well-managed volunteer program has the potential to increase the effectiveness of public services, as well as to create unanticipated demands upon staff time and funding.

Department policy states that volunteers cannot be used to replace permanent staff—only to support and assist staff with their responsibilities.

A volunteer needs assessment should include a list of all the desired tasks, projects or activities. Identify the following needs in your assessment:

1. Tasks currently performed by staff where assistance is needed;
2. Tasks not performed by staff members; and
3. Staff activities, which might be performed by volunteers when staff is off-duty.

Follow these steps in conducting a needs assessment:

- Review your list: the list should be both comprehensive and specific, including everything from emptying trash cans to processing the mail.
- Rank the items according to the commitment of time required on the part of staff to train and supervise volunteers. Include tasks or projects that require specific training or skills not found in existing staff.
- Establish priorities based on the park unit's needs and the level of support available.

1.5 DUTY STATEMENT

The District Superintendent shall delegate a District Volunteer Coordinator or designated representative to develop clear and concise duty statements for each volunteer position or function. The duty statement must outline specific volunteer duty responsibilities, performance standards, and supervisory chain of command.

A duty statement typically includes the following items:

1. Title
2. Purpose
3. Duties/Responsibilities
4. Skills/Qualifications
5. Time commitment
6. Training
7. Reporting
8. Benefits the volunteer can earn

A well-written duty statement will clearly identify:

1. Tasks the volunteer will perform;
2. Time commitment required for each task;
3. Skills and knowledge needed to do a job safely and effectively;
4. Training needs—initial and ongoing—to meet performance standards; and
5. Supervisory chain of command from “top brass” all the way to the volunteer and the person or position to whom the volunteer reports.

A single standard duty statement may be written for a number of volunteers when several volunteers are needed for a specific job. For example, a standard duty statement could be used to detail the responsibilities, the supervisory chain of command, and the performance standards for camp hosts at all park units within a district, as long as the duties and standards are the same at each park.



Attach the duty statement to the individual's Volunteer Service Agreement (DPR 208), or reference on the appropriate form if the duty statement is used for several volunteer positions.

Sample duty statements are included in Appendix A.

1.6 WORK ENVIRONMENT

A positive work environment helps create a feeling of cooperation and mutual respect between volunteers and staff.

Create and maintain a good working environment by:

- Being friendly;
- Greeting volunteers by name;
- Thanking them—and, most importantly,
- Treating them with respect.

Each volunteer should be made to feel comfortable and aware of any written and unwritten “ground rules” in effect. Share and rotate monotonous assignments among volunteers so trained and qualified individuals won't become bored with their tasks.

Provide, if possible, the following amenities for volunteers:

1. Break room (which may be shared with staff);
2. Place where volunteers can store valuables such as purses and jackets;
3. Parking spaces; and
4. Night escort to the parking lot, if requested.

Some volunteers might feel uncomfortable asking for such conveniences, so it is better to provide information about these services during the initial orientation.

CHAPTER 2

RECRUITMENT

2.1 FINDING THE RIGHT VOLUNTEERS

Delay recruitment until the preliminary structure of the volunteer program is completed, including the following:

- Duty statements are prepared;
- Volunteer facilities and assignments are designated;
- Program supplies are obtained; and
- Training needs are identified.

Once you begin recruiting, be patient and persistent, particularly in the initial stages. As time goes on, the volunteers themselves will spread the word and become some of your best resources for increasing the park's volunteer corps.

The most effective way to recruit volunteers is by personal contact. Simply ask them. Recruiting opportunities abound:

- Local community volunteer centers, which specialize in locating and placing volunteers
- Community club meetings
- Church gatherings
- Professional societies
- Senior citizen groups
- Shopping malls
- Conferences and fairs
- Media outlets, including participating in local talk shows, placing PSAs in newsletters, local newspapers and radio/TV stations, etc.
- Volunteer programs run by private businesses, industries, or state and federal agencies



Students and youth are excellent volunteers. Check on college campuses through clubs, student unions, college websites and on-line social networks, college newspapers, and job placement centers. Contact professors who teach courses in natural resources, archaeology, history, recreation, anthropology and other park-related subjects. High school and elementary-school-age volunteers can be found through teachers, principals, guidance counselors and clubs. Reach special-interest groups, such as off-highway vehicle clubs, local hiking clubs, Boys and Girls Clubs and scouting troops through active members, websites, and social media.

You can reach a great number of people using such tools as:

- Social media such as Twitter, Facebook, Google Plus, YouTube
- Internet sites, such as VolunteerMatch, Volunteer Centers of California, Hands On Network, and Take Pride in America
- Flyers and posters
- Newsletter articles
- CD, video, or slide shows
- Email blasts

On all communication, include a specific contact person, telephone number, Internet and email address.

Note: General information about volunteer opportunities in California State Parks is found on the Department's home page www.parks.ca.gov. Advertise your park or unit volunteer program by contacting the Statewide Volunteer Programs Coordinator.



2.2 SCREENING VOLUNTEER APPLICANTS

Proper screening, interviewing, and placement are essential to program success. *Do not feel compelled to accept everyone who walks through the door.* Screen all potential volunteers properly in order to ensure that their impact is positive for you, the park, and the public.

Effective duty statements and recruitment make screening easier. The State Park Volunteer Application (DPR 208H) provides the basic data needed to interview and select volunteers.

Remember: It is Department policy that screening shall not be based on the applicant's race, color, creed, national origin, ancestry, sex, marital status, disability, religious or political affiliation, age, or sexual orientation. (Departmental Notice 2002-08)

2.3 THE INTERVIEW PROCESS

The objective of an interview process is to identify the most qualified person to fill a position. The interviewer must plan very carefully to conduct an interview that elicits the information needed to judge each candidate's qualifications for specific assignments. Every interview has the following stages:

Preparing the Interview Questions

When developing questions for an interview, ask yourself two very important questions:

1. Will the question elicit an answer that could screen out minorities or members of one gender, or disqualify a significantly larger percentage of one particular group over any other group?
2. Is the information you are requesting really needed to evaluate the applicant's competence or qualifications for a specific assignment?

Interview questions can be either of two types: *open-ended* or *closed ended/restricted*.

1. **Open-ended** questions are designed to encourage the applicant to provide additional information about a certain subject. They might include the following:

- Tell me, how would you...?
- What did you like best about...?
- Why are you interested in being a volunteer?

2. **Closed-ended/Restricted** questions tend to elicit short answers: yes, no, or a brief response:

- Can you work the required two days per month?
- Are you available to work on Tuesday afternoons?
- Do you have computer experience?

Using a combination of question types is generally the best way to conduct an interview.



Pre-Interview

Before the interview, take time to review the questions that will be asked, the duty statement, and the potential volunteer's application form. Remember to relax, because the interviewer is often as nervous and self-conscious as the applicant. Give the applicant an opportunity to review the duty statement. Choose a location for the interview that is comfortable and free from interruptions.

Opening the Interview

Make every attempt to establish rapport with the volunteer and make him or her feel at ease. Welcome the applicant, introduce everyone on the panel, and provide a brief overview of your volunteer program.

Conducting the Interview

A critical issue in interviewing is listening to what the candidate has to say. Allow the volunteer to answer questions free from interruption. This is a two-way interview. Invite questions, comments, and concerns so both parties will have the information needed to make a decision whether or not the volunteer is right for the position and the position right for the volunteer. Be sure to ask the same questions of all volunteers who apply for a specific job. Additional questions may be asked of specific individuals in order to clarify or amplify a point. Give the potential volunteer a chance to ask questions, too.

Closing the Interview

Being concise and upbeat is an important part of closing the interview. Explain to the potential volunteer what the next steps will be and thank the applicant for his or her interest and effort.

Reference Checks

Ask for references and be sure to check them particularly if the work your volunteer will be doing is sensitive, such as working with money, certain administrative documents, or with children.

Placement

Placement of a volunteer should be based on the information gathered in the screening process. Placement must be done with the consensus of both the volunteer and the supervisor.

Notification

Be sure to inform prospects who were not selected for volunteer positions. If possible and appropriate, find another volunteer opportunity for them to consider.

CHAPTER 3

REGISTERING VOLUNTEERS

3.1 DESIGNATED DEPARTMENT REPRESENTATIVE

Designated Department representatives—defined as Division Chiefs, District Superintendents, Section Managers, or their designees (the district or unit Volunteer Coordinators)—must register applicants prior to their starting service. Proper screening, interviewing, and placement of volunteers are essential program elements required in Government Code Section §3119. All applicants shall be afforded appropriate confidentiality protection as outlined in section 3.4, “Processing Confidential Information.”

3.2 DUTY STATEMENT PREPARATION

The unit, sector, or district Volunteer Coordinator shall prepare a duty statement for each volunteer position and ensure that volunteers understand their duties and responsibilities before beginning service. A single duty statement may be used for a particular category of volunteers, such as docents or camp hosts. **A duty statement must be attached to the Volunteer Service Agreement (DPR 208, Appendix B), clearly indicating the tasks to be performed, time requirements, reporting authority, performance standards, training, and skills required.**

Development of duty statements is further discussed in Chapter 1: “Starting a Volunteer Program.” Sample duty statements are found in Appendix A. (See note: above)

3.3 VOLUNTEER SERVICE AGREEMENT (VSA)

The Volunteer Service Agreement (DPR 208) is the standard registration document used for long-term volunteers. It addresses the following issues:

- The agreement must be mutually acceptable and may be cancelled at any time, with or without cause.
- Workers' compensation insurance coverage will be provided for injuries sustained in the scope of the volunteer's assigned duties.
- Tort liability issues will be addressed on a case-by-case basis.
- Intellectual property created by a volunteer while acting as a Department volunteer will belong to the Department.
- The volunteer will grant the Department the unrestricted right to copyright photographs taken of the volunteer while he/she is in service to the Department.

- Expense reimbursement by the Department will be authorized only when approved in advance by the designated Department representative and mentioned in the duty statement. Claimants must complete an Oath of Allegiance (STD 689, Appendix C) prior to submitting a reimbursement claim.
- It is not necessary to complete the VSA annually, however information on the form must be kept current.

The Volunteer Service Agreement may be modified by written consent of both parties to address exceptional circumstances at specific park units. To obtain this consent, Volunteer Coordinators should contact the statewide VIPP Program Coordinator prior to modifying the document. The Chief of the Interpretation and Education Division must approve any modification.

3.4 PROCESSING CONFIDENTIAL INFORMATION

Confidential information includes a person's social security number, date of birth, driver's license or identification number, phone number, address, physical description, education, medical, or other similar information that is sensitive in nature.



Personal information collected by the Department from volunteer applicants is subject to both the Information Practices Act and the Public Records Act. In general, personal information is considered confidential and should be protected to the same extent as similar information contained in Department personnel records for employees and job applicants, unless disclosure or other handling is required by the applicable laws.

Registration documents containing confidential information should be forwarded to and retained by the designated Division/District/Sector Personnel Officer. Generally, only staff that normally has access to employee personnel files should be given access to a volunteer's personal information. However, a Volunteer Coordinator who does not normally have access to personnel files may have access to a volunteer's confidential information to the extent necessary to perform his or her duties as Volunteer Coordinator. The designated Department representative shall determine the appropriate extent to which a Volunteer Coordinator may have access to a volunteer's confidential information.

Any questions about disclosure, including Public Records Act requests, should be addressed to the Legal Office.

3.5 ADULT INDIVIDUAL VOLUNTEERS

A volunteer is registered and managed as an adult if he/she is over the age of 18 or is a legally recognized emancipated minor.

Short-Term Individual Adult Volunteers

Short-term individual adult volunteers are registered using the Special Project or Activity Sign-In (DPR 208G). For projects/events sponsored jointly by the Department and the California State Parks Foundation (CSPF), a Special Project or Activity Sign-In for CSPF Joint Events (DPR 208GG, Appendix B) is used.

The designated Department representative should take the following steps when registering short-term individual volunteers:

1. Ensure that the disclaimer information on the Special Project or Activity Sign-In is available to all volunteers, either as handouts or copies posted in central locations.
2. Instruct each volunteer to read the disclaimer information on the Special Project or Activity Sign-In form.
3. Read aloud to the prospective volunteers, either individually or as a group, the entire disclaimer text printed on the Special Project or Activity Sign-In form.
4. Instruct each volunteer to print and sign his/her name on the sheet.
5. Address questions from participants.

Long-Term Individual Adult Volunteers

A volunteer who serves more than three days is considered a long-term volunteer and is registered using the Volunteer Service Agreement (DPR 208). A duty statement must be signed and dated by both the volunteer and the designated Department representative and kept on file with the VSA. An Essential Functions Health Questionnaire (STD 910, Appendix C) is required of all long-term volunteers. A criminal history check using a Request for Live Scan Service (BCII 8016, Appendix C) may be required depending on the volunteer's duties, such as working alone with juveniles or handling state funds.



Long-term volunteers from one park, who serve a short-term assignment at another park for interpretive activities or other special events authorized by the Volunteer Coordinator, retain their long-term volunteer status and workers' compensation insurance coverage. Scheduling and other details of reciprocal service should be arranged cooperatively between districts.

The designated Department representative should follow these procedures to register long-term individual volunteers:

1. Have the volunteer complete the top portion and the Emergency Notification section of the Volunteer Service Agreement (DPR 208).
2. The volunteer's social security number, driver's license number, and date of birth should be requested only if required, such as for a criminal history or driving record check. Refer to Chapter 11, "Background Checks."
3. Registering volunteers
4. Review the Volunteer Service Agreement with the volunteer, including work location

and duty statement.

5. Have the volunteer sign the Volunteer Service Agreement to be countersigned by the designated Department representative. Note: If a background check is to be done, the Department representative should not sign the Volunteer Service Agreement until the health and background checks are completed.
6. Attach the duty statement to the Volunteer Service Agreement.
7. Provide a copy of the Volunteer Service Agreement and the duty statement to the volunteer.
8. Utilize the periodic evaluation summary to record the volunteer's performance and to document changes in the volunteer's assignment.

Active and Inactive Status

Each district or individual park unit will establish formal standards for the minimum number of hours that a volunteer must work to remain on active status. In many cases, 6 to 8 hours per month is a reasonable minimum time commitment. If the required time standard is too small, you will spend significantly more time (and money) scheduling coverage. If your required standard is higher, such as 24 to 32 hours per month (common in many larger museums), you will schedule fewer people to cover your shifts, but you may encounter more difficulty in finding and retaining enough volunteers willing or able to make such a time commitment.

Once a standard for active status is determined, the designated Department representative during the initial interview process will inform each volunteer of the minimum time requirement, and will include the requirement in the duty statement as well. Setting a minimum time is important as it impresses upon potential volunteers, up front, their need to commit a certain amount of time each week or month, and thus makes it less likely they will drop out once training is completed.

The District Volunteer Coordinator, at the request of the unit volunteer coordinator, may place a volunteer on inactive status for a predetermined length of time if the volunteer fails to meet the established time requirement for active status. Inactive status also may be granted for reasons such as failing to complete initial or ongoing training, or through a written notice in which the volunteer states that he/she is unable to fulfill the required time obligation.

When a volunteer requests a return to active status, he/she must reapply in writing to the District Volunteer Coordinator or designee, who determines if the request will be granted. Return to active status is not guaranteed, as district or unit volunteer needs may have changed. If return to active status is approved, all volunteer registration documents must be reviewed and updated as needed. Reorientation or program training may also be necessary.

3.6 INTERNATIONAL VOLUNTEERS

Citizens of countries other than the United States may serve as volunteers for California State Parks provided they meet all requirements for entry into the United States. In most cases, international adult and student volunteers apply for a J1 or B2 visa and must show proof of medical insurance. All students whose volunteer services are directly tied to their university studies also must provide Form I-120.

Canadian citizens are not required to have a visa to enter the U. S. provided they have documentation, such as a passport, that complies with the Western Hemisphere Travel Initiative (<http://www.getyouhome.gov>).

The process for entry into the United States can be involved and lengthy. It is recommended that volunteers contact their local branch of the U.S. Embassy or Consulate to ensure they are current on all travel requirements. Volunteers are responsible for having documentation in place **prior to the start of their service** with California State Parks.

California State Parks requires, as well, that international volunteers submit the following registration materials:

1. State Parks Volunteer Application (DPR 208H, Appendix B)
2. VIPP International Volunteer Application
3. Proof of valid driver license and driving record in good standing.
4. LiveScan fingerprinting services for Camp Hosts and other security-sensitive positions (i.e. handling money, working alone with children, etc).

Once accepted into the VIPP Program, international volunteers are governed by the same policies and procedures as other volunteers.

For current information related to international visitors/volunteers, refer to the U.S. Department of State's Visa Services website: <http://travel.state.gov/visa>, and the Canadian Border Services Agency: <http://www.cbsa.gc.ca>.

3.7 JUVENILES

Juveniles are defined as individuals under the age of 18, with the exception of emancipated minors who register and serve as adult volunteers. Juveniles may serve as volunteers provided the Department has written consent on file from a parent or guardian.

Registration

Individual juveniles must complete the Volunteer Service Agreement (DPR 208) and the Parental/Guardian Permission (DPR 208C, Appendix B). Juveniles who are siblings may

be registered on a single Parental/Guardian Permission. Groups of juvenile volunteers are registered using the Group Volunteer Services Agreement (DPR 208B, Appendix B), and must attach a roster of all participants with names, addresses, and phone numbers.

Parental/Guardian Permission and/or Presence

The district shall determine minimum age requirements for specific tasks, hours of service and when a parent or guardian presence is required. Parental/Guardian Permission is required except when an organized group assumes responsibility for obtaining parental/guardian permission and registers the group using the Volunteer Group Services Agreement. A supervisor or program leader must approve the Parental/Guardian Permission. Work permits are recommended, although not required.

Juveniles who arrive in a state park with adults who are not their parents or legal guardians shall not be allowed to participate in volunteer activities without the written permission of a parent or legal guardian.

Supervision

Adult supervision must be provided throughout the time period in which a juvenile volunteer is performing his/her service. It is recommended that the adult supervisor be a park staff member or docent/volunteer. Park staff and docent/volunteers grasp the Department's mission, policies and procedures; they have the skills and training needed to respond to any issues that may arise during the juvenile volunteer's time of service.



In the case of organized groups of juvenile volunteers (i.e. school groups, service organizations, Boy/Girl Scouts, etc.), supervision typically includes park staff as well as any chaperones accompanying the group.

Limitations

Labor law regarding juveniles does not currently refer directly to volunteer activities. However, state and federal labor standards concerning workers under the age of 18 must be followed (California Labor Code 1390-1399; 29 CFR 570):

- Any work considered potentially hazardous to life or limb is prohibited, such as operating a motor vehicle, working on or around machinery, on railroad equipment, or with hazardous chemicals.
- The number of hours juveniles may work during the school year is based on age. Generally, juveniles ages 14 to 17 may work up to 8 hours on non-school days, and 3-4 hours on school days; juveniles ages 12 and 13 may work up to 8 hours on non-school days and, in most cases, are not permitted to work on school days; juveniles younger than 12 years are not allowed to work except in the entertainment industry or in special exempted situations (refer to Appendix E for detailed outline of state and federal child labor laws). Work permits issued by schools to students are recommended.

3.8 STUDENTS

Students from primary through higher education are among the many individuals who volunteer in California state parks. The reasons for volunteering and length of service may vary, but in every case, student volunteers are a valuable source of support for your park.

Registration

Long-term: Students are registered as long-term volunteers using the Volunteer Service Agreement (DPR 208) and will be covered under the Department's workers' compensation and tort liability, subject to case review and acceptance.

Short-term: Students serving as short-term volunteers are governed by policy and registration guidelines for adult or juvenile volunteers as appropriate.

Service-Learning

The Education Commission of the States defines service-learning as “a teaching and learning approach that integrates community service with academic study to enrich learning, teach civic responsibility and strengthen communities.” Primary, secondary, and college level students participate in service-learning activities that meet important State Parks needs and issues. Students develop their activities in collaboration with teachers,

community partners, and park staff. Service-learning activities have a clear connection to the California State academic content standards. State Parks service-learning opportunities include researching and developing interpretive materials, creating exhibits, or assisting with preservation/conservation work or visitor programs. At the graduate level, this type of service may be referred to as an “internship” and may be paid or unpaid (see the section below, “Student Interns”). Typically, service-learning students are managed as long-term volunteers.

(Visit California State Parks’ “Service-Learning” web page for additional information, including the Education Commission of the States’ comprehensive report, Learning That Lasts: How Service-Learning Can Become an Integral Part of Schools, States and Communities. http://www.parks.ca.gov/?page_id=23275)

Community Service

High school students often are required to complete community service hours as part of their graduation requirements. The individual school or school district sets the number of hours and the area of focus (i.e. environmental, arts, literacy, mentoring, etc.). Community service with State Parks includes activities such as volunteering at a historic site, repairing trails, planting trees, or cleaning beaches. Unlike service-learning, community service is not curriculum-based or tied to a specific academic program. Students fulfilling community service hours generally are managed as short-term volunteers.



Extracurricular/Independent

Students also volunteer as part of a youth, church, or service group, or independently based on personal interest in a particular park or cause. For management of groups refer to section 3.9, "Groups of Volunteers." Independent student volunteers are managed as juvenile or adult volunteers, short- or long-term, as determined by the student's age and the nature of his/her volunteer activity.

For additional information regarding management and types of student volunteers, refer to Appendix A and the article, "Special Considerations in Engaging Students as Volunteers".

Student Interns

Internships provide an opportunity for college and high school students to complement academic studies with career-related work experience.

Unpaid student interns are managed as either short- or long-term volunteers, and are accordingly governed by the policy and registration guidelines for each. Supervisors of student interns are generally required to formally evaluate the work performance of students who receive course credit for volunteer work. Work permits issued by schools to students are recommended, although not required.

Paid interns are managed as seasonal employees, not as volunteers. College students whose salaries are paid by a university or an affiliated foundation are covered by workers' compensation through the entity under which they are hired, and are not considered Department volunteers.

3.9 GROUPS OF VOLUNTEERS

Organizations may provide volunteer services to the Department under specific conditions, and must agree to work under the supervision of a designated Department representative. Group volunteers are classified as organized or informal.

Organized Groups

Organized volunteer groups are those affiliated with recognized organizations such as Girl Scouts and Boy Scouts, civic and nonprofit organizations, corporations, or small businesses, and are formally organized under state and federal laws.

Registration: Organized groups must apply using the Volunteer Group Services Agreement (DPR 208B). The group must provide proof of accident insurance for each of its participants, and agree to work under the direction of a specified Department representative. A roster of all participants, with names, addresses, and phone numbers must also be provided. By signing the Volunteer Group Services Agreement, the group

agrees to assume all responsibility for juveniles, including obtaining formal parental/guardian consent for juvenile participation in the group activity. A Department representative must approve the Volunteer Group Services Agreement.

Insurance Requirements:

In addition to a signed Volunteer Group Services Agreement, an organized volunteer group must provide proof of insurance in compliance with the following requirements:

Certificate of Insurance:

The certificate of insurance shall be:

- Written in a form acceptable to the Department;
- Written by an insurer acceptable to the Department;
- Maintained at the sole expense of the group;
- In full force for the complete term of the Volunteer Group Services Agreement;
- Primary, and not in excess to any insurance carried by the Department; and
- Prepared on an appropriate ACORD form or a certified copy of the original policy, including all endorsements.



General Liability Coverage: The group shall procure commercial general liability insurance covering bodily injury, property damage, and personal injury with limits not less than \$1,000,000 per occurrence and \$2,000,000 general aggregate. The policy shall apply separately to each insured against whom any claim is made or suit is brought subject to group's limits of liability.

Endorsements: The following endorsements must appear on the certificate of insurance:

- Cancellation: The insurer will not cancel the insured's coverage without 30 days prior written notice to the Department, except in the case of cancellation for nonpayment of premiums, in which instance the insurer shall give the Department 10 days written notice prior to the effective date of the cancellation.
- Additional Insured: The State of California, its officers, agents, employees and servants are included as additional insured, but only insofar as the operations under this agreement are concerned.
- Premiums: The Department will not be responsible for any premiums or assessment on the policy.

Informal Groups

Informal organizations are those without workers' compensation coverage or accident insurance and may include neighborhood organizations, community support groups, and other groups with common interests.

Registration: Informal organizations must register either as long-term volunteers using the Volunteer Service Agreement (DPR 208) or as short-term volunteers using the Special Project or Activity Sign-in (DPR 208G).

3.10 COURT REFERRALS

Individuals referred by court jurisdictions are not volunteers, and volunteer registration documents are not authorized for use with court referrals. When court-referred individuals are used in state park units, the assigning court authority (city or county) is considered the general employer, with the State of California being the secondary employer. Any contract or Memorandum of Understanding (MOU) with the assigning court should address issues of workers' compensation, tort liability and indemnity, and should be reviewed by the Legal Office. The contract or MOU must acknowledge the liability relationship prior to a court-referred individual beginning work in a state park unit. A division chief may make specific exceptions, in which case the Volunteer Service Agreement (DPR 208) may be used.

3.11 DEPARTMENT EMPLOYEES AND FAMILY MEMBERS

Department Employees as Volunteers

Department employees may volunteer their services, but are prohibited from participating in duties they are paid to perform within the scope of their employment. This includes duties that would appropriately be assigned based on State Personnel Board classification specifications, in addition to those on the employee's duty statement.

The Department may not accept volunteer services that result in layoff or the reduction of hours or services of any existing state employee.

Former Department Employees as Volunteers

A former Department employee may provide volunteer services under the following conditions:

1. The services provided are consistent with those stated in this policy.
2. The former employee has been clearly separated from the Department for at least one full pay period. Note: This requires that actual time worked (ATW) employees and retired annuitants are formally separated from state service, and not just “inactive.”
3. The former employee shall not, to the extent possible, be assigned to volunteer duties that they previously performed or could have performed while employed by the Department.
4. No Department supervisor or manager shall coerce or pressure any former employee to provide volunteer services. A superintendent who accepts volunteer services from a former employee shall inform the former employee that the Department may not provide preferential treatment in any hiring decisions.
5. Volunteers, whether former employees or new hires, shall cease providing volunteer services one full pay period prior to applying for or being hired for any position with the Department.
6. Any former employee now volunteering who is residing in state housing shall be subject to the same lease requirements as any other volunteer residing in state housing.
7. If a former employee offers to perform volunteer services for the Department, the offer shall be referred to the Volunteer Coordinator who shall determine whether to accept the offer. If the Volunteer Coordinator is uncertain whether the Department may properly accept the volunteer services, he/she shall discuss this matter with the respective supervisor.



Family Members of Department Employees as Volunteers

Family members of employees may perform volunteer services for California State Parks, provided they follow all established guidelines. Department employees shall not act as designated representatives in signing the Volunteer Service Agreement (DPR 208) for volunteer services to be provided by their immediate family members.

Refer to DAM Chapter 0200, Personnel, Section 0250.10, Nepotism Policy (Appendix E), regarding placement of and working relationships between people with close personal relationships.

3.12 CONDITIONAL APPOINTMENTS

Processing of health questionnaires and criminal history checks may take from two weeks to two months to complete, depending on whether “expedited” processing (for an extra fee) is selected. In certain cases a volunteer may begin the classroom elements of volunteer training while awaiting final clearance.

The District Administrative Officer or District Superintendent shall determine whether a prospective volunteer is granted a conditional appointment, pending formal approval of their health questionnaire and/or background checks. The District Administrative Officer or District Superintendent shall inform the volunteer that if either the health questionnaire or the background check is not approved, the volunteer’s service to the Department will cease.

If a background check is to be done, the designated Department representative shall not sign the Volunteer Service Agreement (DPR 208) until the prospective volunteer’s health and background checks are complete.

3.13 EVALUATION OF VOLUNTEERS

Volunteers must know when they are successful or need improvement in completing their assignments. Effective evaluation of volunteers should be used to uncover problems and to reward accomplishments during a volunteer’s term of service.

The following policies shall apply to formal evaluation of volunteers:

- Each district superintendent shall develop a plan for evaluating volunteers using the VIPP Performance Evaluation form (a copy is included in Appendix D).
- The unit volunteer coordinator shall provide long-term volunteers an annual formal evaluation noted on the Volunteer Service Agreement (DPR 208), using the volunteer’s duty statement as criteria.

3.14 SEPARATION PROCEDURES AND DOCUMENTATION

Separation

Volunteers may decide to end their service for a wide range of reasons, including the completion of a specific project, relocation to another area, personal or family obligations, or a career/job change. A notation summarizing the reasons for separation, and any letter of resignation, should be attached to the Volunteer Service Agreement (DPR 208), for future reference.

Termination

Either the Department or the volunteer may terminate the Volunteer Service Agreement at any time and without cause. The Department is not required to accept or retain any person who volunteers his or her services. It remains both the prerogative and the responsibility of the District Superintendent/Chief/ Manager to determine whether a specific volunteer or volunteer group is appropriate for the needs and requirements of the Department. If necessary, the supervisor can terminate the agreement if the volunteer repeatedly fails to fulfill his or her responsibilities as specified on the Volunteer Service Agreement and duty statement, if he/she violates Department policies related to discrimination or harassment, or if he/she is not performing satisfactorily. When a volunteer's services are terminated, both the supervisor and the volunteer should sign the Volunteer Service Agreement, although the volunteer's signature is not required.

Documentation and Records Retention

The designated Department representative must complete the separation sections on the lower half of the Volunteer Service Agreement to document the termination. The completed Volunteer Service Agreement and its attached documentation, including the duty statement, must be retained for five years following a volunteer's separation.

If the volunteer intends to use his or her work experience as a means of qualifying for a job either in or outside the Department, the volunteer may request, and the supervisor may provide, a letter verifying the type of work performed.

Returning VIPP District and Statewide Passes

A volunteer must turn in a VIPP District Pass (DPR 208F) upon separation. However, a separated volunteer may retain, for the remainder of the current catalog year, the VIPP Statewide Pass (DPR 208 E), earned for 200-hour service in the previous year.

Exit Interview

An exit interview can be helpful to both the volunteer and Volunteers in Parks Program when an individual terminates service. (See Appendix D for suggested exit interview form.)

3.15 SUMMARY OF REQUIRED VOLUNTEER REGISTRATION FORMS

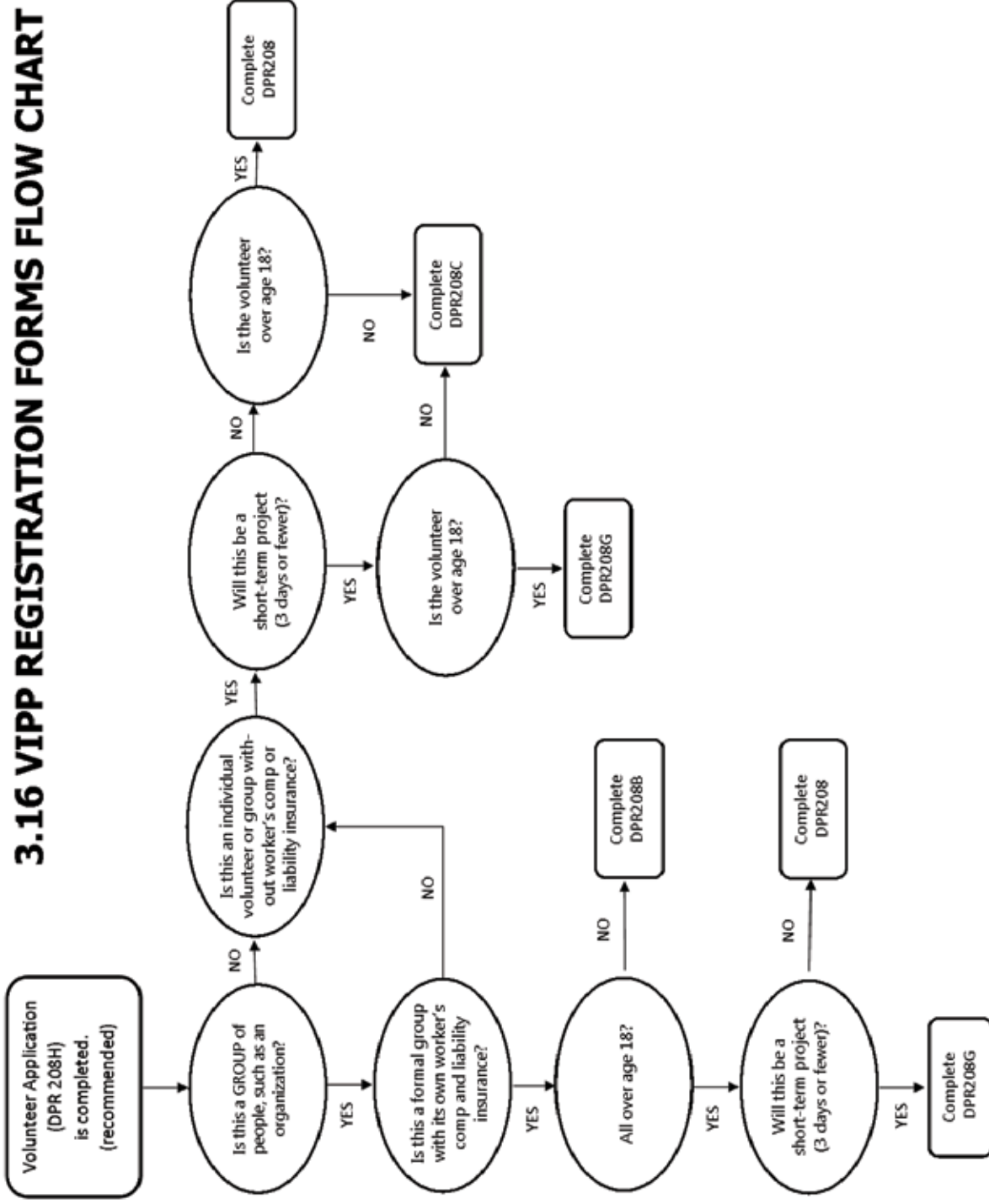
Refer to Appendix B for sample copies of most forms listed here.

Form Number	Title	Use	Purpose
INDIVIDUALS			
DPR 208	Volunteer Service Agreement	Long-term volunteers	Primary registration form; combine with duty statement. Document volunteer evaluation/separation/termination.
DPR 208G	Special Project or Activity Sign-In	Volunteers serving 3 days or less	Do not use for juveniles (individuals under age 18).
DPR 208H	State Parks Volunteer Application	Long-term volunteers; Camp & Park Hosts.	Provides general background and skill information for initial evaluation and appointment.
DPR 615	Employee's Volunteer's Notice of Pre-Designated Physician	Long-term volunteers	Allows pre-designated personal physician to treat volunteer for work-related injury or illness.
DPR 993	Visual Media Consent	Short- or Long-term volunteers	Volunteers agree that Department may use their likenesses in visual media materials.
STD 910	Essential Functions Health Questionnaire	Long-term volunteers; process as confidential document.	Volunteer certifies he/she is able to perform essential functions listed on duty statement.
GROUPS			
DPR 208B	Volunteer Group Services Agreement	Groups/organizations with liability insurance coverage	For either short- or long-term projects and for groups with juveniles
DPR 208G	Special Project or Activity Sign-In	Groups/organizations without liability insurance coverage	For short-term projects only. May not be signed by juveniles. Each participant signs the form.

Form Number	Title	Use	Purpose
<u>GROUPS</u>			
DPR 208C	Parental/Guardian Permission	Juveniles (individuals under age 18) not covered by Volunteer Group Services Agreement	For short- or long-term volunteer programs or projects involving juveniles (except projects/programs covered by Volunteer Group Services Agreement (DPR 208B))
<u>SPECIAL CONSIDERATIONS</u>			
For Camp & Park Hosts and other volunteers whose duties fall within DAM 0215:3: handling sums of money, holding positions of special trust or security, having control over minors, working with interpretive collections, or having access to law enforcement records/communications, etc. Note: if a background check is to be done, the Department representative shall not sign the Volunteer Service Agreement (DPR 209) until the check is complete.			
DPR 208D	Volunteer Confidential Information	Process as confidential document	Volunteer authorizes DPR to perform LiveScan background check.
DPR 883	Pre-Employment Arrest/Conviction Disclosure Statement	Process as confidential document	Volunteer must disclose arrest/conviction information.
BCII 8016	Request for Live Scan Service	Process as confidential document	Department provides ORI Code, 5-digit Mail Code, Agency Billing Number and Agency Identifying (OCA) Number.
If driving is listed on the volunteer's duty statement:			
INF 254	Government Agency Request for Driver's License/Identification Record Information	Form available on Department Share Drive and Intranet	Department provides agency Requestor Code, agency name and mailing address.
STD 261	Authorization to Use Privately Owned Vehicles on State Business	Process as confidential document	For volunteer to use a privately owned vehicle on State business. Valid only for business specifically authorized by the designated Department representative and listed on volunteer's duty statement.
DPR 161	Equipment Operators Qualification Card	Available from DPR Warehouse using DPR 139	To ensure proper training prior to the operation of any State vehicle or equipment

Form Number	Title	Use	Purpose
If volunteer will be reimbursed for travel expenses and per diem allowances:			
STD 204	Payee Data Record	Form available on Department Share Drive and Intranet.	Reimbursement must be specifically authorized by designated Department representative and listed on volunteer's duty statement.
STD 689	Oath of Allegiance	Form available on Department Share Drive and Intranet.	Reimbursement must be specifically authorized by designated Department representative and listed on volunteer's duty statement.
Events Co-Sponsored with the California State Parks Foundation			
DPR 208CC	Parental/Guardian Permission (CSPF Co-Sponsored Events)	Juvonies (under age 18)	For juvenies participating in a short- or long-term volunteer project or program co-sponsored with California State Parks Foundation
DPR 208GG	Special Project or Activity Sign-In (CSPF Co-Sponsored Events)	Volunteers serving 3 days or less	For individuals volunteering on short-term projects or events co-sponsored with California State Parks Foundation, such as Earth Day and Park Champions Program. Must be signed by each participant; not used for juvenies.

3.16 VIPP REGISTRATION FORMS FLOW CHART



CHAPTER 4

ORIENTATION AND TRAINING

4.1 ORIENTATION

Proper orientation will help volunteers feel welcome and gain the most from their volunteer experience. Orientation is not training and should not be used to teach skills or provide volunteers the depth of knowledge they may need to do their jobs. Instead, orientation should address the “where,” “what,” “when,” “why,” and “with whom” of the volunteer’s first assignment, as well as letting the volunteer know where to go for help.

Orientation of a new volunteer is made easier for the immediate supervisor when a “formal” orientation session is held. The volunteer supervisor should use the orientation to:

- Introduce California State Parks and its mission;
- Welcome a volunteer to the park staff and co-workers;
- Provide a detailed outline of the volunteer’s assignment;
- Acknowledge volunteer performance standards;



- Familiarize volunteer with ADA policies and with accessible facilities and features of the park; and
- Inform the volunteer of liability protection and injury compensation under the VIPP Program. (Note: coverage and protection applies only while volunteers are working within the scope defined by their Volunteer Service Agreement (DPR 208) and duty statement).

An orientation checklist for volunteers should be completed and kept with the volunteer's file. (A sample checklist is provided in Appendix D.)

4.2 TRAINING

Taking time to train volunteers is an important investment. A well-trained volunteer provides greater program efficiency and increased job satisfaction among your volunteers.

Volunteer training is an ongoing process consisting of:

1. Initial onsite training: an integral part of an active volunteer program.
2. Periodic refresher training: increases a volunteer's overall effectiveness when incorporated into your program.

When planning volunteer training, consider the following:

- Be as precise as possible in identifying the skills and knowledge to be learned or refined;
- Be as job-specific as possible;
- Be realistic about what you can accomplish during training sessions;
- Involve experienced volunteers and staff;
- Draw on the skills and experiences of all who participate in the training; and
- Look for opportunities to train volunteers and staff together.



CHAPTER 5

KEEPING THE PROGRAM RUNNING SMOOTHLY**5.1 PROGRAM LEADERSHIP**

The goal of a good program leader is to help volunteers feel productive, successful, recognized and rewarded. Volunteers receive no financial gain for their work—their “reward” comes in a feeling of accomplishment and a sense of belonging. Volunteers take pride in their work and in their relationship with California State Parks.

A successful Volunteer Coordinator knows this, and helps keep morale and productivity high by:

- Making volunteers feel wanted and part of the working team;
- Complimenting volunteers for work well done;
- Showing volunteers how their work helps the department achieve its goals;
- Providing volunteers with a visible means of identifying themselves with the department; and
- Recognizing and rewarding volunteers for their contributions.

5.2 ASSESSMENT AND REVIEW

Periodic assessments and reviews of performance provide vital two-way communication between volunteers and their program leaders and supervisors. Frequent, informal evaluations furnish volunteers with feedback on the quality of their work. Such evaluations also enable supervisors to recognize potential program-wide problem areas that may need to be addressed with additional training or other actions.



The Volunteer Coordinator should conduct informal interviews with new volunteers after the first four to six weeks. Use the convenient spaces provided on the back of the Volunteer Service Agreement (DPR 208) to record periodic evaluations. The evaluations can be used as a reference for identifying needed training for current and future volunteers and assignments. Give a written copy of all evaluations to the volunteer.

Allow volunteers to evaluate the VIPP program; they can tell you what is good and what needs to be improved—things you may not necessarily see while working on the “inside.” These volunteer evaluations can occur informally (for example, a suggestion box) or formally (such as during an exit interview or through a survey).

5.3 PROBLEM SOLVING

The Volunteer Coordinator should strive to resolve volunteer conflicts or concerns at the lowest supervisory level possible, and as quickly as possible. If problem-solving measures do not improve the situation, and the volunteer cannot be assigned to another project or task without a repeat of the problem, it may be necessary to terminate his or her services.



CHAPTER 6

REWARDING ACHIEVEMENT

6.1 RECOGNITION AND MOTIVATION

Volunteer recognition, if presented by Department staff on a regular basis and at differing levels of formality, is a strong motivational tool that helps increase volunteer productivity and retention rates. There are many ways to motivate volunteers in addition to the Departmental awards and passes covered under Chapter 18: “Volunteer Recognition.” The following is a partial list of actions to incorporate into your volunteer programs:

- Give constructive feedback to volunteers about their work, formally in a scheduled meeting, and informally on a regular on-the-job basis.
- Provide opportunities for your volunteers to give feedback about the park and the VIPP program. Solicit volunteers' ideas by using a suggestion box, and follow their advice where appropriate. These practices foster two-way communication.
- Have an open-door policy with volunteers. Invite them to drop by and chat, air concerns, or discuss their work.
- Give volunteers opportunities for increased responsibilities (in other words, promotional or advancement opportunities within your volunteer organization).
- Invite volunteers to staff meetings, and encourage them to actively participate.
- Recognize volunteers through formal events. Have an annual Volunteer Day (perhaps during National Volunteer Week in April) to formally recognize volunteers, or schedule formal get-togethers such as banquets, parties, picnics, etc.
- Invite volunteers to lunch, or have a sack lunch day for everyone.
- Let staff know when volunteers are providing an important and valuable service.
- Look for secondary motivations (the individual volunteer's personal agenda), and acknowledge them by providing opportunities to socialize, train for leadership, gain a sense of achievement, etc.
- Grant special privileges to volunteers:
 - behind-the-scenes tours



- o special “invitation-only” events
- o open access to libraries
- Provide variety for volunteers through:
 - o short-term projects
 - o sharing the exciting—and the mundane assignments
- Regularly express the vital needs served by both individual and group volunteer efforts.
- Recognize volunteers informally on a daily basis. Examples: a thank-you after a difficult day, a birthday card, a smile, etc.
- Provide a regular parking space.
- Include a story in the Department newsletter, News & Views, or a local newspaper, telling of a volunteer’s impact on people or programs.
- Recognize paid staff working with volunteers. A recognition system for staff who effectively manage volunteers will go far to maintain good relations between volunteers and staff.
- Make a CD or video of a park volunteer. Film the volunteer at the worksite; record testimony from paid staff and other volunteers; write and perform a poem or a song; make the CD or video serious, make it fun; make the video a memento the volunteer can take home and cherish for years to come.

6.2 OTHER AWARDS AND PROGRAMS

In addition to the Department awards discussed in Chapter 18: “Volunteer Recognition,” there are a number of state and national awards that recognize the special accomplishments of volunteers and organizations. Department staff may nominate candidates for the following awards:

- Volunteer Stars;
- The First Lady of California Volunteer Award;
- Daily Points of Light Award;
- Take Pride in California and Take Pride in America Awards; and
- The President’s Volunteer Service Awards.

Other volunteer recognition events include:

- “*Make a Difference Day*,” celebrated the last Saturday in October, is sponsored by USA Weekend and the Points of Light Foundation.
- National Volunteers Week, traditionally designated as the third week in April, is an appropriate time to recognize state park volunteers and their efforts.
- Contact the statewide Volunteer Programs Coordinator for specific information about these awards and events.

CHAPTER 7

TYPES AND ELIGIBILITY OF VOLUNTEERS

The chart listed on the following pages provides an outline of specifications and procedures for categories of volunteers engaged by California State Parks:

Short-term

Active

Emancipated Minors

Juveniles

Student Interns

Informal Groups

Department Employees

Camp Hosts

Family Members
of Department Employees

Long-term

Inactive

International

Students

Formal Organized Groups

Court Referrals

Former Department Employees

Cooperating Association Members



7.1 TYPES AND ELIGIBILITY OF VOLUNTEERS

Refer to Chapter 3, "Registering Volunteers" for complete policies and procedures.

Volunteer Status	Definition	Registration/Management	Additional Information
Short-term Individual Adult Volunteer	Over 18 years of age. Works for three days or less. Usually works on one-day special events (i.e. Trail Days, Earth Day, Coastal Clean Up Day).	Volunteer Service Agreement is not required. Volunteer is registered using Special Project or Activity Sign-in Form (DPR 208G). A similar form (DPR 208GG) is used for events/activities co-sponsored with CA State Parks Foundation. (Appendix B)	Workers' compensation and insurance are not provided; a disclaimer and waiver is a necessary part of the registration process.
Long-term Individual Adult Volunteer	Over 18 years of age. Makes commitment to serve over an extended period of time.	Necessary: Job Description, signed and dated by volunteer and designated department representative. Volunteer Service Agreement (DPR 208) Essential Functions Health Questionnaire (STD 910). (Appendix B and C)	A background check may be necessary depending upon the type of volunteer duties performed. (Refer to Chapter 3, section 3.5)
Active Volunteer	Has met the minimum requirements for active status, as determined by the district or park unit.	Designated representative registers the volunteers and approves active status.	It is recommended that active volunteers work 6-8 hours a month. Too few required hours may increase costs to agency; too many may inhibit volunteer commitment. Hourly requirement also depends on the volunteer role and availability.
Inactive Volunteer	A volunteer who has not met the minimum requirements for active status, including hours worked or training needed.	If return to active status is approved, all registration documents should be reviewed and updated as needed. Reorientation or training may also be necessary.	Inactive volunteers do not enjoy volunteer privileges or benefits. Not eligible to earn the VIP District Pass. Return to active status is not guaranteed in future.

Volunteer Status	Definition	Registration/Management	Additional Information
Emancipated Minor Volunteer	Under the age of 18 years and has entered into a valid marriage, whether or not the marriage has been dissolved. Or is on active duty with the armed forces of the United States. Or has received a declaration of emancipation pursuant to the California Family Code §7122.	An Emancipated Minor Volunteer is registered and processed as an adult volunteer.	See Appendix C for complete text of California Family Code §7002, 7122.
International Volunteers	Adult or student volunteers who are citizens of countries other than the United States	All international volunteers must have appropriate documentation (i.e. visas, passports) for entrance into the U.S. on a temporary basis. Volunteers must also complete the VIPP International Volunteer Application, and must present proof of valid driver's license and driving record in good standing.	Visa/passport requirements are involved and frequently change. It is recommended potential volunteers work with the U.S. Embassy/Consulate in their home country to ensure the most current information and documentation. For additional information and online resources see Chapter 3, section 3.6
Juvenile Volunteer	Under the age of 18, with the exception of emancipated minors	The district should determine minimum age requirements for specific tasks and when parent or guardian presence is required. Juveniles must complete a Volunteer Service Agreement if they are long-term volunteers. Juveniles may serve as volunteers provided the Department has on file signed Parental/Guardian Permission forms (DPR 208C - Appendix B). Additional forms may legally be required depending upon type of volunteer duties	Juvenile volunteer activities must adhere to state and federal labor standards concerning workers under the age of 18. The number of hours juveniles may work during the school year is based upon age (refer to Chapter 3 and Appendix C for specifics of child labor laws). Potentially hazardous work is prohibited (e.g. operating a motor vehicle, working on railroad equipment, on or around machinery, or with hazardous chemicals).

Volunteer Status	Definition	Registration/Management	Additional Information
Students	Primary, secondary, and college students volunteer with State Parks. (refer to Chapter 3, section 3.8 for policies regarding students)	Students register as short- or long-term volunteers based on the duration and nature of their volunteer service. Long-term student volunteers register using the Volunteer Service Agreement (DPPR208). They are covered under the Department's workers' compensation and tort liability, subject to case review and acceptance. Short-term interns follow policy and registration guidelines for adult or juvenile volunteers as appropriate (see Chapter 3)	Service-Learning volunteer activities are directly tied to students' academic studies and, when applicable, to the California content standards. Typically service-learning students are managed as long-term volunteers. Community Service is a volunteer activity required of high school students in order to graduate. Community service is not tied to academic programs. Students performing community service generally are managed as short-term volunteers.
Student Interns: Paid and Unpaid	High school or college students. Internships often directly align with academic studies. (See "Service-Learning" in Chapter 3, section 3.8)	Paid interns are managed as seasonal employees, not as volunteers. Unpaid student interns are managed as either short- or long-term volunteers.	College students whose salaries are paid by a university or an affiliated foundation are covered by workers' compensation through the entity under which they are hired. Unpaid internships provide an opportunity for college and high school students to complement academic studies with career-related work experience.
Formal Organized Groups	Possesses current state and federal documents of incorporation. Formally organized under state and federal laws e.g. Scouting programs, school groups, public- and privately-held companies and small businesses, civic and other nonprofit corporations.	Groups apply using the Volunteer Group Services Agreement (DPR 208B – Appendix B). A Department representative must approve the agreement. The group agrees to work under the supervision of a designated Department representative.	A roster of all participants, including addresses and phone numbers is required. As part of the Volunteer Group Services Agreement, the group assumes all responsibility for juveniles, including obtaining formal parental/guardian consent. In addition to a signed Agreement, organized volunteer groups must provide proof of insurance in compliance with the Department's requirements.

Volunteer Status	Definition	Registration/Management	Additional Information
Informal Groups	Do not have worker's compensation or accident insurance	Depending on duration of volunteer service, informal groups register using the Volunteer Service Agreement (DPR 208) or the Special Project or Activity Sign-in form (DPR 208G)	e.g. neighborhood organizations, community support groups, and other groups with common interests
Court Referrals	Individuals referred by court jurisdictions. Not volunteers.	Volunteer registration documents are not authorized for use with court referrals. The assigning court authority (county or city) is considered the general employer, with the State of California being the secondary employer.	Any contract or Memorandum of Understanding (MOU) with the assigning court should address issues of workers' compensation, tort liability and indemnity, and should be reviewed by the Legal Office prior to a court-referred individual beginning work in a state park unit. Division Chiefs may make specific exceptions, in which case, the Volunteer Service Agreement (DPR 208) may be used.
Department Employees	Department employees may volunteer their services for work not related to their paid employment.	The Department may not accept volunteer services that result in layoff or the reduction of hours or services of any existing state employee.	The Fair Labor Standards Act prohibits state employees from participating in duties they are paid to perform within the scope of their employment, including: -duties specified on their job description and -duties that would appropriately be assigned based on State Personnel Board classification specifications. (Federal Fair Labor Standards Act, http://www.dol.gov/compliance/laws/comp-flsa.htm)
Former Departmental Employees	Former employees may provide volunteer services under specific conditions established by the Department.	The Department representative shall determine whether to accept volunteer services of a former departmental employee.	Refer to Chapter 3, section 3.11 for Department policies governing former employees' volunteer service.
Family Members of Departmental Employees	Family members of employees may perform volunteer services for the Department, provided they follow established guidelines.	Department employees should not act as designated representatives in signing the Volunteer Service Agreement for services to be provided by their immediate family members.	Refer to the Department's nepotism policy regarding placement of and working relationships between people with close personal relationships (DAM 0250.10).

Volunteer Status	Definition	Registration/Management	Additional Information
Camp Hosts	Volunteers who reside temporarily in a designated campsite while assisting park staff in providing services to park visitors.	Hosts register using the Volunteer Service Agreement with a Host Duty Statement for each assignment. Hosts must have valid Driver's License and driving records in good standing. (See Chapter 4 for synopsis of requirements)	Host positions require background checks. Hosts, typically couples, reside in an RV or trailer for up to six months in any one park unit. For complete policies and procedures refer to the VIPP Camp and Park Host Guidelines.
Cooperating Association Members	Cooperating Association members may serve as Department volunteers.	Cooperating Association members sign up as Department volunteers using the Volunteer Service Agreement (DPR 280) and a written Duty Statement. Volunteer duties performed for the Department must be clearly differentiated from services provided to the cooperating association.	A Department volunteer need not be a member of a cooperating association. Refer to Chapter 15: "Department Policy Regarding Cooperating Associations and Volunteers" for additional information and policy.

CHAPTER 8

ORGANIZATIONAL AND REPORTING STRUCTURE

The organization and management of the Volunteers in Parks Program (VIPP) is a multi-level responsibility, with overall policy and guidelines developed and maintained by the Volunteers in Parks Program Coordinator. The diversity of volunteer programs, along with their wide-ranging geographic locations, requires local management and supervision at the district, sector, and unit level.

8.1 VOLUNTEERS IN PARKS PROGRAM COORDINATOR

The VIPP Program Coordinator in the Interpretation and Education Division serves as the statewide coordinator of the Department's Volunteers in Parks Program.

**8.2 DIVISION CHIEF/DISTRICT SUPERINTENDENT/SECTOR SUPERINTENDENT**

Government Code Section 3119 requires that the Department “provide sufficient staff for the effective management and development of volunteer programs” (Appendix E–Legal/Administrative References). The Division Chief/District Superintendent/Sector Superintendent designates Volunteer Coordinators to manage and supervise volunteer programs at the district/sector/unit levels, and specifies the duties for each position.

8.3 DISTRICT VOLUNTEER COORDINATOR

The District Volunteer Coordinator's duties include:

- Planning, directing and overseeing district volunteer programs;
- Coordinating volunteer program leaders' activities, including recruitment, screening, and required training of volunteers;
- Coordinating the volunteer recognition program;
- Compiling and reporting the annual volunteer activity reports to the statewide VIPP; and
- Inform the Division Chief/District Superintendent/Sector Superintendent of all program activities, relevant problems, and personnel issues.

8.4 SECTOR OR UNIT VOLUNTEER COORDINATOR

Volunteer Coordinators at the sector or unit level often have the lead responsibility for volunteer recruitment, orientation, training, scheduling, record keeping, performance evaluation and recognition. The sector or unit Volunteer Coordinator serves as the primary representative for meeting the requirements of Government code §3119 (a) (b) and (c) in Appendix E. As specifically delegated by the Division Chief/District Superintendent/Sector Superintendent, the sector or unit Volunteer Coordinator shall:

- Maintain a close working relationship with the District Volunteer Coordinator;
- Ensure that all volunteers complete the required administrative forms;
- Prepare volunteer duty statements for approval by a supervisor; and
- Maintain volunteer records and statistics to be reported to the District Volunteer Coordinator annually or as required.

8.5 VOLUNTEER SUPERVISOR

Although non-supervisory staff may provide most of the day-to-day oversight of the Volunteers in Parks Program, a designated Department supervisor must perform supervisory-specific jobs such as volunteer registration, termination, and providing formal performance appraisals.

8.6 LEAD VOLUNTEER

A park unit's lead volunteer may act as the Unit Volunteer Coordinator, provided the volunteer is under the direct supervision of a paid staff member and maintains close communication. Attending the Department's volunteer management training can be helpful to both the volunteer lead and the supervisor.



8.7 ANNUAL PROGRAM REPORTS

Volunteers in Parks (VIPP) District Activity Report

Each District Volunteer Coordinator shall submit an Annual Volunteer Program Report, which will include a district summation of his/her respective park's volunteer programs. The report should be submitted on the Volunteers In Parks Annual Program Activity Report (a copy is included in Appendix D) or on a computer-generated report of similar format. The report is due annually by February 1 to the Statewide VIPP Coordinator.

VIPP Statewide Activity Report

The Statewide Volunteer in Parks Program Coordinator will prepare an Annual VIPP Report. The calendar year report will include total volunteer hours (by category) submitted by each district, a narrative synopsis of the previous year's program highlights and challenges, and goals for the coming year.

CHAPTER 9

CAMP AND PARK HOSTS

9.1 CAMP AND PARK HOSTS

A Host is an individual or couple who reside in a recreational vehicle or trailer in a campground or designated park location on a limited term assignment and provide basic operational services and information to visitors. Hosts represent a specialized type of volunteer service. Refer to the Volunteers in Parks Program Camp and Park Host Handbook for complete policies and procedures governing the program.



As with all Department volunteers, Hosts work under a service agreement and duty statement and must receive orientation and training to perform their duties. Host duties vary per park location, so staff must develop a clear duty statement for each position.

Host Coordinator

The District Superintendent shall designate a Host Coordinator for parks with campground or park host sites. The Host Coordinator will oversee issues such as host recruitment and scheduling and will help coordinate daily campground operations. The Host Coordinator may also serve as the Sector or Unit Volunteer Coordinator.

Registration

Required Documents:

- State Park Volunteer Application (DPR 208H)
- Volunteer Service Agreement (DPR 208)
- Host Duty Statement
- Volunteer Confidential Information (DPR 208D)

- Essential Functions Health Questionnaire (STD 910)
- Pre-Employment Arrest/Conviction Disclosure Statement (DPR 883)
- Request for LIVE SCAN Service (BCII 8016)
- Government Agency Request for Driver License/Identification Card Information (INF 254)
- Authorization to Use Privately Owned Vehicle on State Business (STD 261)
- State Property Equipment Issue Record (DPR 175)
- Basic Driver Performance Test (DPR 347)
- Equipment Operators Qualification Card (DPR 161)
- Visual Media Consent (DPR 993)

Refer to Appendices B and C for sample forms. Copies of the forms are located on the Department Share Drive, with the exception of Request for LIVE SCAN Service (BCII 8016) and Government Agency Request for Driver License/Identification Card Information (INF 254), which are available from the Volunteers in Parks Program Coordinator.

The Host Coordinator shall not sign the Volunteer Service Agreement until all background checks are complete.

Time Limits

Host assignments are temporary and not meant to provide semi-permanent homes for individuals or couples in state parks. Hosts may serve a maximum of 6 months annually in any single park unit. If no other qualified applicants are available, the District Superintendent may extend the assignment on a month-by-month basis by an additional 2 months. District superintendents may establish a shorter period of time as a minimum, depending on campground needs. All personal property must be removed when a host vacates the site.

Vehicle Registration

A Host using a vehicle registered outside California is required to register the vehicle in



California if, during the registration period in question, the vehicle is located or operated in California for a greater amount of time than in any other individual state (California Vehicle Code §4000.4b–Appendix E). For example, if a Host’s RV has an Idaho registration that begins on January 1 and expires on December 31, and during that year the RV will be used for more than six months in California, the host must register the vehicle in California.

Hours of Service

Minimum service hours required for Hosts is 20 hours per week, although 25 -30 hours per week is recommended.

Hours worked by spouses may be combined to meet the 200-hour pass requirement for earning the VIPP Statewide Pass (DPR 208E). If additional hours are worked in other volunteer capacities, that time may be counted toward the total volunteer hours unless determined otherwise by the Volunteer Coordinator.

CHAPTER 10

PUBLIC SAFETY VOLUNTEERS

10.1 PATROL UNITS

Many state parks offer opportunities for volunteers who own horses, mountain bikes, personal watercraft or all-terrain vehicles/motorcycles to participate in trail safety patrols that augment regular state park ranger patrols. These long-term public safety volunteers provide information and assistance to park staff and visitors, help ensure compliance with park regulations, and if properly trained, may provide first aid and other emergency assistance. Mounted Assistance Unit (MAU) volunteers work under a standard service agreement and duty statement and must receive orientation and training to perform their duties. Because duties vary per park location, staff must develop a clear duty statement and training standards for each position.



Designated Department Representative

The District Superintendent shall designate a representative to oversee issues such as training, scheduling and reporting of patrol operations. The department representative may also serve as the Sector or Unit Volunteer Coordinator. The Department representative shall not sign the Volunteer Service Agreement until all background checks are complete.

EMS Training and Certification

As referenced in DOM1100, Emergency Medical Services (EMS), the Department's EMS program is authorized in accordance with the guidelines set forth by the Emergency Medical Services Authority (EMSA). The Department's policy is to ensure that quality



emergency medical aid services are available to park visitors. The District Superintendent holds responsibility for ensuring that rangers, lifeguards, firefighters/security officers, and other designated district employees maintain current EMS certifications, and determining which volunteer positions, if any, will be given EMS training to meet the district's needs.

Registration

Required Documents:

- State Park Volunteer Application (DPR 208H)
- Volunteer Service Agreement (DPR 208)
- Duty Statement
- Volunteer Confidential Information (DPR 208D)
- Essential Functions Health Questionnaire (STD 910)
- Pre-Employment Arrest/Conviction Disclosure Statement (DPR 883)
- Request for LIVE SCAN Service (BCII 8016)
- Government Agency Request for Driver License/Identification Card Information (INF 254)
- Authorization to Use Privately Owned Vehicle on State Business (STD 261)
- State Property Equipment Issue Record (DPR 175)
- Basic Driver Performance Test (DPR 347)
- Equipment Operators Qualification Card (DPR 161)
- Visual Media Consent (DPR 993)



Refer to the Appendices B and C and to the Department Share (“N”) Drive and Intranet for sample forms. Contact the Volunteers in Parks Program Coordinator for copies of two forms not available on the Department Share (“N”) Drive:

1. Request for LIVE SCAN Service (BCII 8016)
2. Government Agency Request for Driver License/Identification Card Information (INF 254),

Recommended Training Requirements

A well-organized MAU training program should address the following topics:

1. Park rules, regulations and operations
2. Knowledge of park facilities, local ecology and trail etiquette
3. Cultural and natural history of the park
4. Uniforms and required personal safety equipment
5. First aid procedures and medical emergency response, if authorized
6. Proper use and maintenance of equipment
7. Accurate and timely reporting on visitor contacts/trail conditions/hazards
8. Proper radio communications operations and procedures

CHAPTER 11

BACKGROUND CHECKS

11.1 MEDICAL BACKGROUND

Essential Functions Health Questionnaire

A long-term volunteer prospect must complete the Essential Functions Health Questionnaire (STD 910) certifying he/she can perform the physical functions listed on the duty statement.

The designated Department representative shall process the form as a confidential document to be submitted directly to the Division/District/Sector Personnel Officer. A volunteer interested in serving at Department headquarters or district offices should submit the completed Essential Functions Health Questionnaire to the appropriate personnel officer.

Medical Condition and Physical Limitation

The Division/District/Sector Personnel Officer or headquarters' Personnel Officer will determine whether the described medical condition or limitation would impact the volunteer's ability to safely complete tasks identified in the duty statement. If the Personnel Officer determines that no significant risk exists, the prospective volunteer will be allowed to participate.

If the Personnel Officer determines (or is unable to determine) that the stated medical condition or limitation may reasonably impact the prospective volunteer's ability to complete the prescribed work in a safe manner, the Personnel Officer will forward the Health Questionnaire to the Workers' Compensation and Safety Program Officer at DPR headquarters. If additional review is needed, headquarters personnel will submit the Health Questionnaire along with a copy of the duty statement, to the State Medical Officer for determination.

A volunteer prospect who is awaiting determination on a health questionnaire shall not be allowed to begin volunteer service prior to receiving proper medical clearance.



If the District Administrative Officer deems it appropriate, the individual may begin the classroom elements of volunteer training while awaiting final medical clearance.

11.2 CRIMINAL HISTORY

Consistent with DAM 0215.3, a criminal history background check, including fingerprinting, is required prior to a volunteer performing any of the following activities:

- Serving as a Camp or Park Host
- Supervising or having exclusive control over minors (this is especially important for Junior Ranger programs, nature walks, museum tours, and other programs that are specifically focused toward participation by children)
- Having independent access to security systems, warehouses, master keys, locked offices, shops, interpretive collections, or expensive equipment
- Working with purchase documents or large sums of money (amount to be determined by the district superintendent)
- Having access to the California Law Enforcement Teletype System (CLETS) or other criminal justice records

Refer to Employment/Pre-Employment Criminal History Checks (DPR 883) in Appendix B, and in Appendix E for legal requirements and administrative procedures for conducting criminal history background checks. See Chapter 3, “Registering Volunteers” for information on processing confidential documents and approval of conditional appointments.

Contact the Personnel Services Division or the Law Enforcement and Emergency Services Division for further information.

Consent of Volunteer

A prospective volunteer must complete Volunteer Confidential Information (DPR 208D) if his/her duties require a background check. The prospect must also complete the Pre-Employment Arrest/Conviction Disclosure Statement (DPR 883), which the designated Division/District/Sector Personnel Officer shall process as a confidential document.

Payment of Fees

The volunteer must also complete the Request for Live Scan Service (BCII 8016). The district shall bear responsibility for adding the district billing code to the Request for Live Scan Service, and paying all fees (including reimbursing the volunteer for the local “rolling fee”) related to processing of the fingerprint scan by the Department of Justice.

CHAPTER 12

WORKERS' COMPENSATION INSURANCE AND TORT LIABILITY

No work is so important that it should be undertaken in an unsafe manner where injury may result. Besides the obvious pain, disruption and lost productivity, such incidents can result in costly workers' compensation claims. Further, unsafe actions of a volunteer causing injuries to another volunteer or a park visitor can result in tort claims filed against the volunteer and the Department. Understanding the California State Parks workers' compensation and tort liability policies is important to management of the Volunteers in Parks program.

12.1 WORKERS' COMPENSATION

Workers' compensation insurance is state-mandated compensation provided by employers to their employees for physical injuries and other medically related disabilities occurring within the course and scope of an employee's duties. Although volunteers are not considered state employees, long-term volunteers properly registered on an approved Volunteer Service Agreement (DPR 208) are generally covered under the workers' compensation insurance program. A properly trained mountain bike patrol volunteer, for example, who



falls and breaks an arm while performing his or her officially assigned duties, may be covered by the Department's workers' compensation program. Short-term volunteers (three days or fewer) waive coverage when they register.

12.2 TORT LIABILITY

Tort liability, as applied to volunteer management, is generally defined as an action by a volunteer—either short or long-term—that results in personal injury to another person or damage to property.

For example, if a volunteer, while performing officially assigned duties, accidentally leaves a shovel on a trail and a visitor subsequently trips over the shovel and breaks his leg, a lawsuit that the injured party brings against the volunteer may be defended and covered by the Department.

The Department's obligations regarding injury to a person or damage to property caused by the negligent or intentional acts or omissions of volunteers will be assessed on a case by case basis. In some cases, depending on the circumstances of the particular situation, the Department may be liable for the actions of a volunteer acting within the scope of his or her assigned duties.

12.3 LIABILITY QUESTIONS

Specific questions regarding volunteer workers' compensation and tort liability issues that cannot be answered by district administrative staff should be directed to the Legal and/or Personnel Office.

CHAPTER 13

RISK MANAGEMENT

“Contrary to common belief, risk management isn’t just about buying insurance ... And it isn’t just about avoiding lawsuits. It is about protecting and conserving your organization’s resources and providing goods and services sensibly.”

-- Melanie L. Herman, Nonprofit Risk Management Center

13.1 POLICIES

Risk management imposes constraints on certain types of volunteer work assignments. Volunteers must observe the same safety precautions as employees. Any use of volunteers in jobs considered hazardous for state employees (such as fire fighting) must be carefully evaluated.

In accordance with DOM 0908.3.5.11, the following risk management policies shall apply:

- Volunteers may provide public information, observation, and reporting services; serving as “eyes and ears” for park staff.
- Volunteers may administer first aid services to visitors, staff, or other volunteers in order to meet the District’s needs (DOM 1100, Emergency Medical Services):



- o The District Superintendent shall determine public safety functions for which Department volunteers will be given state-mandated Emergency Medical Services (EMS) training, and at what levels.
- o Duty statements must specifically include administering first aid.
- o The division or district must provide adequate first-aid training and proper equipment and communicable disease protection to all staff and volunteers.
- Volunteers shall not:
 - o perform physical law enforcement or security activities,
 - o be assigned duties that place them in life-threatening situations, or
 - o be assigned duties they do not feel comfortable completing or do not willingly agree to perform.

13.2 STRATEGIES

The reduction of on-the-job, accident-related injuries to volunteers is the responsibility of all Department employees and volunteers. The following risk management strategies should be incorporated into the Volunteers in Parks Program:

- Proper supervision: Both a legal requirement and a good management tool, effective supervision helps ensure that the volunteer program continues to meet its goals.
- Ongoing training: Initial and ongoing training is mandatory to help ensure all volunteers are familiar with safe work practices. For volunteers involved in more specialized or potentially hazardous work—such as operating power tools—advanced training must be completed and proper records maintained.
- Sign-in procedures: Provide adequate documentation as to when volunteers are on duty.
- Safety equipment: Require safety equipment and proper use by each volunteer.
- Ongoing analysis: Investigate all accidents and injuries to determine what factors, conditions or practices contributed to the incident. Proper and timely action must be taken to prevent or reduce the risk of reoccurrence.

Refer to DAM 1200: Employee Safety for additional safety related policies.

13.3 PROCEDURES FOR REPORTING ACCIDENTS

Report all accidents and injuries within 48 hours of the incident. Use Accident Report (Other than Motor Vehicle) (STD 268) found in Appendix C to investigate and thoroughly describe the circumstances, including injured party information, property damage/loss information, and witness information.

The designated Department personnel officer shall submit the original document, including photos or diagrams, to:

**Office of the Attorney General, Tort Unit,
P. O. Box 944255
Sacramento, CA 94244-2550**

Submit one copy to:

**Office of Risk and Insurance Management (ORIM)
707 Third Street, First Floor
West Sacramento, CA 95605**

Retain one copy for Department records. Accident Report (Other than Motor Vehicle) (STD 268) is a confidential document, and under no circumstances should information be given to anyone except authorized State of California officials.

Refer to Chapter 15, "Use of Firearms, Vehicles, and Equipment, Travel Expense Claims, and Volunteers in State Housing" regarding procedures for reporting accidents involving motor vehicles.

CHAPTER 14

INTELLECTUAL PROPERTY AND SOCIAL MEDIA**14.1 INTELLECTUAL PROPERTY**

“Intellectual property” is a generic term referring to patents, trademarks, copyrights, trade secrets, and any other tangible personal property produced through the intellectual efforts of its creator or creators. The rights related to intellectual property exist in and of themselves, apart from the actual creation. That is, while a person may physically own a painting, musical recording, photographic print, etc., the intellectual property rights of that material remain with its creator, unless those rights were explicitly assigned, given, or sold by the creator to another party.

Department Rights and Policy

Generally, the Department owns the intellectual property rights to works created by its employees, volunteers, contractors, and cooperating associations within the scope of their employment, agreement, or contract. Artwork, logos, publications, and educational program materials are among the diverse range of affected works. A product is considered a work made “for hire” and the copyright is owned by the Department, unless a separate written agreement states otherwise.

It is the policy of the Department to:

- Protect intellectual property rights by properly documenting, and when appropriate, formally registering, intellectual property created or acquired by the Department.
- Protect intellectual property against unauthorized or inappropriate use, whether intentional or unintentional, by individuals or organizations, to the extent practicable.
- Obtain ownership or appropriate license rights to intellectual property created between the Department and third parties pursuant to contracts.
- Avoid infringing on intellectual property rights owned by others.
- Require that any person or entity using copyrighted material obtained from the Department take full responsibility for avoiding infringement resulting from that use.

Refer to DOM 0907, Intellectual Property, found in Appendix E.

The Volunteer Service Agreement (DPR 208) clearly delineates the Department's ownership of copyright for works created by a volunteer within the scope of his/her assigned duties. If the agreement needs to be amended to address specific circumstances, contact the statewide VIPP Program Coordinator. Revisions must be approved by the Chief, Interpretation and Education Division.

Volunteers seeking to retain rights to intellectual property created on their own time, using their own equipment, and requiring no special access to locations, resources, or facilities, must follow all rules and regulations required of any member of the general public. Volunteers may license material for use by the Department through a written license agreement (DPR 992A), in accordance with DOM 0907.

Copyright for Original Work Created Jointly

The copyright for original works of authorship created using the joint resources of a cooperating association and the Department may be owned by the Department, the cooperating association, or both. Sole ownership by the Department is preferable. Standard default language protecting the Department's intellectual property rights is included in all cooperating association contracts. Any changes to the cooperating association standard contract language in relation to intellectual property rights must be approved by the Department's Legal Office.

Visual Media Consent (DPR 993)

Whenever a recognizable likeness of members of the public, concessionaires, or volunteers appears in any publication, website, video, etc., Department personnel shall obtain a completed Visual Media Consent Form (DPR 993) from the individual(s).

Electronic Media

Intellectual property resources displayed on a website or in any other electronic medium are subject to the same licensing requirements as other forms of intellectual property.

Department Logo

Use of the Department logo is restricted to Department publications and activities, unless otherwise agreed. The logo may be used on volunteer clothing provided such use is consistent with Department policy as outlined in DOM 0907.

The logo shall not be used in a manner determined by the Department in its sole discretion to be misleading, defamatory, infringing, libelous, disparaging, obscene, or otherwise objectionable. The components of the logo may not be altered or used separately.

Refer to DOM 0907 (Appendix E) and the Department's Intellectual Property Handbook for the full text of the Department's intellectual property policy.



14.2 SOCIAL MEDIA

“Social Media,” as defined in the Department’s Social Media Handbook, are the various forms of communication such as text, photos, and video posted to social Internet sites. Social media allows for interaction among individuals, groups and organizations in and around the content on popular Web sites, including Twitter, Facebook, YouTube, Flickr, Wikipedia, blogs and similar sites currently in existence (or yet to be invented).

“User” is defined as anyone actively posting text, photos, or video on social media sites. Forester Research discovered that four out of five online Americans are active in creating, participating in or reading some form of social content at least once a month (DN 2010-03: Social Media).

Volunteers and Other Department Representatives

In the new environment of instantaneous and far-reaching communication it is critical that California State Parks volunteers, as other Department representatives, maintain a consistent image and conduct themselves online in the same professional manner they do in person. Statements should be avoided that can be interpreted as official positions, comments, or offers of the Department when, in fact, they are personal opinions (DAM 1603). At California State Parks, with regard to social media, “users” are “individuals who have the written approval from a unit manager or superintendent to represent their park, division, office or other unit to the public and who are well informed of the statewide and Departmental social media policies and procedures.” (Social Media Handbook) The Department’s social media policies however, apply to and should be followed by all employees, volunteers, interns, and retired annuitants.

Department policy for Social Media is to:

1. Communicate to current and prospective park visitors a unified and consistent messaging that maintains the Department’s brand image on social media and social networking pages online.
2. Incorporate the identified messages and conduct outlined in the Social Media Handbook into park social media communications.
3. Protect the Department’s messaging and brand image against unauthorized use, whether intentional or unintentional, by individuals or organizations, to the extent practicable.
4. Contractors, including Cooperating Associations and Concessionaires, are not permitted to utilize social media sites as official representatives of California State Parks or any unit within California State Parks.

Refer to Departmental Notice 2010-03: Social Media in Appendix E, and the Department’s Social Media Handbook for additional information.

CHAPTER 15

USE OF FIREARMS, VEHICLES AND EQUIPMENT



15.1 FIREARMS AND AMMUNITION

Volunteers are not authorized to handle contemporary firearms and/or ammunition while serving as volunteers. This policy does not apply to a volunteer's use of antique firearms, replicas of antique firearms, or black powder (DOM 0908.3.5.12).

Refer to DOM Section 0904.9 on use of historic weapons.

15.2 USE OF STATE VEHICLES

Volunteers may operate state motor vehicles and equipment on state business when authorized by Division Chiefs, District Superintendents, Sector Superintendents, or their designees (District or Unit Volunteer Coordinators), with an approved duty statement outlining specific vehicle and equipment use. Volunteers are subject to the same legal and administrative requirements as Department employees regarding drug testing. (DAM 1265: Vehicle Operation Policies and Procedures, found in Appendix E.)

Prior to a volunteer operating a state motor vehicle or driving a private vehicle on official state business, the District Superintendent or designee must:

1. Verify that the volunteer is at least 18 years old and has a valid driver's license.
2. (For California residents) conduct a driving record check through the California Department of Motor Vehicles. Use the Government Agency Request for Driver License/Identification Record Information (INF 254, Appendix C).
3. (For out of state residents and international volunteers) follow procedures for seasonal employees: a copy of the employee's/volunteer's Driver Record from his/her home jurisdiction is required each year to ensure the employee/volunteer's driving record and license are valid and in good standing. (Refer to DAM 1260 and 1265.1 in Appendix E).
4. Complete Authorization to Use Privately Owned Vehicles on State Business (STD 261, Appendix C) and submit to the designated administrative officer.
5. Brief each volunteer on proper vehicle operation, maintenance and safety, including seat belt use and accident-reporting requirements.
6. Administer a driver's test, which must be passed for each type of vehicle to be operated. Volunteers will not operate a vehicle on State business before the District Superintendent/Sector Superintendent determines that they have a good driving record and have successfully met qualification requirements for certification under the Department's Driver Testing Program (DAM 1265.1).
7. Require that each volunteer maintain a current Equipment Operators Qualification Card (DPR 161, Appendix B) for any vehicle or special equipment (chainsaws, power tools, tire changing equipment, etc.) to be operated.
8. Prohibit a volunteer from operating law enforcement or emergency vehicles unless the vehicle is clearly marked "out of service."

15.3 USE OF PRIVATELY OWNED VEHICLES

Volunteers may use their privately owned vehicles on state business if authorized by the district superintendent or his or her designee. A valid driver's license is required if driving on state business. The District Superintendent (or the Division/Section Chief) must approve An Authorization to Use Privately Owned Vehicles on State Business (STD 261) prior to the use of any privately owned vehicle by a volunteer (DAM 1265.8).

15.4 PRIVATE VEHICLE INSURANCE LIABILITY

Under California Vehicle Code (CVC §17151) the driver of a vehicle has the primary liability for accidents arising out of maintenance or use of that vehicle. Private vehicle accidents must be reported to the volunteer driver's insurance company. The driver's insurance company is obligated to provide defense and indemnification for claims, up

to the limits prescribed in CVC §17150 and §17151 (as referenced in Appendix E). State liability, if any, is secondary.

15.5 PROCEDURES FOR REPORTING MOTOR VEHICLE ACCIDENTS

All motor vehicle accidents involving a state-owned vehicle or any motor vehicle being used on authorized state business must be reported within 48 hours utilizing a Report of Vehicle Accident (STD 270). The completed Report of Vehicle Accident (STD 270) and four copies must be signed by the operator, approved by the district



superintendent/manager or designee, and submitted to the driver's insurance company and to the Department of General Services, Office of Risk and Insurance Management (ORIM), 707 Third Street, First Floor, West Sacramento, CA 95605, (916) 376-5300.

Accidents resulting in any injury to persons, or involving serious damage to the property of others, must be reported immediately by telephone (916) 376-5302 or fax (916) 376-5277 to the Office of Risk and Insurance Management:

The Report of Vehicle Accident (STD 270) is a confidential document and shall not be released to other parties without consent of the Office of Risk and Insurance Management.

The Office of Risk and Insurance Management administers the state motor vehicle liability self-insurance program.

Contact: **Claims Information**

Toll Free: **(800) 900-3634**

Fax: **(916) 376-5277**

CALNET: **480-5302**

To contact the claims unit by email or to notify ORIM of an accident or claim, use: claims@dgs.ca.gov

Refer to State Administrative Manual, Section 2455, for detailed information on reporting an accident.

15.6 USE OF STATE EQUIPMENT

Each volunteer must maintain a current Equipment Operators Qualification Card (DPR 161) for operating special equipment such as chain saws, power tools, tire changing equipment, etc. Volunteers must demonstrate, to the satisfaction of the Volunteer Coordinator or qualified employee, proficiency in the safe operation of the equipment or machinery and a thorough understanding of all applicable safety measures. Volunteers must be age 18 or older to operate equipment capable of causing serious bodily harm.

15.7 USE OF PERSONAL PROPERTY

Volunteers should be discouraged from using personal property or equipment while conducting state business. Should any personal property such as vehicles, computers, binoculars, cameras, flashlights, or bicycles, be lost, damaged or stolen while being used on state business, the state cannot be held liable.

Volunteers shall not borrow state equipment for personal use. Such unauthorized use of state-owned equipment may result in a volunteer's termination.

CHAPTER 16
**TRAVEL EXPENSE
 CLAIMS AND STATE
 HOUSING**

16.1 TRAVEL EXPENSE CLAIMS

Volunteers are responsible for any personal costs incurred through their service to the Department. However, the Division Chief, District Superintendent, Sector Superintendent, or designee may authorize the Department's reimbursement to volunteers of approved travel-related expenses. Reimbursement limits for meals and lodging for volunteers are the same as for paid state employees.

Volunteers shall be reimbursed for travel expenses under the following conditions:

1. The designated Department representative shall list travel as a specific duty on the volunteer's duty statement and shall pre-approve travel assignments.
2. The volunteer shall complete and have on file an approved Oath of Allegiance (STD 689, Appendix C).
3. The volunteer shall complete and submit an approved Travel Expense Claim (STD 262, Appendix C). Note: Use "paper" version of STD 262 instead of an electronic version from California Automated Travel Expense Reimbursement System (CalATERS).



**16.2 STATE HOUSING
 AND FACILITIES**

Active Department volunteers may be lodged in state housing/facilities, under the same policies that apply to seasonal employees, as indicated in DOM 2200: Department Housing and DOM Memo 129: Length of Occupancy (both in Appendix E).

CHAPTER 17

VOLUNTEER UNIFORMS

As representatives of the Department, volunteers are responsible for presenting a favorable image to visitors. The primary consideration regarding uniforms is that volunteers working in public contact situations are easily recognized as official California State Parks representatives. However, the diversity of duties performed by volunteers and the variety of geographic locations and weather conditions do not allow for a single style of authorized uniform to be worn.

Districts are encouraged to develop district-wide dress codes that will guide volunteers in selecting and wearing clothing that is clean, in good repair, and appropriate. The District Superintendent may authorize the wearing or display of specially designed individual park unit patches, name badges and hour bars for use by volunteers. While volunteers may not wear the standard California State Parks uniform, ranger Stetsons or badges (or facsimiles), several officially sanctioned Departmental insignia and uniform accessories are available for wear when approved by the District Superintendent. For information about the availability and cost of these uniform items, contact the Volunteers in Parks Program Coordinator.

17.1 VOLUNTEER PATCH

The approved volunteer patch is available from the Volunteers in Parks Program Coordinator. It is similar in design to the official California State Parks uniform shoulder patch, with the addition of the word "VOLUNTEER" at the bottom of the patch. It is preferable for patches to be sewn centered and 3/4-inch below the shoulder seam on both sleeves. If only one volunteer patch is to be worn, it should be worn on the left sleeve.

For sleeveless vests, the patch should be sewn on the left breast pocket (or in the approximate area of the garment where a breast pocket would normally be located.) The District Superintendent must approve other locations for the patch.



17.2 VOLUNTEER NAME BADGE

Encourage volunteers to wear official plastic name badges. A name badge is especially important for docents wearing period costumes where the volunteer patch is not appropriate. One exception to wearing a name badge is during living history programs, when such historically inaccurate adornment may appear inappropriate. District Superintendents may also authorize volunteers to wear the standard name badges worn by seasonal and permanent staff.



17.3 VOLUNTEER AND CAMP HOST CAPS AND VISORS

VIPP visors and baseball-style caps may be worn as uniform items. They are made of khaki colored canvas and embroidered with the Department logo and the word “Volunteer” or “Host.”



17.4 OPTIONAL UNIFORM ATTIRE PROVIDED BY DISTRICT OR VOLUNTEER

DPR does not have standard uniform clothing for volunteers. Many park units choose to use a multi-purpose khaki-colored vest and/or a standard polo shirt, either of which may be embroidered or silk-screened with the Department logo.

Polo shirts may be purchased from a variety of vendors provided they have an approved license agreement with the Department. A list of approved vendors is available on the Department intranet: <http://isearch.parks.ca.gov/fssdb/>.

The poly-cotton blend vest has multiple pockets and snap-closures. Prison Industries—a DPR approved vendor—manufactures and sells the vest. For current pricing and to order, contact Prison Industries at (916) 358-2727 and ask for the “Fish and Game Vest—Khaki Twill,” order #4887.

Important: Use of the Department logo on clothing or for any other purpose must be in full compliance with Department policies governing logo use (refer to DOM 907.8 and 907.8.1: Department Logo Policy and Specific Logo Use Policies, Appendix E)



17.5 PERIOD ATTIRE

Each park unit that interprets history has a unique interpretive period. Volunteers shall conform to the park's established guidelines regarding period dress. Period attire that allows the public to recognize a volunteer's official capacity should be worn without the volunteer patch. If appropriate, a volunteer nametag may be worn on the outside of period clothing.

CHAPTER 18

VOLUNTEER RECOGNITION

Meaningful recognition is a vital element to retaining valuable volunteers and to help ensure quality programs while reducing the need for ongoing recruitment and training. Refer to Chapter 6: “Rewarding Achievement,” for more information about volunteer recognition.

In order to receive the privileges of being a volunteer (such as park passes), a minimum number of hours, determined by the district, must be served. (DOM 0908.3.5.16: VIPP Passes Policy in Appendix E)

18.1 COMPLIMENTARY PARK PASSES

California State Parks offers two types of complimentary park passes for active volunteers in the Volunteers in Parks Program: the VIPP District Pass (DPR 208F) and the VIPP Statewide Pass (DPR 208E).

VIPP District Passes (DPR 208F)

District passes are awarded to volunteers as a way of ensuring free and convenient access into the state park where they are volunteering, and encouraging them to spend more time learning about other parks in their district. The annual district pass may be made available at the district level to all volunteers who meet the minimum work requirements for maintaining active volunteer status, as established by the district superintendent. The pass allows the volunteer free day-use access to all of the district’s state park units for the current calendar year.



VIPP Statewide Pass (DPR 208E)

For volunteers who contribute at least 200 hours of their time each year, a statewide day-use pass is awarded as a way to thank them for their work and to encourage their further exploration of the state park system. Service time cannot be accrued over different years. The annual statewide pass is valid for one calendar year. The pass allows the volunteer day-use access to all state park units, with the exception of Hearst Castle and other units as determined by management.

18.2 ORDERING AND ISSUING VIPP PASSES

Ordering VIPP Passes

VIPP passes are accountable documents that require documentation for each pass distributed. VIPP passes are ordered by and issued to the person in the district responsible for accountable documents. For auditing purposes, the District Volunteer Coordinator shall maintain a list of volunteers who are issued VIPP passes using the Record of Passes Issued (DPR 308A, Appendix B). For VIPP passes ordered but not used, Departmental Notice 96-26, found in Appendix E, specifies the required procedures for end-of-the year accounting and disposal.

To order passes, send a completed and signed Accountable Documents Requisition (DPR 145) to the statewide Volunteer Programs Coordinator in the Interpretation and Education Division. While VIPP Passes may be ordered at any time during the year it is recommended they be requested in early December for distribution to volunteers by January. (See Appendix B for sample forms.)

Issuing District and Statewide Passes to Volunteers

Before issuing a pass to a volunteer, the district representative must type or legibly print the volunteer's name on the pass. If possible, the issuance of 200-hour statewide passes should be combined with a volunteer-recognition ceremony or festive event. If the pass is mailed to the volunteer, it is a good practice to enclose a brief, personal note expressing the Department's appreciation for the volunteer's efforts

Issuing 200-Hour Passes during Current Mid-Year

Once a volunteer has worked 200 or more qualifying hours in a calendar year, he/she may be issued a statewide pass. Only one 200-hour statewide pass may be issued per calendar year even if the volunteer's total hours worked for the year exceeds 200 hours. If the 200 hours is accrued at the end of the current calendar year, the volunteer will be issued a 200-hour statewide pass effective January of the following year.

18.3 VOLUNTEER USE OF DISTRICT AND STATEWIDE PASSES

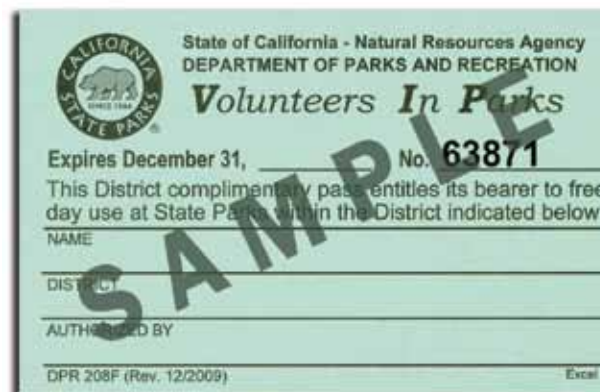
Volunteer passes are not transferable. When a volunteer presents his or her pass upon entering any state park unit, a valid form of identification should also be shown to the kiosk attendant. In those state park units with unstaffed kiosks or "iron rangers," the pass should be displayed in plain view on the vehicle's dashboard. In this situation, it is not necessary to display an ID on the dashboard or to leave it at the kiosk.

Inactive volunteers do not enjoy privileges or benefits beyond those of regular state park visitors. District passes should be turned in upon separation. However, an inactive volunteer's 200-hour statewide pass earned for the previous year's work will remain valid through the current calendar year and shall be retained by the volunteer.

VIPP Statewide Pass (DPR 208E)



VIPP District Pass (DPR 208F)



18.4 VOLUNTEER RECOGNITION

The Department has several awards available for recognizing volunteers and the valuable services they perform. Award Nomination forms are found in Appendix B.

Award Title:	POPPY AWARD	VOLUNTEER MEDALLION for SUPERIOR ACHIEVEMENT	DIRECTOR'S SPECIAL COMMENDATION	UNIVERSAL ACCESS AWARD	DISTRICT & UNIT AWARDS
Eligibility	All Department Volunteers	All Department volunteers or teams of volunteers	All Department employees and teams (include names of all members). Also can be presented to other governmental agencies, organizations, or businesses that made outstanding contributions to the Department mission.	Department employees, teams, volunteers. Also Department partners such as nonprofit organizations and concessions	Department volunteers or teams of volunteers
Nomination	Any Department employee	Any Department employee or volunteer.	Submit the nomination using Director's Special Commendation Award Nomination (DPR 967A) to the Department Recognition Coordinator. All nominations are confidential.	Any Department employee. Submit nominations to the Department's Human Rights Office	Any Department employee or volunteer.

Award Title:	POPPY AWARD	VOLUNTEER MEDALLION for SUPERIOR ACHIEVEMENT	DIRECTOR'S SPECIAL COMMENDATION	UNIVERSAL ACCESS AWARD	DISTRICT & UNIT AWARDS
Criteria	Any individual volunteer who contributes significantly to the betterment of California State Parks.	Significant contribution toward the mission and goals of the Department and worthy of recognition by the California State Parks Director. Generally, volunteer efforts should be recognized first at district/division/section level or with Poppy Award, prior to nomination for the Medallion.	An individual or a team that makes a significant contribution toward accomplishment of the mission and goals of the Department. Efforts recognized by this certificate stand far above the norm, are substantial in impact, and worthy of recognition at the director's level.	1. Outstanding achievements completed within the last two years, which benefit people with disabilities and increase opportunities for universal access. 2. Reflects the mission & goals of the Self-Evaluation and Transition Plans for Accessibility, and follows the CSP Accessibility Guidelines.	Districts are encouraged to develop personalized district or park unit awards to honor individual and team efforts.
Selection	Nominator prepares application form for review and recommendation by the District Volunteer Coordinator, the Superintendent, and for approval by the Volunteer Programs Coordinator.	Nominator prepares application to be reviewed by the District Volunteer Coordinator and signed by the District Superintendent. District Volunteer Coordinator forwards the nomination to the statewide Volunteer Programs Coordinator.	Review board called as needed by chair of recognition committee comprising appropriate division chief; or statewide recognition committee may recommend that the director's annual award nomination(s) be alternatively considered for this recognition.	Nominations are reviewed by the California State Parks Disabled Advisory Committee, Managers of the Human Rights Office, and the Accessibility Section. Concurrence by the Director of California State Parks.	Nominator prepares application form for review and recommendation by the District Volunteer Coordinator, the Superintendent, and for approval by the Volunteer Programs Coordinator.

Award Title:	POPPY AWARD	VOLUNTEER MEDALLION for SUPERIOR ACHIEVEMENT	DIRECTOR'S SPECIAL COMMENDATION	UNIVERSAL ACCESS AWARD	DISTRICT & UNIT AWARDS
Description	An 8-1/2"x11" certificate with gold embossed lettering and pale orange poppies include the volunteer's name, a short description of their contributions, and a signature block for the District/Sector Superintendent or Division Chief.	A personalized certificate signed by the Director and two brass medallions are encased in a matted frame.	Framed certificate	Certificate and Blue Wave style clear crystal award.	Parchment certificate designed by district or unit staff and signed by the District or Sector Superintendent.
Presentation	Framed and matted, matted alone or placed inside a presentation folder.	This award is presented by the Deputy Director for Park Operations or other Deputy Director or Superintendent, as appropriate.	This award is presented by the Director, Deputy Director for Park Operations or other Deputy Director, as appropriate.	The award is presented by the Director of California State Parks in the work location of the recipient(s).	Framed and matted, matted alone or placed inside a presentation folder.
Processing Time	Please allow at least 2-weeks' lead time to process Poppy Award.	Please allow at least 3-weeks' lead time to process the Volunteer Medallion.	Nominations can be submitted at any time during the year.	Nominations are accepted in May and June, and the final award is typically presented in October to coincide with National Disability Awareness Month.	Specified by the District Volunteer Coordinator or Superintendent.

CHAPTER 19

FUNDING SOURCES FOR VOLUNTEER PROGRAMS

19.1 VOLUNTEER ENHANCEMENT PROGRAM

The Volunteer Enhancement Program (VEP) has been an invaluable source of financial support for minor capital outlay projects to enhance the Department's volunteer programs and expand the interpretive and educational opportunities within state parks. With dedicated funding from the sale of general obligation bonds such as Proposition 84, VEP funds may be used for interpretation, restoration and rehabilitation of the State Park System including Host sites, visitor centers, and other visitor-serving resources.



When funds are available, the VEP Coordinator in the Interpretation and Education Division will access the Park Infrastructure Database (PID) to review projects for eligibility. The district must enter all projects that need funding into the PID in order to be considered. Each district has a VEP coordinator to disseminate VEP information to the district. VEP Coordinators also monitor, track and report VEP expenditures to the Interpretation and Education Division. Depending on district needs the VEP Coordinator's role can be assigned to the Administrative Officer, Maintenance Chief, Interpretive Specialist, Volunteer Coordinator, or another position.

19.2 COOPERATING ASSOCIATIONS

Cooperating associations are federally recognized nonprofit corporations established to provide financial aid for the interpretive and educational activities of the state park unit(s) for which they were formed. Cooperating associations provide vital support to volunteer programs by funding a variety of items, such as interpretive aids/materials, costumes, and equipment. Many associations also provide funding/support for training, special events and interpretive programs.

19.3 CALIFORNIA STATE PARKS FOUNDATION (CSPF)

California State Parks Foundation supports and raises funds for a wide range of capital projects, environmental education programs and natural and cultural resource protection grants. Collaborative funding supports projects such as Earth Day Restoration and Cleanup and the Park Champions Program, a pilot program of quarterly work days in state parks. CSPF also supports state park programs such as Junior Rangers, Junior Lifeguards, Litter Getters, and FamCamp.

Capital projects include wetlands restoration at Candlestick Point SRA; restoration of the historic lighthouse at Pigeon Point Light Station SHP, and the restoration of Vikingsholm at Emerald Bay SP.

19.4 RANGER LANE VOLUNTEER FUND

The California State Parks Foundation administers the Ranger Lane Volunteer Fund (named for the late Ambassador L.W. “Bill” Lane, Jr., a Foundation trustee and honorary member of California State Parks Ranger Association). The fund specifically supports state park projects and programs that involve the efforts of volunteers. State parks staff, volunteers and cooperating associations can apply with the approval of the District Superintendent. Projects must benefit the Department’s volunteer programs.

To apply for a grant from the Ranger Lane Volunteer Fund, prospective grantees submit an on-line application within specified deadlines. The application, schedule of deadlines, and other relevant information are found on the California State Parks Foundation website: <http://www.calparks.org/programs/competitive-grant/>.

CHAPTER 20

COOPERATING ASSOCIATIONS AND DEPARTMENT VOLUNTEERS

Policies and procedures for the Cooperating Associations Program are available via the Program's page on the State Parks website: http://www.parks.ca.gov/?page_id=22338. The program is managed separately by the Cooperating Associations Program Manager.

The separation of the Volunteers in Parks and Cooperating Associations programs occurred as a result of the 1989 Department Task Force evaluation. The Task Force reviewed each program to resolve a number of issues regarding risk management, liability, program responsibility and governance. These issues drew the attention of legislators, attorneys, auditors and control agencies after serious problems became matters of public discussion. California State Parks policy is to manage the Volunteer Program and the Cooperating Associations Program separately to maintain clear, appropriate and legal individual roles and responsibilities.

20.1 COOPERATING ASSOCIATION LIAISON

Department policy requires that District Superintendents assign the duties of Volunteer Program Coordinator and the Cooperating Association Liaison (CAL) to two different staff



members. This helps reduce confusion about organizational roles and responsibilities, and ensures a legal and clear administrative separation between cooperating associations and volunteers. The District Superintendent must approve exceptions to this policy. Operational needs and staffing levels may create temporary conditions for exceptions, but they are to be considered provisional and must be corrected as soon as possible.

20.2 COOPERATING ASSOCIATION MEMBERS AND VOLUNTEERS

Cooperating association members may serve as volunteers to the association and may be considered employees of the cooperating association for purposes of workers' compensation insurance. Because of liability and workers' compensation issues, a clear distinction must be made between Department volunteers and cooperating association volunteers.

20.3 COOPERATING ASSOCIATION MEMBERS AS DEPARTMENT VOLUNTEERS

Cooperating association members may sign up and serve as Department volunteers using the registration procedures established by the district, including completion and approval of the Volunteer Service Agreement (DPR 208) and a written duty statement. However, Department volunteers do not need to be members of a cooperating association or any other support organization.

20.4 COMPLIMENTARY PARK PASSES

Day Use Pass (DPR 903A)

Complimentary passes for free day use (DPR 903A) may be awarded by District or Sector Superintendents as a method of acknowledging board members of recognized cooperating associations who have served for one year or more. Passes may be restricted to one unit or expanded to the entire state, and are valid for one year. For more information, consult the Cooperating Associations Program Manager, Interpretation and Education Division at (916) 654-5397. (Refer to Departmental Notice 97-42, Complimentary Passes in Appendix E.)

VIPP Statewide Pass (DPR 208E)

Hours worked as a volunteer or employee of a cooperating association may not be counted toward the 200 hours of Department volunteer time required to earn a VIPP Statewide Pass (DPR 208E). Only those hours worked directly as a Department volunteer under the Volunteer Service Agreement (DPR 208) and duty statement may accrue for purposes of earning the statewide pass.

APPENDIX A: GENERAL INFORMATION

“A State Park System is Born”

“Special Considerations in Engaging Students as Volunteers”

Duty Statements (Samples)

Campground Host
 Docent
 Mountain Bike Patrol
 Trail Maintenance Volunteer
 VIPP Program Assistant

Resource Information

Organizations
 Publications
 Books
 Periodicals
 Online Resources

Tax Benefits of Volunteerism

APPENDIX B: DEPARTMENTAL (DPR) FORMS

DPR 139	Supply Order
DPR 145	Accountable Documents Requisition and/or Inventory
DPR 161	Equipment Operator Qualifications Card (Order from DPR Warehouse using DPR 139)
DPR 175	Employee State Property/Equipment Issue Record
DPR 183	Project Evaluation
DPR 208	Volunteer Service Agreement
DPR 208B	Volunteer Group Services Agreement
DPR 208C	Parental/Guardian Permission for Juvenile Volunteers
DPR 208CC	Parental/Guardian Permission for Juvenile Volunteers (Co-Sponsored Events)
DPR 208D	Volunteer Confidential Information
DPR 208E	Volunteers In Parks–Statewide Pass
DPR 208F	Volunteers In Parks–District Pass
DPR 208G	Special Project or Activity Sign-In
DPR 208GG	Special Project or Activity Sign-in (Co-Sponsored)
DPR 208H	State Parks Volunteer Application
DPR 208I	Volunteer Medallion Nomination
DPR 208J	Poppy Award Nomination
DPR 208K	Volunteer Service Agreement Checklist

DPR 308A	Record of Passes Issued
DPR 593	Use of Criminal Justice Information
DPR 615	Employee's/Volunteer's Notice of Pre-Designated Physician
DPR 883	Pre-Employment Arrest/Conviction Disclosure Statement
DPR 954	Self Identification and Certification
DPR 967A	Director's Special Commendation Award
DPR 993	Visual Media Consent
DPR	Universal Access Award Information
DPR	Universal Access Award Nomination

APPENDIX C: STANDARD (STD) FORMS

STD 204	Payee Data Record (with Supplemental Form DPR 88)
STD 261	Authorization to Use a Privately Owned Vehicle on State Business
STD 262A	Travel Expense Claim
STD 268	Accident Report (Other than Motor Vehicle)
STD 270	Vehicle Accident Report
STD 689	Oath of Allegiance
STD 910	Essential Functions Health Questionnaire
INF 254	Government Agency Request for Driver License/Identification Record Information
BC II 8016	Request for Live Scan Service

APPENDIX D: VOLUNTEER IN PARKS PROGRAM (VIP) FORMS

VIP	Annual Program Activity Report
VIP	Orientation Checklist
VIP	Performance Evaluation
VIP	Exit Interview
VIP	Poppy and Volunteer Medallion Awards (sample language)
VIP	Volunteer Medallion (sample language)
VIP	International Volunteer Application

APPENDIX E: LEGAL/ADMINISTRATIVE REFERENCES AND DEPARTMENT POLICIES

State Laws

Government Codes §31110 through §31119.5: CA State Government Volunteers Act
California Department of Industrial Relations: Child Labor
California Family Code 7002, 7122: Emancipation of Minors Law
California Labor Code §1720.4: Public Works
California Vehicle Code §4000.4: Registration Required: Primary Use
California Vehicle Code §17150, §17151: Liability of Private Owners
State Administrative Manual (SAM) §2420: Motor Vehicle Liability

Self-Insurance Program

State Administrative Manual (SAM) §2455: Motor Vehicle Accident Reporting and Investigation

For complete text of legislation and administrative policies and procedures, refer to www.dpa.ca.gov/general/publications/manuals/flsa9402.shtm and www.leginfo.ca.gov.

Department Policies

Department Administrative Manual (DAM) 0215.3: Employment/Pre-Employment Criminal History Checks

Department Administrative Manual (DAM) 0250.10: Nepotism Policy

Department Administrative Manual (DAM) §1260: Employee Vehicle Accident Prevention

Department Administrative Manual (DAM) §1265: Vehicle Operation Policies and Procedures

Departmental Notice 96-26: Receipts, Tickets and Passes Accountability

Departmental Notice 97-42: Complimentary Passes

Departmental Notice 2002-08: Equal Employment Opportunity Policy

Departmental Notice 2010-03: Social Media

Department Operations Manual (DOM) 0907: Intellectual Property

Department Operations Manual (DOM) 0908.3-908.4: Volunteers in California State Parks

Department Operations Manual (DOM) 2200: Department Housing &

DOM Memo 129: Camp and Park Host Length of Occupancy

Department employees may access departmental manuals and notices on the Department share drive (N) or Intranet.



Assessment and Recommendations for the Volunteers in Parks Program

Transformation Team
Partnerships Committee

1/31/2017



Table of Contents

Table of Contents.....	1
Section 1, Executive Summary.....	2
Section 2, Introduction.....	3
Section 3, VIPP, Current Status.....	4
3.1 Running the VIPP, Internal Controls.....	5
3.2 Annual Program Reports.....	5
Section 4, Program Improvements: Overarching Themes.....	8
Section 5, Program Improvements: Culture and Community.....	9
5.1 Reinforce the Foundation of Value.....	9
5.2 Augment the System of Recognition.....	9
Section 6, Program Improvements: Infrastructure, Systems and Policies.....	11
6.1 Update the VIPP Guidelines.....	11
6.2 Create Statewide Volunteer Training Modules.....	12
6.3 Consolidate Forms and Improve Processes.....	13
6.4 Create a Statewide Volunteer Database.....	14
6.5 Establish a Live Scan System in each District.....	15
Section 7, Program Improvements: Expand Relevancy and Reach.....	16
7.1 Institute a Headquarters Volunteer Hub.....	16
7.2 Increase Outreach to Diverse Audiences.....	18
7.3 Develop Youth and Family-Friendly Volunteer Opportunities.....	18
7.4 Create Volunteer Social Media Communities.....	19
Section 8, Program Improvements: Increase Capacity and Strengthen Capabilities.....	19
8.1 Identify a Vision, Goals and Strategic Priorities.....	19
8.2 Develop a Mentorship Program.....	20
8.3 Designate Administrative Volunteer Coordinators.....	20
8.4 Reassess Volunteer Coordinators Program.....	21
8.5 Utilize Partners for Short-Term Volunteer Coordination.....	22
8.6 Host Volunteer Community Events.....	23
8.7 Establish a Fellowship Program.....	23
8.8 Develop Strategic Transportation Initiatives and Partnerships.....	23
Section 9, Implementation Strategy.....	24
Section 10, Parting Thoughts.....	24
Section 11, Endnotes and Appendices.....	26

Section 1 - Executive Summary

This document provides a universal overview of the current volunteer program and a roadmap to a sustainable and dynamic future.

Service to our volunteers will be expanded via enhanced recognition, online training, social media communities, and a Department-wide Volunteer Handbook. Providing family-friendly volunteer opportunities, expanding our web presence, and creating micro volunteers who may drop in to volunteer will aid in recruiting a more widely diverse volunteer pool.

Depending on the District volunteer program's complexity, establish one or multiple full time Volunteer Program Coordinators in each District that are dedicated 100% to the program. This would enable the program's future vision and project planning to be realized.

Volunteer Registration will be streamlined through elimination of superfluous documents. Online capabilities will be expanded, and consistently dedicated volunteer coordinators and district administrative staff will improve the program's effectiveness.

A mentorship program for experienced volunteers to train newbies will empower mentors to share unique skills and rewards them with trust from a new volunteer.

Installation of Live Scan machines in each district ensures that volunteers will never again be required to pay fees associated with their registration.

Staff can save time and paperwork by using the volunteer program database, eliminating the current paper reporting while ensuring accurate statistical data to track in-kind service value for possible grant acquisition. This database would also streamline processes for tracking completed training, service locations, individual profiles, and service hours with tasks. Adding a volunteer program drop-down on staff timesheets would show time dedicated to the program, therefore capturing staff costs.

Informed by Service Based Budgeting, the field would benefit greatly from an HQ Volunteer Hub to serve as the clearinghouse for recognition tools and the conduit for overseeing the program with all of its nuances. The Hub would develop a comprehensive implementation plan to bring these recommendations to reality.

Collaborating with outside entities demonstrates the Department's willingness to work together. Updating the *Volunteers in Parks Program Guidelines* to reflect field scenarios would assist the field with frequently asked questions. Creating a vision with value statement can help guide the future.

Relevancy can be enhanced by hosting community events for existing volunteers, new volunteer recruitment, and strategic transportation initiatives.

Realizing that the existing program has a strong foundation and building upon that will make this program stellar, therefore, the importance of implementation through a phased approach cannot be overstated.

Section 2 - Introduction

This *Assessment and Recommendations for the Volunteers in Parks Program*, (ARV) developed by the Partnerships Committee (Committee) on behalf of the California Department of Parks and Recreation's (Department) Transformation Team, sets forth recommendations for strengthening the Department's Volunteers in Parks Program (VIPP or program), by increased service to the field, creating a more diverse volunteer force, and increasing relevancy with California's changing population.

The driving force behind this effort is Initiative 21, outlined in the *Transformation Team Action Plan*, "To Improve the Quality and Quantity of Volunteers and Docents Delivering a Wide Range of Parks Department Services to Millions of Visitors."ⁱ

Initiative 21 states—"This initiative will review and analyze all current policies, procedures and guidelines related to the 39,600ⁱⁱ volunteers and docents that support all State Parks operations. Revisions will be implemented that benefit the recruitment, training, motivation, and retention of existing and future volunteers and docents".

Although the existing program has a worthy foundation, with *Volunteers in Parks Program Guidelines*ⁱⁱⁱ a dedicated Headquarters program coordinator, processes, and field coordinators, as well as impressive volunteer numbers, this initiative addresses the sense within the Department that the program is not reaching its full potential in its ability to create impact and in the experience it provides to our volunteers and our visitors, the program support services that HQ is providing for the field, and the lack of dedicated field staff.

The Partnerships Committee set out in January 2016 to evaluate the program, identify key areas for enhancement, and develop this set of recommendations for its growth. The development process involved detailed field research via 45-targeted interviews of Departmental personnel, current volunteers, partner volunteer organization representatives, and external park system representatives with volunteer program experience.^{iv}

An advisory subcommittee of field Volunteer Coordinators from the Off-Highway Motor Vehicle Recreation Division and Park Operations, along with two active volunteer docents, was convened and met regularly to provide input.^v These recommendations were further refined with feedback from the Partnerships Advisory Committee, which consists of park professionals involved with volunteer programs from nonprofit organizations, city and county parks and other park partners.

In October of 2016, a survey^{vi} was sent to all District Superintendents and District Volunteer Coordinators asking for feedback on the existing program and possible program improvements. Best practices were researched, and there are endnotes throughout with links and appendices after the main body of text.

While much of this document appears to be geared towards long-term volunteers, as they exist today, any of these recommendations may be applied to a new paradigm of mid-term, micro, drop-in, short-term, or whichever term we choose to call them into the future as we reform and reconstruct the program.

This resulting document serves to guide the Department toward enhancing and further developing a continuously growing and sustainable volunteer program that serves and empowers staff and makes all volunteers feel that they are contributing their maximum; they continue to feel respected and are consistently recognized for their work.

Section 3 - Volunteers in Parks Program Current Status

Volunteers have a long history in California State Parks,^{vii} but it was not until 1978 that the State made volunteering official, establishing the *Volunteers Act*^{viii}. The current program aims to provide all citizens of California with an opportunity to actively engage with and help support the Department and its mission, therefore broad dimensionality should be acknowledged in order for it to properly grow and advance.

Demographics — although volunteer demographics are not officially tracked, the October 2016 survey reflects that a majority of current long-term volunteers are primarily Caucasians of retiree age. Although opportunities exist, that current volunteer population is, in general, a narrow demographic, and it is the one in which the Department relies heavily on to support park operations.

Involvement — prior to their commitment to service, volunteers begin their journey with us in many different ways. Below is a sampling.

- **Visitors** — many volunteers start as local park visitors.
- **Local organizations** — some volunteers are engaged based on their existing involvement in a volunteer organization (Telephone Pioneers^{ix}, etc.)
- **California State Parks Foundation's Park Champions^x** — Park Champions is a program that offers short-term project work over a 2-3 day period in many of our parks.
- **Community service** — various local entities encourage community service.
- **Local university interns** — park staff has established relationships with local educational institutions, therefore, interns are recruited.
- **Outreach booths** — special expos/events not in state park

- **Existing volunteers** — some volunteers are brought into the program through other volunteers; existing volunteers are important ambassadors for the program.
- **Individual park unit/Department staff recruitment** — individual park unit and sectors engage in recruitment activities.
- **Department website** — potential volunteers learn about volunteer opportunities on the Department website, particularly Camp and Park Hosts, because positions are advertised and updated upon request.
- **Local high school programs** — park staff collaborates with local high schools to offer skills' training that provides mutual benefit to the park and students.

Section 3.1 - Running the VIPP, Internal Controls

At the field level, there is no standard model for running the VIPP. The majority of staff members running the program have collateral duties.^{xi} District complexity determines the amount of collateral duties, and the Program lacks consistency statewide. VIPP coordinator duties are reflected in Appendix E.

Section 3.2 - Annual Program Reports

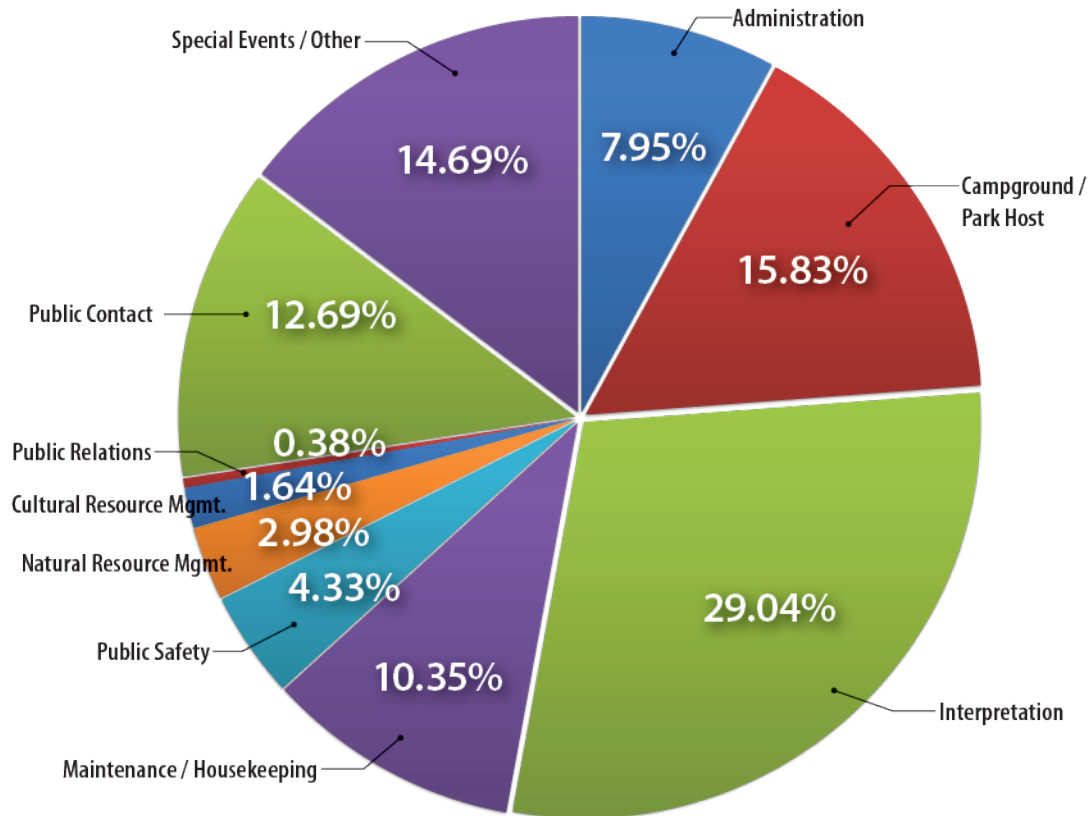
The field reporting process varies, but ideally, each unit/sector Volunteer Coordinator submits a paper Report of Volunteer Activity to the District Coordinator monthly, and that data is assembled into a spreadsheet.

When the Annual District Activity Report is due to the HQ Coordinator, typically February 1 for the past year (2016 Reports are due to HQ no later than February 1, 2017) the monthly unit data is compiled into one District Report, which is sent to the HQ VIPP Coordinator, per DOM 0900^{xii}. The HQ VIPP Coordinator compiles all data into one report, and sends it to the Park Operations Chief for signature, and once signed, the report is sent to managers and executive staff. The statistics^{xiii} are impressive, yet as long as we continue to report via paper mechanisms, questions will arise about their accuracy.

Annual Reports should be made available to *all* volunteers yearly to illustrate the statewide impacts of their work.

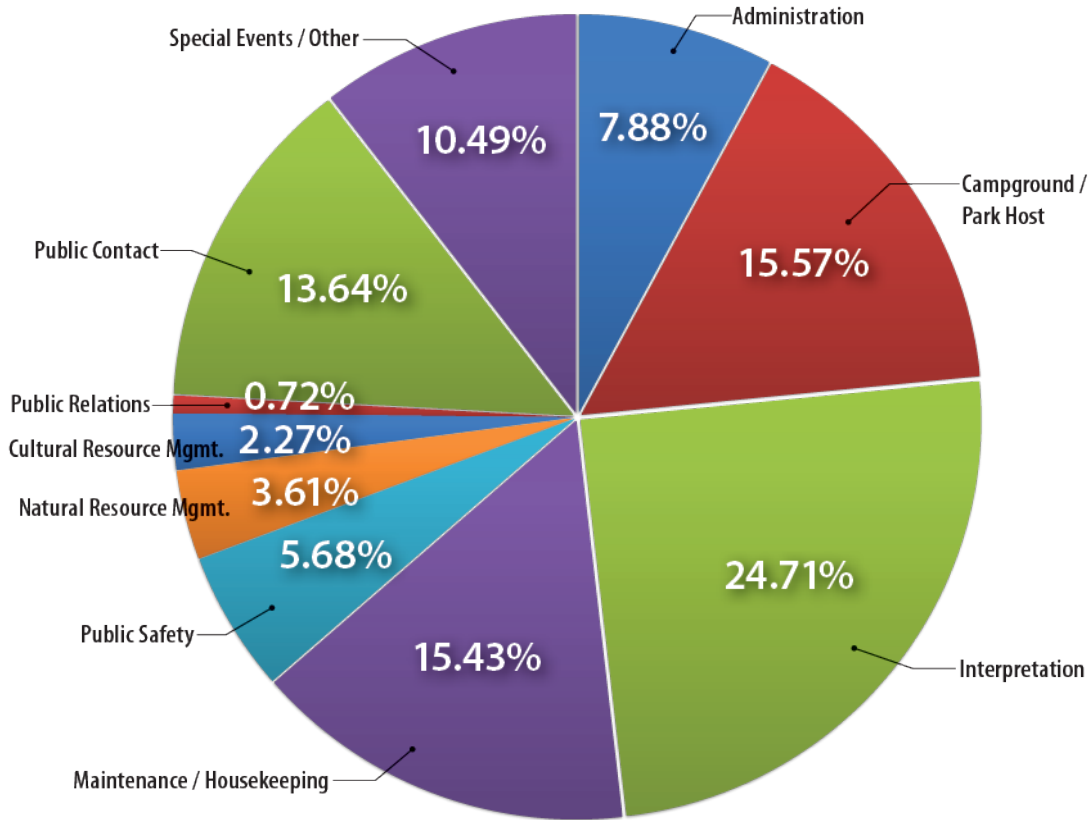
The 2014 and 2015 Activity Report graphs are on the next two pages, and they reflect impressive numbers. These numbers may be debated due to the reporting instrument currently in practice. We do not doubt that today's volunteer force is mighty, but we do feel that a tracking database would provide actual data that would not be controvertible.

2014 VOLUNTEERS IN PARKS PROGRAM
Distribution of Volunteer Hours per Service Category



Category	Examples	Hours
Administration	Office work, computer data entry, training	115,647
Campground/Park Host	Day/night operations	230,351
Cultural Resource Mgmt.	Archaeological /curatorial assistance, research	23,837
Interpretation	Nature walks, campfire programs, museum tours, roving interpretation	422,487
Maintenance/Housekeeping	Trail work, litter removal, painting, construction	150,498
Natural Resource Mgmt.	Habitat restoration, wildlife surveys	43,349
Public Contact	Visitor Center information, fee collection	184,667
Public Relations	Media contacts and marketing	5,587
Public Safety	MAUs, search & rescue, bike patrol, first aid	62,960
Special Events/Other	Special events, and other duties	213,750
Total Donated Hours		1,454,704

2015 VOLUNTEERS IN PARKS PROGRAM
Distribution of Volunteer Hours per Service Category



Category	Examples	Hours
Administration	Office work, computer data entry, training	99,860.50
Campground/Park Host	Day/night operations	197,177
Cultural Resource Mgmt.	Archaeological /curatorial assistance, research	28,727
Interpretation	Nature walks, campfire programs, museum tours, roving interpretation	313,030
Maintenance/Housekeeping	Trail work, litter removal, painting, construction	195,488
Natural Resource Mgmt.	Habitat restoration, wildlife surveys	45,726.50
Public Contact	Visitor Center information, fee collection	172,725
Public Relations	Media contacts and marketing	9,168
Public Safety	MAUs, search & rescue, bike patrol, first aid	71,921
Special Events/Other	Special events, and other duties	132,872
Total Donated Hours		1,266,695

Section 4 - Overarching Themes for Program Improvements

As the partnerships committee conducted its review of the program, four overarching areas of program improvement surfaced. In identifying these areas, the Committee realized that the value of a strengthened volunteer program lies in the outcomes achieved by a sequenced approach, in which the Department should first reinforce and strengthen its existing foundation with immediate improvements before setting a course for more specific sets of goals and priorities identified here.

Although bright spots exist, volunteers feel undervalued and have little sense of **culture and community** with each other across both the Department and the broader program.

Current **infrastructure, systems, and policies** require significant dedicated time and funding and deter volunteers from joining.

The volunteer program lacks **relevancy and reach** by primarily engaging a narrow demographic of California's population for long-term volunteers.

The current volunteer program does not have the appropriate staffing, funding or outreach required to support a robust program; therefore, we must **increase capacity and strengthen capabilities**.

Informed by the field and partner discussions, meetings, surveys and anecdotal evidence, the following sections contain an abundance of recommendations to create and reinforce mutually beneficial partnerships and service to the Department, which in turn bolsters and facilitates unity both internally and externally.



Admission Day, State Capitol, B. Kokanas

Section 5 - Recommendations for Program Improvements - Culture and Community

5.1 - Reinforce the Foundation of Value

Currently, there is inconsistent understanding and appreciation for the value^{xiv} of volunteers, limited standards or expectations for communication between the Department and volunteers, and limited platforms for engagement among the volunteer community.

The Department must grow the Program's sense of community and culture upon a foundational understanding of the value of volunteers. Reestablishing the value of volunteers will promote a shared understanding and foster a pro-volunteer culture on which a stronger volunteer community may be built. Building on the appreciation and recognition program would foster this community.

5.2 - Augment the System of Recognition

Current statewide volunteer recognition is limited both in scope of benefits and populations it recognizes. Two statewide awards exist, and both must meet strict performance requirements. They are *The Poppy Award for Exemplary Volunteer Service* and the *Director's Volunteer Medallion Award for Superior Achievement*.^{xv}

Long-term volunteers receive yearly passes that begin on January 1 of the year following their service year, for their District or for statewide day use, depending on the hours they serve. Due to cumbersome processes, the recipients often do not receive them until February or March, which has caused angst among volunteers who feel that they are not getting the full benefit of their passes.

Happier volunteers results in a myriad of benefits. They are empowered with a stronger sense of investment in the development and success of the program. Their sense of value and appreciation increases along with retention and time commitment.

Some districts recognize their volunteers in creative ways by staging plays for them, hosting annual dinners, creating their own certificates, and many other beneficial appreciation efforts. These efforts need to be shared statewide with all staff involved in volunteer management.



We believe in the following improvements:

- Develop a tiered recognition system or a “leadership program” for long-term volunteers based on their achievements (e.g., hours contributed, skillsets built, trainings completed, etc.). Specific tiers or “promotions” to being a Park Leader/Park Mentor could be tied to:
 - An increase in park access benefits (e.g., park passes)
 - An increase in responsibilities for the program (e.g., organization, direction, and general oversight for specific workdays/events)
 - Increase system of recognition to include the Superior Maintenance Volunteers, Cool Youth Volunteer, Visitor Center Star and Host with the Most.
- Locate an online vendor that carries all volunteer uniform items^{xvi} (vests, hats, visors, brass name badges with hour pins, patches that reflect their duties and hours, etc.), so every park location has a specific and identifiable volunteer look and feel; therefore, all volunteers would be recognizable.^{xvii}
- Include a new “Lifetime” pass with the Director’s Medallion Award
- Modernize the District and Statewide passes procedure by utilizing R2S2 to create volunteer passes.
- Add a volunteer category to the Annual Director’s Recognition Award.
- Develop and disseminate a media kit for Districts to highlight their volunteers’ achievements, especially high-level awards.
- Analyze best practices in appreciation and recognition across varying entities and begin implementation
- Survey the districts,^{xviii} asking what they do to recognize their volunteers. Compile the answers into a useful catalogue and disseminate it to the field while concurrently picking the most creative efforts and building on the statewide recognition program.

- Short-term volunteer recognition could include:
 - Earn parking benefits or park passes with a lower threshold of achievement requirements (e.g., one volunteer selected for an award at each short-term event or project)
 - Include a volunteer program highlight in the weekly Director’s Digest
 - Create award categories for youth volunteers; they are our volunteers of the future.
 - Encourage stellar volunteers to create videos to post on the Department VIPP web page.^{xix}

Section 6 - Recommendations for Program Improvements – Infrastructure, Systems and Policies

Inconsistencies exist in system and policy implementation and there are burdensome and outdated processes. Nonprofit partners often significantly supplement program funding to cover live scan costs, and fund uniform items. Evaluating, improving, and standardizing policies and processes (within the confines of the law) will help eliminate program confusion and deterrents.

Ultimately, meeting the standard set of requirements should be the appropriate minimum requirements for a volunteer; however, the requirements should also allow for flexibility, depending on the unique needs of a park unit, sector or district.

6.1 - Update the VIPP Guidelines

First, evaluate, and then update the *Guidelines*. Align the updates with the DOM Section, and create/revise policies where applicable. Yearly assessment of the *Guidelines* is recommended.

- In concert with the value and vision statement, recommended additions should be made before broad distribution:
 - Aligned with their duties, determine the true baseline training for entry-level, long-term volunteers
 - Communicate and standardize implementation of requirements statewide
 - Add a *Frequently Asked Questions* chapter that details a sampling of field scenarios
 - Create a Volunteer Handbook for volunteers
 - Update and standardize volunteer duty statements
 - Update staff duty statements to reflect expectations of professionalism towards volunteers.
 - Clarify the “letting go” process.

The program must be seen as a value exchange because volunteers deserve to be recognized and regularly appreciated for their dedication (e.g., feel a sense of community and belonging, and receive recognition benefits). Add an expanded chapter on retention and recognition, showing not simply what they do for us but all that we can do for them.

Volunteers should be acknowledged as mission-critical; in many parks and districts, the Department would not be able to meet significant aspects of its mission without volunteers. This value needs to be acknowledged across all program areas where volunteers exist. Quality volunteer relations, in turn, facilitate community engagement.

Volunteers are partners in achieving Department goals, and they should be treated with dignity and respect. Add a chapter on effective volunteer management for all staff, because all staff encounters volunteers.

Although interpretation program evaluation is facilitated through the Department's *Aiming for Excellence* handbook, create an easy-to-use evaluation tool for all volunteer service categories and ensure it is used regularly to demonstrate DPR's commitment to performance management.

By updating the value statement and making positive changes to the existing Guidelines, these small changes would signal the value placed on volunteers and the importance of the program. These changes would establish universal expectations for engaging with volunteers, which indirectly reiterates the Department's appreciation of them.

6.2 - Create Statewide Volunteer Training Modules

Working with the Training Section, HQ Program Coordinator builds a field team to create simple and standard online training for all new volunteers to provide them with a clear understanding of policies and expectations for various roles.

Create the on-line training^{xx} to be interactive and engaging with volunteer testimonials and real-life examples.

Examples of online training are:

- Introduction to State Parks
- Utilizing RAPPORT, the developing and presenting an interpretation program
- Natural/cultural resource protection
- Safety for mounted and bicycle patrol volunteers
- Park/Camp Host duties
- Maintenance
- Administration

- Database use
- Ethics
- Monthly enrichment training
- Site Stewardship Program



Site Stewards, Anderson Marsh SHP

Consistent training serves an important need for the field and ensures all volunteers are receiving standardized training for their appropriate service or function. Offering the training online allows staff to track completed trainings for each volunteer, increases accessibility of training, thus increasing the rate of completion, serves the field by making volunteer intake easier, and increases the ease and speed of becoming a volunteer, all of which benefits both the volunteer and the Department. Online training would also appeal to younger audiences therefore; the training would be an indirect recruitment tool.

Equal Employment Policies apply to all people working in our parks, including volunteers; however, our volunteers are not customarily trained, so they are unaware that equal employment processes exist.

Because all staff members interface with volunteers, develop online training for skills development including interaction with volunteers *and* the public in a positive way. Volunteer management is people management. By offering basic training, the Department is investing in the quality of volunteers and everyone benefits

6.3 - Consolidate Forms and Improve Processes

- Complete a detailed legal review of the necessity of existing forms and eliminate forms where possible. Combine the necessary forms into fewer documents and then develop explicit instructions and explanations for remaining registration forms. Enable online completion and submission of application.

- Standardize the interpretation of the Live Scan policy. Some Districts require the Live Scan for all district volunteers, while others require a Live Scan for those working with children, the elderly and disabled; collections, cash, purchase documents; access to buildings and sensitive information; and all Hosts (closer to the VIPP Guidelines).^{xxi}
- Utilize DocuSign® (an electronic rather than paper process) to register volunteers, which eases the cumbersome paper mailing and speeds the registration process, e.g., when out-of-state host applicants desire to volunteer in our parks, they often must wait 2-5 weeks for registration notice after mailing their applications to the desired park for approvals.
- The current system of documenting staff time dedicated to the volunteer program is ineffective. Through Kronos®, (the new electronic timesheet) create a timesheet drop-down, which asks staff to document hours worked with volunteers, thereby capturing Department labor cost.

6.4 - Create a Statewide Volunteer Database

An online database^{xxii} would create a volunteer profile that includes expertise/skills, trainings completed, organizational affiliations, park affiliations, service hours, primary duties, etc. Providing data for measuring unit, district, and statewide program impact, the database would inform all-level strategic planning to understand the characteristics of the volunteer base. By building our own database, we would save thousands of dollars yearly in annual subscription fees from an outside vendor.^{xxiii}

- The database becomes a valuable tool by:
 - Linking to online tracking scheduling system (e.g., decreases the administrative time spent on scheduling and processing paperwork for documenting hours)
 - Enhancing Statewide communication with volunteers through database contact information, enabling information access in any park
 - Allowing program coordinators at all levels to access volunteer hours and tasks anytime, significantly increasing accuracy of tracked hours and services
 - Creating a name badge for each long term volunteer for hours and statewide pass use tracking, through R2S2
 - Generating expanded service time categories to include drop-in, micro and short-term.
 - Create incentives for short-term volunteers by encouraging them to continue their service for potential rewards (District passes, uniform items, etc.).

6.5 - Establish a Live Scan System in each District

By identifying and implementing a statewide system that allows for fingerprinting^{xxiv} of long term volunteers at each park district, volunteer candidates would not have to pay fees for registering as a long-term volunteer, and depending on their protocols, the district could be realizing cost-savings as well.

The volunteer candidate must now locate a local law enforcement (LE) or other service provider (some geographical areas have multiple offices and others have few) make an appointment, have their prints taken, and pay a “rolling” fee, which is typically not reimbursed by the district.

Although DOM Policy^{xxv} directs the districts to cover all costs, in practice this is not always the case. Districts pay the DOJ fee of “running” the prints, but the actual fingerprint “rolling” fee is inconsistently paid.^{xxvi}

This new procedure would enable volunteer candidates to have their fingerprints taken at their district office, where the process would be expedited and cost to the volunteers would be eliminated. Current practice is that the candidate typically pays \$10-\$50.00 (depending on the county, geographic area) for this service. This new procedure would emphasize the Department’s investment in volunteers and thus the importance and value we place in them.



Section 7 - Recommendations for Program Improvements – Expand Relevancy and Reach

Current trends in volunteerism focus on short-term time commitments, such as drop-in, micro, and voluntourism. These will become the “new norm,” rather than large populations of retirees signing up for the long-term service.

To increase relevancy, we should consider this new shorter term demographic by developing programs, marketing, and positions that will allow volunteers to utilize their skills. These would in turn attract younger volunteers, the differently abled, ethnically diverse populations, and underserved youth. All of these populations would bring new energy and ideas, pass along community connections and potentially be new constituents and/or staff to California State Parks.

The volunteer program has an opportunity to grow by better engaging populations that had previously not been reached by the Department. Initiatives that help alleviate potential limitations can enable broader and more diverse populations to access volunteer opportunities.

7.1- Institute a Headquarters Volunteer Hub

Volunteers in Parks Program Hub at HQ would facilitate the changes recommended in this report, with the main purpose being to increase services to the field.^{xxvii}

- The Hub, run by the VIPP Coordinator, would:
 - Join statewide, national and international volunteer-management organizations and disseminate information to the field, thereby remaining relevant;
 - Assist Districts with the Live Scan “rolling” machines;
 - Convene teams of field staff and volunteers to assist in program improvements;
 - Act as a resource center to field staff and volunteers;
 - Be the strong voice and service for the field;
 - Facilitate Department-wide communication and community;
 - Survey the field and create new statewide programs from field practices;
 - Attend volunteer recognition events, and
 - Act as a clearinghouse for corporations searching for locations where their staff may volunteer.
 - Regularly run volunteer activity reports from the new database to report to executive staff.
 - Track staff hours (through Kronos) dedicated to the program to determine Department labor costs; compare that cost with volunteer service hours to determine the program’s overall monetary value.
 - Write grants to support the program

- The Hub would work with teams of Volunteer Coordinators on statewide and strategic initiatives such as:
 - Working with the Marketing Office, establish and execute statewide promotional and recruitment activities;
 - Reinforcement of program standards statewide; and
 - Regular evaluation of volunteers through effective performance management

- Develop communication (e.g., monthly e-newsletter, twitter feed, Snapchat, etc.) to all volunteers. Communication could be through:
 - Google Calendar of upcoming volunteer opportunities, community events, or statewide conferences/events;
 - Celebration of volunteer program achievements with individual recognition/awards;
 - Additional resources or helpful tips for volunteers (e.g., tips on how to use the new tracking system, links to training modules);
 - Develop volunteer social media pages for increased communication; and
 - Utilize social media to encourage the younger demographic to engage with the program.

Improve digital presence by updating and improving the VIPP webpages. Increased digital presence would help grow the program by increasing both recruitment and retention.

Enhance the VIPP web presence with explicit instructions for the application form and commitments, sample duty statements and VIP opportunities. Add real time district/unit information focused on which types of volunteers they want to recruit. Provide updates to these pages by regular communication with the District Volunteer Coordinators.

- Additional ways to refresh the VIPP web presence:
 - Links to external volunteer partner sites (e.g., CSPF's Park Champions^{xxviii}, Volunteer Match^{xxix}, California Volunteers,^{xxx}
 - Links to online communities (e.g., social media communities)
 - Highlight best practices in the field;
 - Utilize some of the web pages to target younger and diverse demographic;
 - Add a page focused on recruitment;
 - Add current photos of volunteers;
 - Provide clear information about opportunities;
 - Create an online volunteer application that can be completed and emailed online directly from the website to the applicant's district.^{xxxi}

The Hub would ease program burden on the field by demonstrating strong support; therefore, overall morale would improve.

7.2 - Increase Outreach to Diverse Audiences

Collaborate with relevant partners and staff to develop a plan to reach audiences that are more diverse. Implement the plan by developing a statewide marketing strategy aligned with Departmental relevancy goals with key messaging.

Provide field staff with marketing materials and strategies for field-level dissemination; tailor marketing efforts to reach broad audiences, such as social-media efforts to reach younger generations. At the field level, identify and pursue partnerships based on specific programmatic goals, for example:

- Ethnic/cultural organizations
- Student and/or youth volunteer groups
- Trade associations
- Emulate the Promotores^{xxxii} outreach model done at LA SHP and Candlestick SRA



Hollister Hills SVRA

7.3 - Develop Youth and Family-Friendly Volunteer Opportunities

Identify and implement youth programs where they currently do not exist. These programs would enable broader flexibility for potential volunteers with families.

Such programs could include:

- Junior docent programs for kids over 10 years of age, co-scheduled with adult opportunities;

- Youth education programs for kids under the age of 10, co-scheduled with adult opportunities;
- Full family opportunities for adults to volunteer side-by-side with their children in low-risk projects/special events;
- Follow the model of VolunTeens^{xxxiii} that the city of Riverside, CA facilitates for youth ages 14-18.

7.4 - Create Volunteer Social Media Communities

There are currently no statewide marketing or recruitment initiatives. We have the opportunity to connect with the broader volunteer community and passively recruit potential volunteers. California's population has become younger and more culturally diverse. We need to identify how to be attractive to this population and cater to them rather than expect them to fit into our unchanged program created for demographics from many decades ago.

Working with the districts, create dedicated VIPP communities for posting achievements, cross communication statewide, and enhanced recruitment. Retention and recognition could also be the benefits of multiple VIPP media communities.

Section 8 - Recommendations for Program Improvements – Increase Capacity and Strengthen Capabilities

8.1 - Identify a Vision, Goals and Strategic Priorities

Rearticulate the volunteer's value and define a program vision. Revise the value section of the Volunteers in Parks Program Guidelines. Articulate that the Department understands the value of volunteers; define, and codify the expectations of how staff should engage with them. Distribute and reinforce the value statement to staff, volunteers, and partners through focused communication.

- Ensure that existing systems are built upon to:
 - Meet relevancy goals
 - Recognize the type of volunteers we want to attract
 - Reflect the diversity of our state by attracting that volunteer demographic
 - Define the experiences we want to provide for volunteers
 - Identify milestones and refresh them yearly

Strategic program priorities should be explicit objectives that move the program closer to meeting its vision while measuring progress.

- Potential strategic priorities could include:
 - Specific goals around an increase in diversity in the program (e.g., increase diversity of volunteer pool by 20% in 5 years)
 - Specific goals around retention (e.g., retain an average of 80% of volunteers in a specific year)
 - Goals around specific project initiatives, e.g., expanding junior docent programs to all districts

8.2 - Develop a Mentorship Program

Develop a mentorship program within the volunteer community where experienced volunteers would receive 1-3 inexperienced volunteers to mentor and assist at the start of their volunteer engagement. The mentorship program would focus on engaging new volunteers with the broader community and onboarding new volunteers in the expectations, standards, policies, etc. of the Department. The program would assist staff in volunteer training, without significant budget investments, while specific skills and knowledge would be passed on.

As a volunteer mentor, experienced volunteers are empowered with a stronger sense of investment in the development and success of the program; mentoring increases their sense of community; while it provides them with an accomplishment and level of recognition within the program. They may also become Volunteer Leaders, which could be another part of an expanded program.



The Three Richards, Old Town San Diego SHP

8.3 - Designate Administrative Volunteer Coordinators

The program does not yet have the minimum capacity required to support a strong and sustainable volunteer program. Centralize administrative work and dependent on District complexity; establish a dedicated resource person in each District (or sector, depending on the number of volunteers) to handle the District's volunteer program administrative needs.

- Those needs include:
 - Oversee and maintain administrative systems (e.g., online registration, volunteer database, and online tracking)
 - Act as a primary point of contact for individuals or local organizations and help to identify appropriate volunteer roles and/or opportunities

These administrators reduce the burden of record-keeping duties associated with volunteers that is customarily done by the volunteer coordinator. Due to the confidential nature of volunteer registration paperwork, the classification should be an existing supervisor with personnel management skills.

8.4 - Reassess Volunteer Coordinators Program

Although District, Sector and Unit Volunteer Coordinators exist in the field, and with a few exceptions, they are not dedicated *solely* to their volunteer program. Capacity investments need to be enhanced by establishing volunteer program coordinators to oversee program planning, and to provide program feedback to headquarters. Because of these collateral duties, the coordinators lack the time required to most effectively work with and/or oversee volunteers; and in many cases, seasonal staff oversees the program at the sector and/or unit level.

As an example, the classification overseeing many volunteer programs in the sectors and units are State Park Interpreter Is. Because of their many collateral duties, time dedicated to the volunteer program they oversee is limited, but conversely, their interpretation program development and presentation time is additionally limited, with negative consequences for both programs.

Depending on the District volunteer program's complexity, establish one or multiple full time Volunteer Program Coordinators in each District. This would enable the program's future vision and project planning to be realized. These coordinators would translate and implement a statewide recruitment strategy and they could grow the District's volunteer program and tremendously increase its quality.

These coordinators would assess their volunteer's service areas, and provide them with lead persons for their areas, e.g. an Environmental Scientist has volunteers removing invasive weeds, the designated coordinator would work with the administrative support person to ensure that the appropriate paperwork is completed, necessary training is done, etc,

Volunteers would see a real demonstration of the Department's commitment to them, which increases their sense of value, and in turn, morale and retention improves.

For the Headquarters Hub, these positions increase program field support; they establish a communication conduit for pulse checking the program; they provide a

centralized role to help implement statewide efforts at the field level; there could be an increase in policy adherence; and needed capacity around key non-administrative functions and implementation of strategic priorities. The program requires dedicated, full time staff rather than staff that are limited in time and energy.

8.5 - Utilize Partners for Short-Term Volunteer Coordination

Volunteers would remain under the auspices of the Department, but partners could assist in overseeing the program at individual park units on a day-to-day basis. As long as we remain sensitive to the history of separation between our cooperating associations and our volunteers and the importance of keeping them separate. Working directly with the Partnerships Office, some partners could be candidates for these relationships.

- Where appropriate, partner with external organizations to assist in overseeing the coordination and management of short term volunteers at the state and district level in partnership with the Department, including:
 - Project planning and scheduling
 - Outreach/communications and organization
 - Onsite project management and general oversight
- Organizations that could be considered for taking on a management role include:
 - Expansion of CSPF's Park Champions (e.g., state level)
 - Other external volunteer-specific organizations
 - Service-specific organizations such as a docent society
 - Local California Native Plant Society
 - Off-Highway groups for SVRAs
 - Native American Site Stewardship Program
- Positive impacts for field staff include:
 - Allows for volunteer coordinators to narrow the focus of their efforts
 - Encourages engagement with different types of partners
 - Increases capacity without requiring significant budget increases
 - Identifies "signature partners" with significant experience in volunteer coordination and management at both the state and district level

The volunteer program will continue to grow only if the right resources are in place to support the new vision and strategic priorities. Once there is alignment on a path forward, the Department needs to evaluate capacity implications and make necessary investments.

8.6 - Host Volunteer Community Events

Service the field by supporting strategic volunteer community events throughout the state. A strong sense of community increases both retention and an expanded level of engagement with volunteers, which will help the program to grow and create greater impact on the volunteers and those they serve. Plan and host specific volunteer events at the state and district level to promote interaction across the volunteer community and celebrate volunteer achievements.

- Consider opportunities for the broad volunteer community to interact in events like:
 - 2-3 state-level events open to any Department volunteer statewide
 - Annual district-level events open to all volunteers within a district
 - Annual service-specific events, such as events for natural-resource-focused volunteers or events for camp hosts, to engage volunteers with a similar role and knowledge base.

The benefits would be far-reaching by creating opportunities to see and engage with the broader volunteer community and building and strengthening social relationships between volunteers and Department staff. Allowing for idea or knowledge exchange between parks and districts across the state would increase the volunteer's sense of value and appreciation.

8.7 - Establish a Fellowship Program

A fellowship program within the VIPP could provide field experience to young people interested in park systems.

This program could offer summer experiences or “semester” experiences and engage younger audiences in both volunteerism and broader Department management. Semesters would provide an opportunity to young people interested in careers with the Department while aiding the volunteer program youth representatives—thereby potentially building a future constituency and attracting additional youth. A fellowship program provides additional capacity without employee-level budget investment.

8.8 - Develop Strategic Transportation Initiatives and Partnerships

Develop strategic partnerships to provide transportation services to underserved communities for volunteer opportunities. Such partnerships could be with public transit systems, nonprofit organizations serving goal communities, and nonprofit organizations with their own transportation infrastructure.

The VIPP has an opportunity to grow by cultivating relationships with populations that had previously not been reached, achieving a key Departmental goal of increased

relevancy and reach. Initiatives that help alleviate potential roadblocks and can enable broader and more diverse populations to access volunteer opportunities.

Section 9 – Implementation Strategy

This ARV would require a 3 year phased implementation strategy that would prioritize each recommended improvement. A work group of professionals within and outside the Department would advise on implementation beginning in 2017, with the no cost items implemented first and as stable support funding is identified, the more costly items would begin execution. This strategy will be addressed in more detail once this ARV is approved to go forward into the implementation phase.

Please see the detailed legal size spreadsheet that is an electronic attachment to this ARV along with statistics that illustrate each District with their PY classifications.

Section 10 - Parting Thoughts

As we look to growing the Volunteers in Parks Program, as Initiative 21 adeptly states, May we continue to ...”improve the quality and quantity of our volunteers and docents”. This report is about the quality first; about our investment as a Department in this fundamental program, that results in annual cost savings into the millions of dollars; that we rely on this silent work force to keep our parks clean, rehabilitated, patrolled, visitor centers open, and many other duties, too numerous to list here.

We need to invest in them because it is about what is *needed* and what is *possible* with a revitalized and expanded volunteer program, for the benefit of all.



San Juan Bautista SHP

Section 11 - Endnotes

- ⁱ Transformation Action Plan, http://www.parks.ca.gov/pages/24689/files/draft_transformation_plan.pdf
- ⁱⁱ 2013 VIPP Report, <https://www.parks.ca.gov/pages/735/files/Final%202013%20Report.pdf>
- ⁱⁱⁱ VIPP Guidelines, 2012,
<https://www.parks.ca.gov/pages/735/files/vipp%20guidelines%20low%20res%2003-21-12.pdf>
- ^{iv} Summary of Interview Themes, Appendix A
- ^v Roster of ARV Subcommittee, see Appendix B
- ^{vi} October 2016 Field Survey Results, N:\Transformation Subcommittees\Volunteers in Parks Program Assessment and Recommendations
- ^{vii} History of Volunteers in California State Parks, Appendix C
- ^{viii} *Volunteers Act*, Legal Authority, Appendix D
- ^{ix} Telephone Pioneers, <http://www.telecompioneers.org/>
- ^x Park Champions, <http://calparks.org/help/park-champions/>
- ^{xi} Volunteer Coordinator's Duties at the HQ, District and Sector/Unit Levels, Appendix E
- ^{xii} Department Operations Manual, §0900, 0908.3.1
- ^{xiii} 2014 and 2015 VIPP Reports,
https://www.parks.ca.gov/pages/735/files/VIPP_Annual_Report2014.pdf
https://www.parks.ca.gov/pages/735/files/VIPP_Annual_Report2015.pdf
- ^{xiv} While a current value *section* exists in the *Volunteers in Parks Program Guidelines*, there is no *single* value statement that succinctly focuses on the program
- ^{xv} Recognition Awards Program, Poppy and Medallion Awards, Appendix F
- ^{xvi} Uniform Vendor Example,
http://oregonstateparks.org/index.cfm?do=getinvolved.dsp_volunteer
- ^{xvii} Uniform Pilot Project, Budget, Appendix G

-
- xviii Recognition Survey, VIPP Budget, Appendix G
- xix See Colorado's volunteer's videos, <http://cpw.state.co.us/aboutus/Pages/VolunteerOpportunities.aspx>
- xx Training, Budget, Appendix G
- xxii Online database discussion, Budget, Appendix G
- xxiii <http://www.betterimpact.com/volunteer-impact-pricing-standard/>
<https://www.volgistics.com/price-calculator.htm>
- xxiv <https://oag.ca.gov/fingerprints>
- xxv DOM §0908.3.7.2: When a criminal history background check is required, the volunteer must complete the appropriate Department forms, including DPR 883, Pre-employment Arrest/Conviction Disclosure Statement, that request permission from the volunteer for completion of a background check and the District shall bear responsibility for completion of the Request for Live Scan Service (BCII 8016) and pay all fees associated for the processing of the fingerprint scan by the Department of Justice.
- xxvi Live Scan Rolling Machines, see discussion in Budget, Appendix G
- xxvii Volunteer Program Staff Support, see Budget, Appendix G
- xxviii Park Champions Program, <http://www.calparks.org/help/park-champions/>
- xxix Volunteer Match, <http://www.volunteermatch.org/>
- xxx California Volunteers, <http://www.californiavolunteers.org/>
- xxxi Example of email application from website, <http://dnr.alaska.gov/parks/vip/vipapplication>
- xxxii Community Liaison Pilot Project Proposal, Appendix H
- xxxiii http://riversideca.gov/park_rec/volunteen.asp

Appendix A

Summary of Interview Themes

Interviewees

In Feb. and March 2016, The Partnerships Committee conducted 28 interviews with Department staff, volunteers and volunteer organizations, and external organizations

Name	Role / Location
Department Interviews	
Blythe Wilson	Regional Interpretive Specialist
Carmen Zone	Chino Hills
Cathleen Cannon	Marin District
Chris Peregrin	Tijuana Estuary
Danielle Gerhart	Columbia SHP
Danita Rodriguez	Bay Area District Superintendent
Ellen Clark	Transformation Team (and VIPP Manager after 2/2017)
Karen Barrett	VIPP Manager
Matt Bischoff	State Historian III
Matt Green	Sierra Gold Sector
Michael Green	Monterey SHP
Patricia Clark-Gray	Regional Interpretive Specialist
Sean Woods	Angeles Sector Superintendent
Todd Lewis	Orange Coast Sector Superintendent
Winter Bonnin	Crystal Cove

Name	Role / Location
Volunteer and Volunteer Organization Interviews	
Cathy Moyer	Volunteers for Outdoor California
Jim Gannon	Friends of Mt. Tam
Joyce Abrams	Friends of China Camp
Lucinda Mittleman	Topanga Canyon Docents
Michele Luna	Stewards for the Coast and Redwoods
Phoebe Oelheim	California State Parks Foundation
Rick Vogel	Torrey Pines Docent Society
Traci Verardo-Torres	Consultant (former CSPF)
External Park Perspective Interviews	
Denise Shea	Golden Gate National Parks Conservancy
Heather Boothe	NPS
Mark Denny	OC Parks
Peggy Dolinich	NPS
Ray Murray	NPS

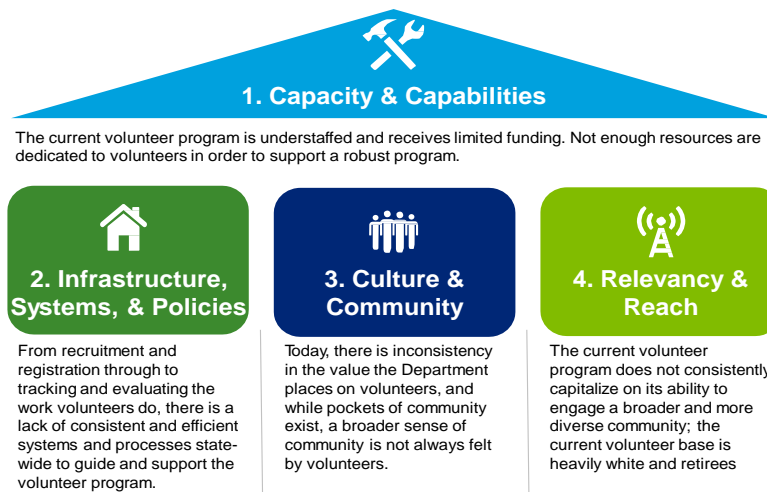
In our interviews with Department staff and volunteers, we sought to understand what is working well and what can be improved with the current program. In our interviews with external organizations, we sought to understand the best practices related to engaging volunteers.



4

What we heard: Summary

Although limited resources and capacity constraints were oftentimes cited as the most significant pain points, a number of more fundamental issues were surfaced



4

1. Capacity & Capabilities



A lack of dedicated resources and funding to support and develop the program was cited most often as the biggest pain point of the current volunteer program

The current Volunteers program feels understaffed; outside of HQ, there are no full-time resources dedicated to volunteerism

- Volunteer Coordinators do not currently have enough time to complete the three overarching responsibilities they have: administration, volunteer planning, and oversight
- The volunteer program cannot properly grow without the right resources in place

Current volunteer programs do not receive significant funding; moreover, there are strict regulations on how parks can fund their volunteer programs

- Programs do not have the budget to buy necessary materials (e.g., uniforms) or to support training
- Parks that have tried funding their volunteers through other programs were given strict rules that limited their ability to fundraise

Feedback

"If you have over 100 volunteers, you **need** a dedicated staff person."

"Does the volunteer program need to have DPR own every single volunteer that touches the state parks? I would say absolutely not."

"Often the co-ops fund the volunteer recognition and buy uniforms and it is a gray area. We as a state agency should be able to buy them their uniforms, but this is what we've done with the resources we have."



4

2. Infrastructure, Systems, & Policies (1 of 3)



In addition to general issues with capacity & capabilities, there is limited attention and resources placed on attracting and screening volunteers

There is no consistent Marketing strategy within the Department and existing Marketing approaches are limited

- Recruiting strategies can vary by district or even park
- Current marketing methods are outdated using mostly brochures
- The Volunteer website is difficult to navigate
- Not all those interested in volunteering are necessarily a good fit for the Department

Not all parks have an adequate screening process for volunteer selection

- While some parks have thorough screening processes, the use of screening during volunteer selection is inconsistent state-wide

Feedback

"A Department-wide recruitment effort once or twice a year would be helpful to show people that we are a great volunteer opportunity. Then each park or sector can do something with the Department-wide effort."

"It is difficult for people to find information about getting involved with a park. The website is difficult to navigate, there is only a phone number listed and no one answers."

"We have mandatory interviews, which is like a firewall to make our lives easier. We need to know that we have a good fit and making sure they fit well with our program. It's a good screening process."



4

2. Infrastructure, Systems, & Policies (2 of 3)



Once volunteers are identified, registration, onboarding, and training were highlighted as burdensome without any online systems to streamline the process

Registration is burdensome and inconsistent state-wide

- Significant paperwork and other approvals (Live Scan, DMV approval) can deter volunteers from registering for the VIPP
- The expectation of Live Scan or DMV approval is inconsistently applied to registering volunteers

Onboarding and training for new volunteers differs state-wide and is often an onerous process for volunteers

- Many parks require in-person training that is offered irregularly
- No training or onboarding is available online

There are no existing continuing education opportunities or service-specific trainings within the Department; any continuing education opportunities in parks are funded by the individual park units

Feedback

"The DPR VIPP paperwork is a mountain of paperwork. It can deter people."

"The district superintendent had volunteers fill out DMV forms even though they don't even drive as volunteers! We lost people over this because older folks didn't know how to do it."

"I think for volunteer trainings would be great to have basic overview of CA State Parks, what it means to be a volunteer, what is expected of volunteers, etc. if they are not able to attend trainings and so everybody gets the same message."

"We could definitely benefit from more training, we wish we could get more DPR staff to help such as with maintenance tasks or projects. To do some in depth training on things like trail reroutes, that would be helpful."



4

2. Infrastructure, Systems, & Policies (3 of 3)



There are no statewide systems or procedures for recording and maintaining information on volunteers

Currently all administrative paperwork is done with physical paperwork, which takes time and is often inaccurate

- Paperwork should be digitized to aid streamlining of administration processes
- Many parks also still use paperwork for scheduling Volunteers
- Any systems used are implemented on a park or district basis, often with funding from nonprofits

Volunteer registration and data are not currently accessible outside of the immediate park at which the volunteer registered

- A volunteer database should be created with individual volunteer details accessible state-wide

There is no established process for evaluating volunteers or determining if a volunteer relationship should be ended

Feedback

"The paperwork sucks a lot of staff time because it's so archaic and really illogical. Paper gets lost."

"We should be able to pull up the paperwork at any state park to see where there is a live scan completed, etc."

"It would be nice to know the training they've had because some people need to be signed off on trainings before they can do certain roles like if they have been signed off to drive a state vehicle, if they've gotten a live scan done."

"Volunteer managers don't have that information available to them about what they should be doing with regard to evaluation or handling difficult volunteers or situations"



4

3. Culture and Community (1 of 2)

Volunteers noted that they don't always feel fully valued or connected to the Department and to the broader volunteer community



Current culture does not always make Volunteers feel like a priority

- In some cases, volunteers are not seen as an opportunity but rather as a burden
- In situations where volunteer programs feel undervalued, there is no process to flag this for the Department

There are no established expectations or processes for volunteers to engage with Department staff both on and off-site

- Volunteers need communication to feel appreciated and recognized

Volunteers do not have ways to engage with other volunteers and DPR staff in order to feel like part of the community.

- Community is an important part of the volunteer experience; volunteers want to feel like they are a part of something bigger than themselves



Feedback

"I think it comes down to a park superintendent making volunteers a priority and valuing volunteerism and then training staff to consider volunteers as part of their team"

"Treat a volunteer as a partner in crime rather than a servant."

"I continually stay in touch with people who volunteer in the park working with CSPF. Working with the DPR is much more distant. I report hours to them; there is no other feedback mechanism"

"One of the complaints we have, especially from the visitor center, is that they don't see the State Parks employees. This is vital, we need the people in the uniform to say hi and say thank you. Volunteers need to feel appreciated."

"I want explore volunteers getting to know each other to get them more involved in the other aspects of volunteering"

4

3. Culture and Community (2 of 2)

A number of interviewees felt that there was an issue with effectively recognizing and retaining volunteers from year to year



The current recognition system does not have much structure and does not adequately recognize the achievements of volunteers

- The Department does not always have the funding to support materials for recognition
- People need to feel fulfilled in order to want to keep volunteering

Many parks struggle to retain volunteers from year-to-year

- The Department does not always support the wants and needs of volunteers; there needs to be more flexibility in who can volunteer and what duties they can perform
- Parks lose volunteers when the volunteers do not have meaningful connections to the park (see appreciation and engagement)



Feedback

"What public agencies get wrong in these programs is that they think this is a free labor program, and then we treat them like employees or worse. What we don't understand is that people volunteer out of their own self-interest to achieve fulfillment for themselves, and we need to find ways to affirm that."

"How can we support volunteers with what they want in order to stick around? We can't always give volunteers freedom so there is tension between trying to control volunteers and then letting them free"

"There are a couple of handicapped people that want to be on the trail patrol/ambassadors program. They are handicapped and they are great on walking slowly on the trail, but they can't lift up to thirty pounds, so they don't meet requirements"

5

4. Relevancy & Reach



Finally, the volunteer program doesn't feel aligned with broader relevancy goals of the Department

The Department does not always recognize the volunteer program as an opportunity to fulfill other programmatic goals around community outreach and recognition

- The volunteer program brings more than just volunteer services to the State Parks; volunteers have the ability to act as ambassadors of State Parks

The current Volunteer program depends heavily on retirees; the Department needs to reach a younger and more diverse audience

- Marketing strategies need to be tailored to reach more diverse audiences
- There are no program-specific initiatives that have been created to engage target audiences

Feedback

"Ultimately volunteers have the ability to be our brand ambassadors. If we don't give them the ability to be a brand ambassador, then they can't be a brand ambassador."

"There is also benefit for relevancy – so the volunteer program is worth the investment – it has to be part of the relevancy strategy."

"Recruitment is a huge challenge for us to get people that are younger, we have great older volunteers, but we miss the mark in getting the younger volunteers."

"There has not been any innovation in recruitment, we need to think functionally and strategically in our recruitment to reach different audiences."



Appendix B, ARV Subcommittee

Ellen Clark, Chair, Associate Park & Recreation Specialist, Transformation Team (Temp Assignment), and VIPP Coordinator
Paul Helman, California State Railroad Museum Docent
Patricia Clark-Grey, Regional Interpretive Specialist, Monterey District
Karen Barrett, Associate Park & Recreation Specialist, VIPP Coordinator (LT)
Terri Lopez, Regional Interpretive Specialist, Gold Fields District
John O'Neill, Point Sur Lighthouse SHP Docent, Monterey District
Steve Quartieri, Staff Park and Recreation Specialist, Ocotillo Wells District, OHMVR Division
Blythe Wilson, Regional Interpretive Specialist, Orange Coast District
The Monitor/Deloitte Team: Grace Summers, Traci Neuhaus, and Rhonda Evans

Appendix C, History of Volunteers in California State Parks

Volunteers have been serving California's State Parks since the 1860s, when the Mariposa Grove of Giant Sequoias and Yosemite Valley were first set aside and granted to the State of California. This "preservation" (a concept that had not yet been fully defined or used) was largely due to a small group of concerned volunteer activist citizens who witnessed how pristine natural environments were being exploited for their natural resources.

Although Frederick Law Olmsted wrote a comprehensive management plan for the grant, it was shelved for political reasons and never implemented. Because of unfettered visitor use and conservationist John Muir's lobbying efforts, the State of California lost the valley and grove after 42 years; both areas were turned over to the Federal government. The action of granting these iconic areas to California is considered the creation of the first "state park."

As with Yosemite, direct citizen voluntary action was and still is instrumental in affecting change. Examples of areas that were to become state parks preserved by volunteer groups are Big Basin Redwoods State Park, saved by the *Sempervirens Club*; North Coast Redwoods, saved by *Save the Redwoods League*; and Sutter's Fort State Historic Park saved and restored by the *Native Sons of the Golden West*.

California State Parks volunteers act in different roles today, but they serve as illustrations of how volunteer efforts can make a lasting difference and how a healthy and sustainable program can continue, having positive impacts for visitors and the park environment into the future.

Appendix D, Legal Authority

The Volunteers in Parks Program was officially established in 1978 with the passage of the *California State Government Volunteers Act (Act)*, Chapter 8.5, Government Code, 3110-3112, 3118-3119.1 and 3119.5.

3110.

This chapter shall be known and may be cited as the California State Government Volunteers Act.

(Added by Stats. 1978, Ch. 1195.)

3111.

As used in this chapter:

- (a) "Volunteer" means any person who, of his own free will, provides goods or services, without any financial gain, to any state agency, as defined in Section 11000;
- (b) "Administrative volunteer" means any person serving voluntarily on boards, commissions or other similar bodies with California state government; and
- (c) "Direct service volunteer" means any person involved in specific volunteer service that includes one to one relationships or assistance to recipients of government services.

(Added by Stats. 1978, Ch. 1195.)

3112.

The Legislature finds and declares that:

- (a) Since the spirit of volunteerism has long animated generations of Americans to give of their time and abilities to help others, the state would be wise to make use of volunteers in state service wherever practically possible.
- (b) The spirit of citizen initiative and self-reliance that has prevailed throughout the United States for over the past two centuries needs to be recognized and fostered whenever possible in meeting the basic human needs in the state.
- (c) In every community or neighborhood there are individuals who, by their personality, concern, experience, commitment, and training, can serve as citizen action leaders.
- (d) There presently exists sufficient resources to assist citizen action efforts. There are an infinite number of skilled, experienced community groups and volunteer organizations available to help mobilize citizen initiatives. Such groups include business and fraternal organizations, churches, women's organizations, voluntary action centers, schools and other community organizations in both the public and private sectors.
- (e) Legal and market disincentives and impediments need to be eliminated in order to establish an optimum environment for citizen initiative and volunteer action.

(f) There is a need for a clearinghouse, to provide information concerning resources and alternatives to foster self-reliance and citizen action.

(g) It is not the intent of the Legislature that volunteers replace or supplant public employees, where such employees are providing services deemed necessary for the government to perform, but that they add new dimensions to providing of governmental services.

(Added by Stats. 1978, Ch. 1195.)

3118.

All volunteers shall comply with applicable department and other state policy and regulations. It shall be the responsibility of the state department in which a volunteer participates to insure this compliance.

(Added by Stats. 1978, Ch. 1195.)

3119.

Each state department or division is hereby authorized to utilize the services of volunteers. Each state department or division utilizing the services of volunteers shall:

(a) Provide sufficient staff for the effective management and development of volunteer programs.

(b) Develop written rules governing job descriptions, recruitments, screening, training, responsibility, utilization, supervision, and insurance of volunteers.

(c) Take such actions as are necessary to insure that volunteers understand their duties and responsibilities.

(Added by Stats. 1978, Ch. 1195.)

3119.1.

The provisions of this article shall not apply to the Department of Aging's use of volunteers, pursuant to the provisions of Titles III (42 U.S.C. 3021 and following), V (42 U.S.C. 3041 and following), and VII (42 U.S.C. 3045 and following) of the Older Americans Act.

3119.5.

Notwithstanding Section 3118, any state or local agency that chooses to utilize volunteers shall implement a policy whereby no person aged 60 years or older may be excluded from volunteer service if the person is physically, mentally, and professionally capable of performing the services involved. A person shall be deemed professionally capable if he or she can demonstrate reasonable proficiency or relevant certification and performs his or her professional duties in accordance with laws, regulations, or technical standards governing his or her area of volunteer responsibility.

The VIPP allows citizens to engage with state parks through the contribution of hours and critical services, and it helps to serve millions of visitors annually to our state park system.

Appendix E, Volunteer Coordinators at HQ, District and Sector/Unit Levels

VIPP Coordination, Headquarters

- **Classifications** — Park & Recreation Specialist (PI), Associate Governmental Program Analyst, State Park Interpreter III, and Associate Park & Recreation Specialist
- **Reports to** — Chief, Interpretation and Education Division
- **Detail of duties** —
 - Develop/update VIPP Guidelines
 - Assist districts with recruitment, training, retention and recognition
 - When free accommodations are available, attend one field recognition event yearly
 - Facilitate Poppy and Director's Medallion Awards
 - Seek grants to purchase patches and nametags for the field, and once purchased, disseminate as requested —first come, first served.
 - Present program updates at Annual District Interpretive Coordinators training
 - Answer queries from field staff, volunteers, and volunteer candidates
 - Develop and facilitate annual Volunteers in Parks Program Volunteer Field Coordinator Training
 - Compile data from the field and write Annual VIPP Report
 - Order VIP passes and disseminate to the field
 - Collaborating with the Publications Section, regularly updates VIPP recruitment brochure
 - Take field requests for updates on Host recruitment web pages
 - Edit VIPP web pages
 - Lead person/supervise one-three support staff person(s) who may be volunteer/seasonal/intern
 - Staff mentor
 - Process VIPP registration paperwork from Headquarters
 - Work with Legal Office and Park Operations to update the VIPP Guidelines and DOM Chapter
 - Attend park unit VIPP events in the Sacramento area
 - Attend training necessary for effective Program leadership
 - Research uniform items
 - Periodical engagement with District Volunteer Coordinators
 - Refresh and revise VIPP forms and processes

VIPP Coordination, Districts

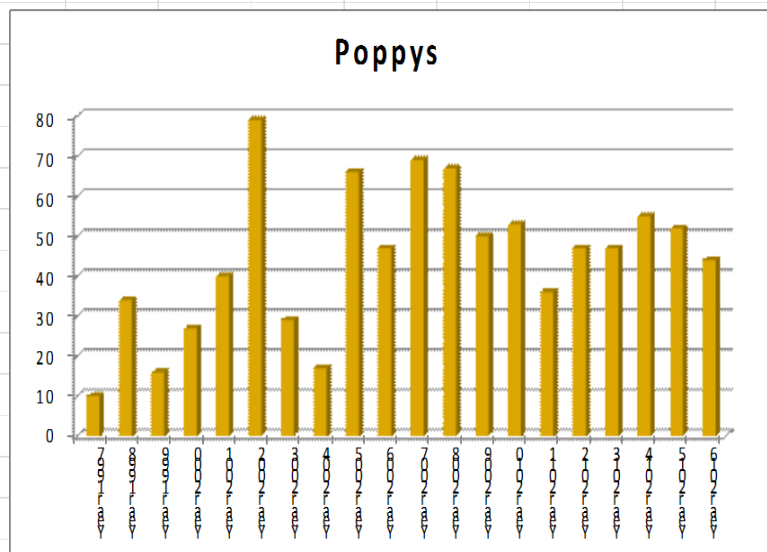
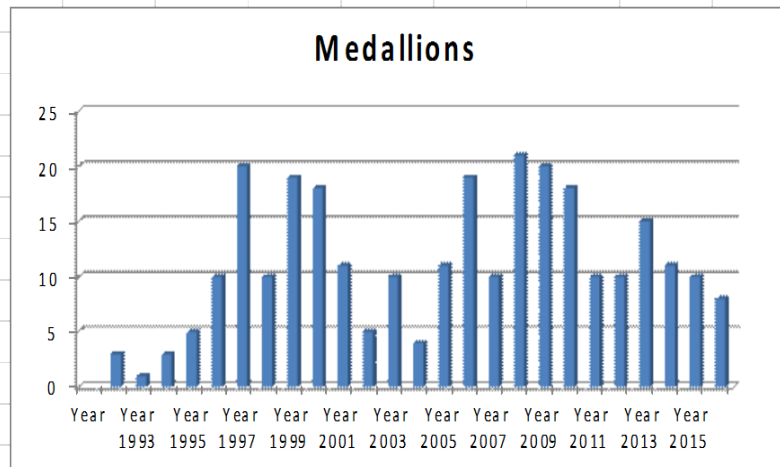
- **Typical Classifications** — Regional Interpretive Specialist (non-sup), State Park Interpreter I or II (both non-sup), State Park Interpreter III (sup), State Park Peace Officer (SPPO) Ranger (non-sup).
- **Reports to** — District Superintendent, Technical Services Manager or other Superintendent designee
- **Detail of duties**
 - Support the VIPP by assisting the sectors/units with recruitment, training, retention, and recognition and compile reports for submittal to HQ yearly
 - Develop and facilitate interpretation training
 - Interpretive programming development and delivery
 - Museum collections manager
 - Assist with/plan interpretive events
 - Support/develop/facilitate Mott Training Center training
 - Attend Core Staff meetings (dependent on classification and district management decision)
 - Serve as the District Public Information Officer
 - Oversight of district interpretive projects (visitor center plans, panel design, General Plans, Interpretation Plans, etc.)
 - Develop exhibits
 - Work with partners on interpretive/other projects with interpretive components
 - Assist with interpretive program staff support interviews
 - Cooperating Association(s) Liaison
 - Jr. Ranger and Litter Getter facilitator
 - Work with Interpretation and Education Division, VIPP Coordinator, Planning and Programs and Publications Sections on various projects (brochure oversight, Proposition funding, spending, tracking and reporting, etc.)
 - Oversee staff as a Lead person or supervisor
 - Advise/support unit/sector staff
 - Attend yearly District Interpretive Coordinator Training
 - Oversee partner agreement(s)
 - Law enforcement duties as assigned
 - Serve on Interpretation and Education Division Advisory Committees
 - Assist with park unit Interpretive Master Plans/Interpretive Prospectuses
 - Work with cooperating association(s) on interpretive projects
 - Serve the HRO as an EEO Counselor/EEO Committee member
 - Process VIPP registration paperwork
 - Compile district VIPP statistical data for HQ yearly
 - Oversee the District Accessibility Resources Group (DARG)
 - Facilitate FamCamp®

VIPP Coordination, Sectors/Units

- **Typical classifications:** Seasonal Park Aide/Seasonal Park Interpretive Specialist; Seasonal Guide Trainee; SP Interpreter I, State Park Interpreter II; SPPO (Ranger); Guide I/II.
- **Reports to:** Sector Superintendent, Supervising Ranger, Guide II, State Park Interpreter III
- **Detail of duties**
 - Write staff schedules
 - Interpretive programming development and delivery
 - Support the VIPP through volunteer interviews, evaluations, recruitment, training, recognition, etc.
 - Compile VIPP statistical data and send to District Interpretive Coordinators
 - Museum collections oversight
 - Law enforcement in the unit/sector
 - Coordinate interpretive events
 - Act as the Lead person to seasonal support/other staff
 - Work with District Interpretive Coordinator on unit/sector projects
 - Compile unit visitation data
 - Prepare bank deposits/Report Of Collections
 - Cooperating Association Liaison
 - Oversee Visitor Center operations
 - Work the kiosk
 - Oversee the Park/Camp Host program
 - Routine maintenance
 - Process VIPP registration paperwork
 - Work with district VIPP coordinator to develop training
 - Prepare and report statistical data
 - Maximo input
 - Attend VIPP training
 - Staff mentor
 - Assist other core program staff with VIP training/registration

Appendix F, Recognition Awards Program

Awards by Year		
	Medallions	Poppys
Year		
Year 1992	3	
Year 1993	1	
Year 1994	3	
Year 1995	5	
Year 1996	10	
Year 1997	20	10
Year 1998	10	34
Year 1999	19	16
Year 2000	18	27
Year 2001	11	40
Year 2002	5	79
Year 2003	10	29
Year 2004	4	17
Year 2005	11	66
Year 2006	19	47
Year 2007	10	69
Year 2008	21	67
Year 2009	20	50
Year 2010	18	53
Year 2011	10	36
Year 2012	10	47
Year 2013	15	47
Year 2014	11	55
Year 2015	10	52
Year 2016	8	44
Totals	282	885





Appendix G, Budget Discussion

Endnote xvi: VIPP Uniforms

We propose a 2-year pilot project where we would identify the top five types of volunteers (from the 2015 Annual Report) in various park settings, e.g. interpreter at a State Reserve, host at a State Park, maintenance helper at a State Historic Park, public contact VIP at a visitor center and a VIP at an SVRA special event.

We would pick each volunteer willing to participate in the pilot, who plans to remain at the park for at least the next two years. We would then monitor them monthly for the first year in their existing uniforms, while surveying them on how they are funded, are they rotated, their uniform supplier, etc.

We would then give them each a uniform for the second year (supplied with no cost to us from a uniform vendor), monitor them and compare the two years. This pilot would enable us to determine possible vendors, and test uniforms.

The result would be to locate a uniform vendor that has long lasting, attractive uniform items that are attractive and can be ordered online.

Cost: Minimal

Required research: uniform vendors willing to participate

Endnote xvii: Recognition Survey

Each District/Sector/Unit has distinctive ways to recognize their volunteers. Survey the field and ask what they do for appreciation/recognition and highlight the stellar ones monthly in the electronic *Buzz VIPP Newsletter* that is sent to all employees. As they are highlighted, begin building a catalog of best practices in recognition, while developing field tools to disseminate for implementing those best practices.

Study/Survey cost and implementation: \$2-\$5,000.00 for graphic design time and catalog development

Endnote xix: Online Training

As recommended in the ARV, develop a cadre of volunteer training where it is needed most.

Cost: staff time to develop the training

Required research: time needed for development

Endnote xxi: Online Database Discussion

As research was being done into the possibility of purchasing an online database, the offer came from IT and Marketing to create our own. Cost savings would be substantial if we are able to create our own. Some Districts have purchased their volunteer database from volunteer tracking software vendors, e.g. Volgistics® and Volunteer Impact.

If the Department purchased Volgistics® for statewide use, the cost would be \$2265.00 per month for up to 99 operators, which is \$27,180.00 per year.

Volunteer Impact would cost \$12,000.00 up front with \$350.00 per month for up to 20 locations, so the first year would cost \$1350.00 per month and \$350.00 per month thereafter.

Cost: Minimal if we are able to build our own database
Research needed the viability to build our own database.
Potential cost if we are unable to build a database:
We would contract with Volunteer Impact. Costs are above.

Volgistics Example:

The Capital District pays \$3,420 per year, which is \$285.00 per month
Volunteer and archived records: up to 2,000
System operators: up to 18

Endnote xxv: Live Scan Rolling Machines

Following the *California Department of Justice Bureau of Criminal Identification and Investigative Services' Live Scan Service Provider Application Packet* protocols, we would install a live scan machine in each District office. This new system would end the practice of potential long-term volunteers paying for their fingerprint scans.

HQ Cost for each District: \$3000.00-\$4000.00 for live scan machines.

Cost savings to the Districts: Cost savings would be realized only if the District is currently reimbursing their volunteer's rolling fees, which vary in each geographical area, and range from \$10.00-\$50.00 each.

Endnote xxvi: Volunteer Program Staff Support

Informed by Service Based Budgeting (SBB), the HQ Hub would support one manager and one PY. Two additional part time PY would also be necessary to grow and sustain the program. Field staff dedicated solely to the program would also be addressed through SBB and implemented as funding is identified.

Appendix H

Community Liaison Pilot Project

Engaging Underserved Communities with the State Parks System

Introduction

The proposed two-year demonstration project, which will be undertaken as one of the Transformation Team's top initiatives, builds upon best practices established by California State Parks in the urban core of Los Angeles. Since 2001, State Parks has invested over \$150 million in bond funds and countless staff resources to implement the Department's Urban Strategic Initiative in Los Angeles.

Since that time, the Los Angeles Sector has spearheaded California State Parks efforts to bring the State Park Mission to some of the most underserved, park-poor communities in the heart of the nation's second largest city in the United States. This project advances the development and implementation of a deeper, long-term and sustainable outreach and engagement model with measurable outcomes for the California Department of Parks and Recreation. It will be piloted at two state park units and include scalable curriculum, training and outreach models, and synergistic partnerships that can be replicated throughout the State Park system. In addition, this initiative will also engage California park, public health and transportation leaders in a multi-sector strategic planning process.

The project team includes a number of core partners including: Department staff at the Los Angeles State Historic Park (LASHP) and Candlestick State Park (CSP); the Mountains Recreation and Conservation Authority; Community Health organizations; and local nonprofit groups with expertise in urban parks, community outreach/engagement and community health worker (*promotora*) initiatives. Additionally, long-term, systems level strategies will be developed through collaborative action planning among allied park, public health and transportation entities.

The Opportunity

Through the proposed project, State Parks has the opportunity to build upon best practices that have emerged from other arenas and adapt them to the operating practices and conditions of park units within the State Park system. Opportunities to be realized over the course of the two-year demonstration project include:

- Developing an effective and cost efficient outreach and engagement framework and operating model that can be brought to statewide scale while being flexible enough to meet the unique needs and conditions at the park unit level.

-
- Co-production of a park outreach and engagement model that makes best use of external partners' assets and resources to achieve successful outcomes with improved efficiency.
 - Gaining authentic support and buy-in of Department staff at all levels of service within the State Park system for new ways of working with diverse users and collaborating with non-traditional partners.
 - Formulating a comprehensive, system-oriented planning process linking parks, public health and transportation in California through synergistic partnerships and strategic planning among professionals and institutions in these arenas.

Project Summary

The goal of the demonstration project is to apply best practices in outreach, engagement, cultural relevancy and strategic partnerships to develop a program framework that can be taken to scale while allowing for park unit or sector customization based upon the local landscape and existing conditions.

The proposed project will develop a state of the art outreach and engagement model that reflects best practices and leverages robust, strategic partnerships as well as direct contact with the target audience through park *promotoras* or community outreach workers. The target audience includes members of traditionally underserved communities living in the neighborhoods adjacent to the two State Park units, including Lincoln Heights, Chinatown and Bay View Hunters Point, as well as respected community organizations and institutions that work with or represent these underserved populations.

The project will build upon the combined skill set and strengths of the core partners to conduct outreach to and meaningfully engage local community members in culturally relevant, language accessible programming that integrates the assets and experiences of the target audience. Experience has demonstrated the efficacy of engaging hard to reach populations through partnerships with schools, community based organizations, faith-based institution and the offices of elected representatives among others.

Drawing inspiration from the public health *promotora* or community outreach work model, the proposed project will hire and train local residents as park *promotoras* to conduct specialized outreach to their peers who, for example, live in the William Mead Housing Project, have children who attend Ann Street Elementary School or are parishioners of nearby churches.^{xxxiii} Outreach activities will simultaneously address the needs and characteristics of the target audience communities while functioning effectively within the operating parameters of the State Park system.

The proposed project will also build the capacity of the Department and core partners to ensure project success and extract lessons learned in preparation for program expansion to a statewide scale. The staff of the Los Angeles State Historic Park and Candlestick State Park have already demonstrated interest and capacity to serve diverse constituents; through

capacity building training and project experience, park unit staff will enhance their cultural competency and expand their outreach expertise, ultimately allowing them to serve as thought leaders and innovation disseminators within the Department related to effective outreach, engagement and relevancy.

Building the capacity of core partners to work in collaboration with State Park units will establish the necessary infrastructure for effective park constituency building in low-income communities of color and create an important segment of a workforce pipeline leading to a Department that reflects that diversity of California.

Measures of success of the proposed demonstration project include but are not limited to:

- Repeat visitation of program participants to State Park system units.
- Initiation of a stewardship and work force pipeline that will culminate in the next generation of environmental leaders and a more diverse State Park staff.
- Increased recognition of the Department as a civic and community leader in the target areas.
- Meaningful partnerships with public health and transportation allies leading to mutually beneficial systems change.

Project Objectives and Activities

- 1. Develop and implement a two-year work plan for a culturally relevant, language accessible outreach and engagement program that addresses the needs and characteristics of the two local communities and functions effectively within the State Parks operating parameters.**
 - a. Identification of target communities and/or geographies
 - b. Adaptation of the *promotora* model to link and navigate diverse communities to the State Park system.
 - c. Strategic partnerships with a minimum of 10 respected and capable organizations that serve and/or represent each of the target communities, for example:
 - i. Local schools
 - ii. Faith based organizations
 - iii. Community-based organizations
 - iv. Offices of elected officials
 - d. A series of monthly education and interpretation programs for each site focused on introductory outdoor recreation experiences that seek to overcome access barriers faced by target audience members and address their interests, for example:
 - i. Nature walks/hikes
 - ii. Habitat/natural resources interpretation
 - iii. Camping 101
 - iv. Nature-themed arts and crafts
 - e. Integration of health promoting messaging and activities in the above activities and support of participant-initiated efforts such as women's walking and exercise groups.

-
- f. Quarterly outdoor and nature-oriented events focused on experiences that may be new to local audiences, for example:
 - i. Camp fires at LASHP and CPSRA
 - ii. Overnight camping at other units in the Angeles and Bay Area districts
 - iii. Large-scale cultural events in collaboration with local artists and art groups, musicians, historians and museums including at least one celebration of community stories related to parks, local history and cultural legacies of community members.
 - g. Communications to promote the project in general, encourage partnerships and increase participation of target audience members in project activities.
 - i. Development and implementation of a basic communications plan for the project that includes the use of media advocacy and social media to promote the project and its goals, objectives and program activities.
 - ii. Development of promotional materials and culturally relevant and language accessible program materials including fact sheets, FAQs, tip sheets, etc.
 - iii. Outreach to local, regional and statewide media outlets consistent with the communications plan.

2. Increase the capacity of Department staff and core community partners to ensure project success and extract lessons learned for program expansion to statewide scale.

- a. Develop and test curricula (PowerPoint presentation, script and handouts) to build the cultural and community competency of State Park staff by emphasizing:
 - i. Cultural awareness and sensitivity
 - ii. Outreach and engagement theory and practice
 - iii. Establishing and maintaining community partnerships
 - iv. The role of parks in building healthy, safe and thriving communities
- b. Develop and test curricula (PowerPoint presentation, script and handouts) to build park and recreation capacity of 'lay' project staff, including the park promotoras, by emphasizing:
 - i. The social, health, environmental and economic benefits of parks
 - ii. The role of parks in building healthy, safe and thriving communities
 - iii. The State Park system and outdoor recreation opportunities
 - iv. Environmental education and interpretation

3. Engage leaders of California park, public health and transportation agencies, organizations and academic experts in a systems-level multi-sector partnership and strategic planning process.

- a. Conduct informational interviews with potential partner organizations to explore areas of common concern, level of interest, partner needs, etc.; analyze findings.
- b. Facilitate 2-3 multi-sector, systems level strategic planning sessions with representatives of interested agencies, organizations and academic institutions using Prevention Institute's Collaboration Multiplier and other tools.
- c. Develop a multi-sector, systems level strategic action plan, ensuring the potential for scalability; examples of potential strategies include:

-
- i. Plan and promulgate enhanced local and regional public transit access to prioritized State Park units.
 - ii. Local health care provider (e.g. state and local public health departments, Kaiser Permanents, Alta Med, etc.) and transportation agency (LA METRO, Metropolitan Transportation Commission, etc.) participation in and promotion of District parks and special activities.
 - iii. Joint Park/Public health/Transportation project, policy and funding initiatives.

4. Evaluate the major elements of the demonstration project including the outreach and engagement program, capacity building training and the multi-sector partnership and strategic planning process.

- a. Identify and secure the services of an academic institution or other evaluation experts to oversee:

The development and implementation of a basic process and outcome evaluation plan including indicators and measures of success.

Training of Department staff and core partners in gathering data and information for the evaluation.

Development of biannual and a final evaluation reports.