

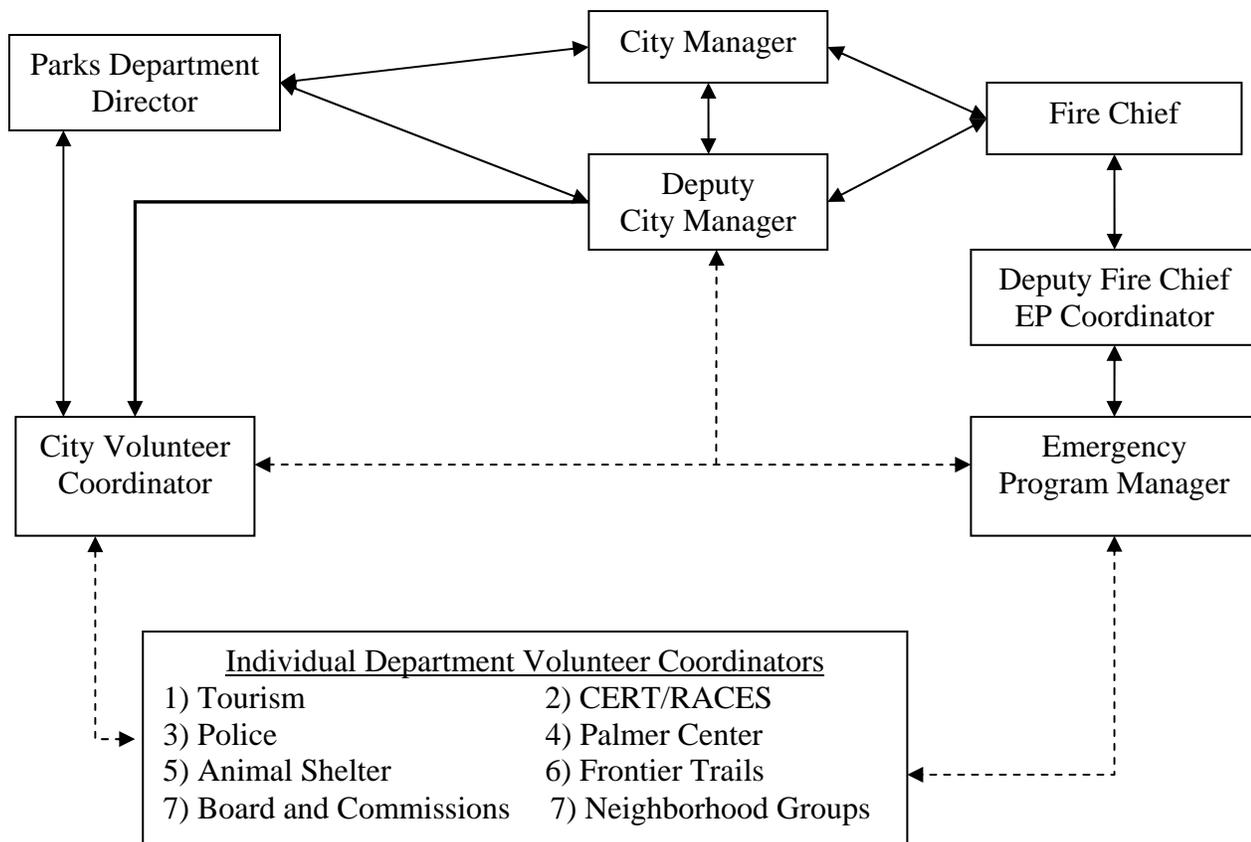
Independence Citizen Corps Goals and Management Outline December 6, 2004

The following information is a possible management plan for the Independence Citizen Corps. A Volunteer Business Plan was developed several months ago utilizing the Citizen Corps as a spring board to identify city volunteer requirements and increase volunteerism throughout city organizations.

Over the past eight years the City of Independence, Missouri has lost about half of its volunteers due to lack of appreciation or loss of interest and volunteer leavening or the elimination of volunteer positions. The numbers have fallen from over 1100 eight years ago to presently about 600 volunteers. To reverse this trend and increase volunteer service to the City of Independence, Missouri the Volunteer Business Plan identified the need for a “City Volunteer Coordinator”.

This City Volunteer Coordinator (CVC) would be responsible for coordination of volunteer activities throughout the city. The CVC would not manage the individual department’s volunteers, but help recruit, retain, educate and enhance the volunteer experience. The CVC would also work with city departments to increase volunteer awareness and utilization. Because the CVC would interface with all city departments, this position will need to be visible and credible. The best way for the CVC to obtain this credibility would be to work under the “veil” of the City Managers Office.

The City Volunteer Coordinator organizational chart would be as follows:



City Volunteer Coordinator (CVC) – This position is now filled by Helen Matson who is under the Parks Department. Helen would answer to the Deputy City Manager but will coordinate Independence Citizen Corps activities with the Emergency Program Manager. Helen would compile a monthly report regarding all volunteer activities from individual departments.

The volunteer coordinator would have a list of all city volunteers and be responsible for developing volunteer surveys and retention program. The coordinator will develop volunteer policies; unify recruitment efforts, background check procedures and other required documentation. The CVC would also be responsible for recruitment of volunteers for special events such as the Fourth of July program or Mayor’s Prayer Breakfast. City departments hosting these special events would need to work with the CVC and identify specific positions volunteers could staff. Substantial savings could be realized to the city by reducing employee overtime cost through volunteer efforts. The CVC would also work with city departments to identify work projects that volunteers could participate in regarding ordinary day-to-day functions.

Emergency Program Manager (EPM) – This position is now filled by Mark Widner who is under the Fire Department. The EPM would coordinate Independence Citizen Corps activities with the CVC. The focus of the EPM would be to try and help expand not only the emergency preparedness volunteer programs such as (CERT), but help the CVC to improve the city’s entire volunteer efforts. This would be accomplished by keeping efforts focused on the volunteer business plan. The EPM through the Fire Departments monetary procedures would be responsible for preparing and budgeting spending of Federal and State Citizen Corp grants funds.

To help fund the Independence Citizen Corps a revenue source will need to be developed. The limited funding by federal and State grants will need to be overcome for this volunteer effort to be successful. Cost for printing, ID badges, background checks, advertising and misc. supplies will be needed. A Citizen Corps grant for the 2004-2005 year was given to the City of Independence, Missouri for \$13,950.00.

The grant funds have been allocated to the following projects, however we can adjust the funding as necessary to other projects by requesting approval from the State Citizen Corps Coordinator.

Function	Category	Item	Cost
Public Education and Public Outreach	Materials to support public awareness campaign, media coverage, outreach and public events	Planning	1,450.00
Public Education and Public Outreach	Planning	Broadcast Visuals	5,000.00
Public Education and Public Outreach	Planning	Scouting and School Community Service Program	1,000.00
Training/Equipment and conferences	Training	State CC Conference	300.00
Training/Equipment and conferences	Course materials (general) Ex. Manuals, Handouts, Newsletters, Postage, Certificates Etc.	Shelter/Volunteer Courses	2,250.00
Exercises	Design, development and conduct exercises	Exercises	3,950.00
Total			\$13,950.00

The Independence Citizen Corps program would be the program that would act as the catalyst to increase volunteer recruitment for all departments in the City of Independence, Missouri. The CVC would use these funds to help promote, establish and maintain the Citizen Corps efforts.

In addition to Homeland Security/State Citizen Corps grant funding, we would generate additional funding by implementing a fee based Citizens Corp educational program. Over the past several months many neighborhood groups, churches and businesses have indicated an interest in training classes like CPR, AED, First Aid, Fire Extinguisher and advance CERT training. If the Independence Citizen Corps would start these fee based courses it would become the revenue vehicle to support Citizen Corps activities long after Federal and State funding eventually disappear.

The fee based program would be enhanced by several new Independence Citizen Corps programs now in development. These programs will create a need and demand for these fee based safety courses. The new programs are:

Program	Description
Safe Business Program	Programs to have businesses meet specific safety and planning requirements to obtain the “Safe Business” certification. This certification would be displayed by the establishment. The program would be promoted by the City of Independence, Missouri whenever possible.
Safe Church Program	Training and planning program that churches can implement that will give them the Independence Citizens Corps “Safe Church” designation.
Safe Community Workshops	Program that brings five safety workshops (1 hour each) to neighborhood and community groups, apartment complexes and civic organizations.
Local Businesses in Disasters Program	This program would work with local businesses to establish specific planning responsibilities to aid in disaster response and recovery.

The revenues that could be generated from this training would vary depending on how the management model is set-up. Three organizations types could be established:

- 1) Utilize existing private enterprises to manage the training, instructors, recordkeeping etc. An association/referral fee would be collected and paid to the Independence Citizen Corps.
- 2) All coordination would be done by Independence Citizen Corps personnel. This means fees would be collected, instructors and expenses paid etc.
- 3) A mix of existing private enterprises and “in-house” management would be utilized.

Some preliminary revenue projections based on conservative estimates are: (one year time frame)

Training	Number of Students per year	Revenue Private Per-Student	Revenue “In-House” Per-Student
CPR (all Classes)	4 classes per month at 20 students per class = 960 students	Class Cost =\$15.00 Average ICC Revenue \$5.00 per student = \$4,800.00	Class Cost = \$15.00 Average ICC revenue \$9.00 per student = \$8,640.00
First Aid (All Classes)	3 Classes per month at 15 students per class =540 students	Class Cost \$10.00 Average ICC revenue \$3.00 per student = \$1,620.00	Class Cost = \$10.00 Average ICC revenue \$6.00 = \$3,240.00
Fire Extinguisher Training	4 Classes per Month at 20 per class = 960 students	Class Cost \$10.00 Average ICC revenue \$3.00 per student = \$2,880.00	Class Cost = \$10.00 Average ICC revenue \$5.00 per student = \$4,800.00
AED Training	3 Classes per month at 15 students per class = 540 students	Class Cost = \$20.00 Average ICC revenue \$6.00 per student = \$3,240.00	Class Cost = \$20.00 Average ICC revenue \$10.00 per student = \$5,400.00
Misc. Training Equipment – CPR Mask, First Aid Equipment etc.	300 - CPR masks 100 - First Aid Kits 50 - Fire Extinguishers	ICC Revenue \$400.00	ICC Revenue \$650.00
Totals	3,000 total students	\$12,940.00	\$22,730.00

Revenue figures are very conservative and the numbers should increase over time. The program would be coordinated by Independence Citizen Corp volunteers.

Independence Citizen Corps Neighborhood Groups:

Recently the ICC has been working with neighborhood groups in the City of Independence, Missouri. One problem we have come to realize is the Independence Neighborhood Council has somewhat lost its effectiveness over the past years. Many neighborhood presidents have been in office for many years and they do not see the younger residents of their neighborhood becoming involved in the group.

The ICC could be used to revitalize these neighborhood groups. The ICC office now under construction could be a great asset and meeting place for these neighborhood organizations. The CVC would be the contact for these groups and help them develop newsletters, meeting locations and increase the awareness of neighborhood efforts to city managers.

Having such close contact with neighborhood groups will be a perfect avenue to recruit volunteers, provide educational opportunities, developmental and planning issues. The ICC would not mail or print newsletters, but help neighborhood councils to develop newsletters/information that they would normally deliver. The ICC would establish an emergency contact list for neighborhood groups to be used during disasters. During the 2002 ice storm we needed to determine residents in need of help to remove tree debris while AmeriCorps Volunteers were active in the KC Metro Area. If we had emergency contact list to these neighborhood groups, we could have coordinated the AmeriCorps efforts more efficiently.

The start of the ICC Neighborhood group program would need to be implemented very slowly with coordination and blessing from the existing Neighborhood Council. It could be done if we start the program by implementing the ICC office and slowly interface with individual neighborhood groups over time. **The old “If you build it they will come” philosophy.**