DATE ISSUED March 27, 2002 REPORT NO. 02-062

ATTENTION: Honorable Mayor and City Council

Docket of April 2, 2002

SUBJECT: City of San Diego Volunteer Month April 2002

#### SUMMARY

<u>Issue</u> - Should the City Council adopt a resolution declaring April 2002 as "City of San Diego Volunteer Month?"

Manager's Recommendation - Adopt the resolution.

Fiscal Impact - None.

# BACKGROUND

For the past five years, the City of San Diego has made a special effort to recognize City volunteers during National Volunteer Week, which this year occurs from April 21-27, 2002. As part of that recognition over the last several years, the City Council has declared the month of April as "City of San Diego Volunteer Month."

The City of San Diego has an extensive Citywide Volunteer Program, in which virtually all city departments participate. **During FY 2001, 33,164 individual and group volunteers contributed 1,076,161 hours of volunteer time to city departments and programs**, as shown on the attached table. Using the national average value of \$15.39 per hour for volunteer time, provided by the Points of Light Foundation, **the total value to the City of San Diego of this volunteer time is estimated to be over \$16 million** 

## **DISCUSSION**

The Citywide Volunteer Program was created in 1995 to work with volunteer managers and supervisors in all city departments to build volunteer programs, and support those already existing. (See attached table.) A City Volunteer Manager's Manual was prepared

which provides citywide policies and procedures for volunteer recruitment, training and recognition. Volunteer management training is made available periodically to volunteer managers in all city departments.

The Citywide Volunteer Program also assists departments in volunteer recruitment through the development and distribution of over 10,000 Volunteer Opportunities brochures and bulletins each year to branch libraries, recreation centers, senior centers, high schools, colleges, military, and other organizations. Current volunteer opportunities information is provided on the City of San Diego Volunteer Program Web Page, which includes an e-mail application, as well as through the City's Just Call system, which includes a fax option. Volunteer Program staff participate in high school and college career fairs and other special events to recruit volunteers.

# Volunteer Recognition

Volunteer recognition is important in retaining volunteers. Last year, the City Council honored city volunteers by declaring the month of April 2001 "City of San Diego Volunteer Month," which coincided with National Volunteer Week. A resolution declaring April 2002 "City of San Diego Volunteer Month" is being proposed again this year, also coinciding with National Volunteer Week (April 21-27). Additionally, many city departments hold their volunteer recognition lunch or dinner events during April.

This year, as in the past three years, the Citywide Volunteer Program, in partnership with Volunteer San Diego and the Central Balboa Park Association, has been able to arrange for the donation of 5,000 free passes to Balboa Park museums, the Zoo, and other local attractions. These passes will be distributed to City of San Diego and Volunteer San Diego volunteers. Additionally, the Padres and Kobey's Swap Meet have each agreed to donate 3,000 tickets and passes for City volunteers this year as they did last year.

Respectfully submitted,

Approved: Bruce Herring Ann Hix Deputy City Manager

Citywide Volunteer Program Manager

HERRING/ABH

Attachment: Fiscal Year Summary of Department Volunteer Programs

# City of San Diego Citywide Volunteer Program FISCAL YEAR SUMMARY OF DEPARTMENT VOLUNTEER PROGRAMS<sup>1 2</sup>

September 21, 2001 \_\_\_\_\_

| DEPARTMENT      | VOLUNTEER PROGRAMS          | Volunteers<br>FY 99 | Volunteers<br>FY 00 | Volunteers<br>FY 01 | Volunteer<br>Hours<br>FY 99 | Volunteer<br>Hours<br>FY 00 | Volunteer<br>Hours<br>FY 01 |
|-----------------|-----------------------------|---------------------|---------------------|---------------------|-----------------------------|-----------------------------|-----------------------------|
| AUDITOR         | Support Services            | 3                   | 1                   | 4                   | 1,635                       | 152                         | 712                         |
| CITY            | Criminal Division           | 76                  | 95                  | 68                  | 8,365                       | 11,797                      | 10,050                      |
| ATTORNEY        | Civil Division              | 14                  | 7                   | 11                  | 6,892                       | 3,136                       | 3,664                       |
|                 | Law Library                 | $\frac{2}{92}$      | _2                  | _8                  | 105                         | 25                          | 51                          |
|                 | Total                       | 92                  | 104                 | 87                  | 15,362                      | 14,958                      | 13,765                      |
| CITY CLERK      | Records Management and      |                     |                     |                     |                             |                             |                             |
|                 | Information Division        | 28                  | 16                  | 8                   | 7,220                       | 4,273                       | 2,831                       |
| COMMUNITY       | Economic Development        |                     |                     |                     |                             |                             |                             |
| AND             | - Enterprise Zone Program   | 1                   |                     |                     | 1,242                       |                             |                             |
| <b>ECONOMIC</b> | - Business Impr .Districts  | 154                 | 250                 | 228                 | 18,240                      | 12,000                      | 10,944                      |
| DEVELOPMEN      | (15)                        | 8                   | 9                   | 9                   | 384                         | 225                         | 245                         |
| T               | - Small Business Advisory   |                     |                     |                     |                             |                             |                             |
|                 | Bd.                         | 17                  | 16                  |                     | 612                         | 320                         |                             |
|                 | - Enterprise Community      | 83                  | 83                  |                     | 4,395                       | 4,395                       |                             |
|                 | Advisory Board              |                     | 5                   | 9                   |                             | 108                         | 175                         |
|                 | - Project Area Committees   |                     | 12                  |                     |                             | 360                         |                             |
|                 | - Tourism Support Rev.      |                     | 10                  |                     |                             | 220                         | _                           |
|                 | Panel                       | _                   | _                   | 24                  | _                           | _                           | 384                         |
|                 | - Citizens Review Committee | _                   | _                   | 6                   | _                           | _                           | 24                          |
|                 | - Barrier Removal           |                     |                     |                     |                             |                             |                             |
|                 | Subcommittee                | <u>16</u>           | <u>19</u>           | <u>16</u>           | <u>1,179</u>                | <u>224</u>                  | <u>290</u>                  |
|                 | -EMTEK II                   | 279                 | 404                 | 292                 | 26,052                      | 17,832                      | 12,062                      |
|                 | Advisory                    |                     |                     |                     |                             |                             |                             |
|                 | Board                       |                     |                     |                     |                             |                             |                             |
|                 | -EMTEK I                    |                     |                     |                     |                             |                             |                             |

|                       | Loan Committee Community Services - Weed & Seed Advisory Bd. Total |                     |                     |                     |                             |                             |                             |
|-----------------------|--|---------------------|---------------------|---------------------|-----------------------------|-----------------------------|-----------------------------|
| DEVELOPMENT<br>REVIEW | Information & Application Services                                 | 39                  | 34                  | 25                  | 12,180                      | 4,410                       | 2,640                       |
| DEPARTMENT            | VOLUNTEER PROGRAMS   | Volunteers<br>FY 99 | Volunteers<br>FY 00 | Volunteers<br>FY 01 | Volunteer<br>Hours<br>FY 99 | Volunteer<br>Hours<br>FY 00 | Volunteer<br>Hours<br>FY 01 |
| ENGINEERING           | Contract Services  |                     |                     |                     |                             |                             |                             |
| AND CAPITAL           | - Citizens Equal Opportunity                                       |                     |                     |                     |                             |                             |                             |
| PROJECTS              | Commission   | 5                   | 5                   | 7                   | 120                         | 120                         | 100                         |
|                       | - Citizens Oversight   |                     |                     | 12                  |                             |                             | 612                         |
|                       | Committee  | _                   |                     | 30                  |                             |                             | 560                         |
|                       | - Public Works Advisory  |                     |                     | 5                   |                             |                             | 144                         |
|                       | Cmte   |                     |                     |                     | _                           |                             | _                           |
|                       | Field Engineering  |                     |                     |                     |                             |                             |                             |
|                       | Transportation & Drainage  | 15                  | 1                   |                     | 224                         | 160                         |                             |
|                       | Design; Public Buildings &   |                     |                     |                     |                             |                             |                             |
|                       | Parks; Field Engineering   | 46                  |                     |                     | 825                         |                             |                             |
|                       | - MEGA Construction  |                     |                     |                     |                             |                             |                             |
|                       | Project  | 9                   | $\frac{9}{15}$      | <u>13</u>           | <u>670</u>                  | _550                        | <u>610</u>                  |
|                       | Oversight Committee  | 75                  | 15                  | 67                  | 1,839                       | 830                         | 2,026                       |
|                       | - Consultant Nominating  |                     |                     |                     |                             |                             |                             |
|                       | Committee  |                     |                     |                     |                             |                             |                             |
|                       | Total  |                     |                     |                     |                             |                             |                             |
| ENVIRONMENT           | Landfill Outreach Team   | 205                 | 129                 | 101                 | 702                         | 387                         | 707                         |
| AL SERVICES           | Environmental Programs   | 22                  | 25                  |                     | 71                          | 72                          | _                           |
|                       | - Waste Management   |                     |                     |                     |                             |                             |                             |
|                       | Advisory   | 6                   | 6                   |                     | 48                          | _                           |                             |
|                       | Board  |                     |                     |                     |                             |                             |                             |
|                       | - Managers Committee on  | 9                   |                     |                     | <u> 189</u>                 |                             |                             |

|               | Waste Reduction<br>Total   |                  |                  |                |              |           |            |
|---------------|----------------------------|------------------|------------------|----------------|--------------|-----------|------------|
| FIRE AND LIFE | Fire Hazard & Prevention   | 22               | 23               | 4              | 4,026        | 3,419     | 2,466      |
| SAFETY        | Training & Education       | 302              | 198              | 37             | 8,095        | 8,626     | 1,480      |
|               | Maintenance & Material     |                  | 7                |                |              | 408       |            |
|               | Total                      | $\overline{324}$ | $\overline{218}$ | 41             | 12,121       | 12,453    | 3,946      |
| HOUSING       | Residents Services         | 55               | 18               | 32             | 3,580        | 1,142     | 4,247      |
| COMMISSION    | - SD Housing Commission    | 7                | 7                | 7              | 672          | 504       | 420        |
|               | Board                      | 7                | 7                | 7              | 273          | 136       | 126        |
|               | - Loan Committee           |                  | <u>7</u>         | 7              | 56           | 112       | 126        |
|               | - Housing Development      | $\frac{7}{76}$   | 39               | $\frac{7}{53}$ | 4,581        | 1,894     | 4,919      |
|               | Partners                   |                  |                  |                | 1,000        |           | 1,5 -5     |
|               | Total                      |                  |                  |                |              |           |            |
|               |                            |                  |                  |                | Volunteer    | Volunteer | Volunteer  |
| DEPARTMENT    | VOLUNTEER PROGRAMS         | Volunteers       | Volunteers       | Volunteers     | Hours        | Hours     | Hours      |
|               |                            | FY 99            | FY 00            | FY 01          | FY 99        | FY 00     | FY 01      |
| LIBRARY       | Central/Branch Libraries   | 1,469            | 1,374            | 1,187          | 59,152       | 63,249    | 37,106     |
|               | - Friends of Libraries     | 612              | 612              | 612            | 24,545       | 27,000    | 27,000     |
|               | - Board of Library         |                  |                  |                |              |           |            |
|               | Commissioners              | 7                | 7                | 7              | 168          | 252       | 252        |
|               | READ/San Diego Literacy    | 670              | 653              | 690            | 47,779       | 49,050    | 52,529     |
|               | - Friends of READ/San      | 65               | 63               | 66             | 1,916        | 1,751     | 2,278      |
|               | Diego                      | 2,823            | 2,709            | 2,562          | 133,560      | 141,302   | 119,165    |
|               | Total                      |                  |                  |                |              |           |            |
| MANAGER       | Community Service Centers  | 15               | 33               | 17             | 1,085        | 865       | 1,910      |
|               | Citizens' Review Board on  |                  |                  |                |              |           |            |
|               | Police Practices           | 23               | 23               | 26             | 5,520        | 3,680     | 6,240      |
|               | - Citizens' Advisory Board | 15               | 15               | 15             |              |           |            |
|               | on                         |                  |                  |                |              | 0         | 0          |
|               | Police/Community           | 19               | 29               | 15             | 376          | 1,260     | 717        |
|               | Relations                  |                  |                  |                |              |           |            |
|               | Human Relations Commission | <u>20</u>        | 32               | <u>15</u>      | <u>2,180</u> | _2,312    | <u>301</u> |
|               | - Human Relations          | 92               | 113              | 155            | 9,161        | 8,117     | 9,168      |

|                   | C · · D 1                   | 1                            |               |                  | 1                 |                  |   |
|-------------------|-----------------------------|------------------------------|---------------|------------------|-------------------|------------------|---|
|                   | Commission Board            |                              |               |                  |                   |                  |   |
| ) (EEED OD OV VE) | Total                       |                              |               |                  |                   |                  |   |
| METROPOLITA       | Administration              |                              | _             |                  |                   |                  |   |
| N                 | - Metro Oversight           |                              | 7             | 8                |                   | 496              | 496                                     |
| WASTEWATER        | Committee                   |                              |               | 15               | _                 | _                | 278                                     |
|                   | - Metro Commission          | _                            | _             | 15               | _                 | _                | 337                                     |
|                   | - Cost of Service Study     | _                            | _             | 28               | _                 | -                | 2,100                                   |
|                   | - Canyon Sewer Main TF      |                              |               | 120              |                   |                  | 240                                     |
|                   | Metro Beach Clean Up        | 442                          | 329           | 0                | 2,054             | 1,002            | 0                                       |
|                   | Operations & Maintenance    |                              |               |                  |                   |                  |   |
|                   | - Wastewater Collection     | 2                            | 2             | 0                | 6                 | 6                | 0                                       |
|                   | Advisory Committee          | 10                           | 10            | 10               | 112               | 112              | 112                                     |
|                   | - Program Oversight         |                              |               |                  |                   |                  |   |
|                   | Committee                   | 15                           | 15            | 0                | 260               | 260              | 0                                       |
|                   | - South Bay Community       |                              |               |                  |                   |                  |   |
|                   | Advisory Committee          | _12                          | <u>12</u>     | 0                | <u> 200</u>       | _200             | 0                                       |
|                   | - South Bay Business Plan   | 481                          | 375           | 196              | 2,632             | 2,076            | 3,563                                   |
|                   | Advisory Committee          |                              |               |                  |                   |                  |   |
|                   | Total                       |                              |               |                  |                   |                  |   |
|                   |                             |                              |               |                  | Volunteer         | Volunteer        | Volunteer                               |
| DEPARTMENT        | VOLUNTEER PROGRAMS          | Volunteers                   | Volunteers    | Volunteers       | Hours             | Hours            | Hours                                   |
|                   |                             | FY 99                        | FY 00         | FY 01            | FY 99             | FY 00            | FY 01                                   |
| NEIGHBORHOO       | Code Compliance             | 248                          | 230           | 251              | 7,720             | 5,496            | 3,276                                   |
| D CODE            | Graffiti Control            | 381                          | 836           | 536              | 1,489             | 3,295            | 2,973                                   |
| COMPLIANCE        | Vacant Properties Program   |                              |               |                  |                   | _ ,              | ,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,, |
|                   | - Vacant Properties Team    | 6                            |               |                  | 48                | _                |   |
|                   | Total                       | $\frac{\overline{635}}{635}$ | 1,066         | $\overline{787}$ | $\frac{1}{9,257}$ | 8,791            | 6,249                                   |
| OPTIMIZATION      | Optimization Program        |                              | ,             |                  | ,                 | 7                |   |
| AND               | - Advisory Panel            | 7                            | 7             | 5                | 250               | 250              | 100                                     |
| ORGANIZATION      | Organization Effectiveness  | 1 '                          |               |                  |                   | <u>73</u>        |   |
| EFFECTIVENES      | Total                       | ${7}$                        | $\frac{1}{8}$ | ${5}$            | $\overline{250}$  | $\frac{73}{323}$ | 100                                     |
| S                 | 10111                       | ,                            |               |                  |                   | 323              |   |
| PARK AND          | Recreation Centers & Parks; |                              |               |                  |                   |                  |   |
| <u> </u>          | 1                           |                              |               |                  | 1                 |                  |   |

| DECRE LEVOL |                              | 1          |            | 1                | 1          |            | 1           |
|-------------|------------------------------|------------|------------|------------------|------------|------------|-------------|
| RECREATION  | Open Space & Regional Parks; |            |            |                  |            |            |             |
|             | Playgrounds; Pools; Golf     | 19,648     | 21,353     | 17,830           | 198,126    | 195,794    | 194,465     |
|             | Courses; Disabled Services;  |            |            |                  |            |            |             |
|             | Senior Services              | 5,399      | 5,727      | 3,500            | 18,353     | 44,115     | 29,067      |
|             | - Recreation Councils,       | <u>11</u>  | <u>11</u>  | <u>11</u>        | <u>264</u> | <u>330</u> | <u> 550</u> |
|             | Advisory                     | 25,058     | 25,386     | 21,341           | 216,543    | 240,239    | 224,082     |
|             | Committees, Foundations      |            |            |                  |            |            |             |
|             | - Park and Recreation Board  |            |            |                  |            |            |             |
|             | Total                        |            |            |                  |            |            |             |
| PLANNING    | Long Range Community         |            |            |                  |            |            |             |
|             | Planning                     |            |            |                  |            |            |             |
|             | -Community Planners Cmte     |            |            | 22               |            |            | 440         |
|             | - Planning Groups (41)       | 620        | 635        | 663              | 27,900     | 27,500     | 29,612      |
|             | - Planning Commission        | 7          | 7          | 7                | 672        | 672        | 228         |
|             | - Historical Site Board      |            | 15         | 15               |            | 1,800      | 2,050       |
|             | - La Jolla Shores Adv. Board |            | 7          | 5                |            | 336        | 70          |
|             | - Old SD Design Review Bd    | <u></u>    | _8         | 5                | <u></u>    | 336        | 43          |
|             | Total                        | 627        | 672        | $\overline{717}$ | 28,572     | 30,644     | 32,443      |
|             |                              |            |            |                  |            |            |             |
|             |                              |            |            |                  | Volunteer  | Volunteer  | Volunteer   |
| DEPARTMENT  | VOLUNTEER PROGRAMS           | Volunteers | Volunteers | Volunteers       | Hours      | Hours      | Hours       |
|             |                              | FY 99      | FY 00      | FY 01            | FY 99      | FY 00      | FY 01       |
| POLICE      | RSVP                         | 494        | 495        | 510              | 125,476    | 127,877    | 137,190     |
|             | VIP                          | 370        | 380        | 277              | 45,830     | 48,914     | 42,841      |
|             | Crisis Intervention          | 64         | 73         | 86               | 5,784      | 6,747      | 8,925       |
|             | Police Reserves              | 47         | 31         | 26               | 16,122     | 18,121     | 11,347      |
|             | Emergency Management         | 59         | 61         | 11               | 2,680      | 2,200      | 0           |
|             | Language Interpreters        | 62         | 62         | 65               | 584        | 300        | 1,248       |
|             | Sub                          | 1,096      | 1,102      | 975              | 196,476    | 204,159    | 201,551     |
|             | Total                        | 359        | 460        | 569              | 4,715      | 5,098      | 7,852       |
|             | STAR/PAL Youth Program       |            | 40         | 50               |            | 800        | 1,200       |
|             | -Board of Directors/Cmtes    | 45         | 60         | 60               | 5,340      | 7,340      | 7,340       |
|             | Police Cadet Program         | 2,200      | 2,200      | 2,200            | 396,000    | 396,000    | 396,000     |

|  | School Safety Patrol Program Total                       | 3,700               | 3,862               | 3,854               | 602,531                     | 613,397                     | 613,943                     |
|--|--|---------------------|---------------------|---------------------|-----------------------------|-----------------------------|-----------------------------|
| REAL ESTATE<br>ASSETS                    | Information Management                                   | 1                   | 1                   |                     | 115                         | 252                         |                             |
| RETIREMENT                               | Retirement -Board of Directors -Heath Advisory Committee | -                   | -                   | 42 6                | -                           | -                           | 192<br><u>96</u><br>288     |
| RISK                                     | Workers Comp, Employee                                   | 1                   |                     |                     |                             |                             |                             |
| MANAGEMENT                               | Benefits, Admin., Safety                                 | 10                  | 6                   | 46                  | 1,576                       | 1,572                       | 900                         |
| SAN DIEGO<br>REDISTRICTING<br>COMMISSION | Redistricting Commission                                 |                     |                     | 7                   |                             |                             | 492                         |
| DEPARTMENT                               | VOLUNTEER PROGRAMS                                       | Volunteers<br>FY 99 | Volunteers<br>FY 00 | Volunteers<br>FY 01 | Volunteer<br>Hours<br>FY 99 | Volunteer<br>Hours<br>FY 00 | Volunteer<br>Hours<br>FY 01 |
| SPECIAL                                  | Citywide Volunteer Program                               | 1                   | 1                   | 1                   | 48                          | 45                          | 38                          |
| PROGRAMS                                 | Commission for Arts &                                    | 8                   | 17                  | 8                   | 140                         | 3,040                       | 2,760                       |
|  | Culture  | 130                 | 305                 | 259                 | 4,780                       | 4,246                       | 2,881                       |
|  | - Advisory Committees                                    | 1                   | _                   | _                   | 750                         | _                           | _                           |
|  | Convention Center Expansion                              |                     |                     |                     |                             |                             |                             |
|  | Special Projects   | 1                   |                     |                     |                             |                             |                             |
|  | - East Village Homeless                                  | -                   | _                   | 44                  |                             |                             | 324                         |
|  | Redevelopment Committee                                  |                     |                     | $\frac{6}{210}$     |                             |                             | $\frac{312}{6.215}$         |
|  | - Needle Exchange Task                                   | 140                 | 323                 | 318                 | 5,718                       | 7,331                       | 6,315                       |
| TECHNOLOGY                               | Force Cable TV   | 5                   | 12                  | 4                   | 460                         | 350                         | 440                         |
| SERVICES                                 | Cable 1V Communications                                  | 3                   | 3                   | 1                   | 76                          | 1                           |                             |
| SERVICES                                 | GIS  | 1                   |                     | 1                   | /0                          |                             | 260                         |
|  | Total  | $\frac{-}{6}$       | ${3}$               | $\frac{1}{5}$       | ${536}$                     | $\frac{-}{350}$             | $\frac{260}{700}$           |
| TRANSPORTATION                           | Disabled Parking Enforcement                             | 37                  | 35                  | 38                  | 10,572                      | 10,675                      | 7,364                       |

|            | Streets Division/Urban    |            | 1,877      | 2209       | 6,000     | 3,754       | 4419       |
|------------|---------------------------|------------|------------|------------|-----------|-------------|------------|
|            | Forestry                  |            | <u>15</u>  | <u>15</u>  |           | <u> 900</u> | <u>940</u> |
|            | -Tree Advisory Board      | 2,037      | 1,927      | 2,262      | 16,572    | 16,572      | 12,723     |
|            | Total                     |            |            |            |           |             |            |
| TREASURER  | Business Tax              | 1          |            |            | 648       |             |            |
| WATER      | Capital Improvements      |            |            |            |           |             |            |
|            | Program                   |            |            |            |           |             |            |
|            | - MidCity Pipeline        |            |            | 30         |           |             | 180        |
|            | Mitigation                |            |            |            |           |             |            |
|            | Monitoring Team           |            |            | 9          |           |             | 90         |
|            | -Miramar Water Treatment  | 24         | 3          | 8          | 6,494     | 198         | 1,440      |
|            | Prj                       | 10         |            | 118        | 225       |             | 290        |
|            | Community Advisory Cmte   | 50         | 50         | 50         | 240       | 240         | 240        |
|            | Operations                | 16         |            |            | 2,681     |             |            |
|            | - Lake Murray             | <u>10</u>  | <u>10</u>  | <u>10</u>  | 60        | <u>210</u>  | <u>310</u> |
|            | - Friends of Lake Murray  | 110        | 63         | 225        | 9,700     | 648         | 2,550      |
|            | Management Services       |            |            |            |           |             |            |
|            | - Water Citizens Advisory |            |            |            |           |             |            |
|            | Board                     |            |            |            |           |             |            |
|            | Total                     |            |            |            |           |             |            |
|            |                           |            |            |            | Volunteer | Volunteer   | Volunteer  |
| DEPARTMENT | VOLUNTEER PROGRAMS        | Volunteers | Volunteers | Volunteers | Hours     | Hours       | Hours      |
|            |                           | FY 99      | FY 00      | FY 01      | FY 99     | FY 00       | FY 01      |
|            | TOTAL Boards/Commissions  | 7,388      | 8,056      | 5,911      | 114,687   | 137,064     | 120,216    |
|            | TOTAL All Other           | 29,497     | 29,450     | 27,253     | 1,004,569 | 990,529     | 955,945    |
|            | Volunteers                |            |            |            |           |             |            |
|            | GRAND TOTAL               | 36,885     | 37,506     | 33,164     | 1,119,256 | 1,127,593   | 1,076,161  |
|            |                           |            |            |            |           |             |            |