

**SERVE
MONTANA**

VOLUNTEER MANAGEMENT TOOLKIT



servemontana
GOVERNOR'S OFFICE OF COMMUNITY SERVICE
serve.mt.gov

Greetings,

The Governor's Office of Community Service is pleased to provide this Volunteer Management Toolkit, developed by Adraine Kreglo with Serendipity Solutions Consulting. Adraine comes to us from Florida with some great ideas on managing volunteers for events, organizations and emergency situations.

It is my honor to tell you that Montana ranks 12th in the nation for volunteerism and flourishes due to the very charitable nature of its citizens. We are fortunate to have volunteers doing all kinds of wonderful work across the state helping those in need. Our office sends a big thank you to all the volunteers who make a difference in many ways, not only on service but engaging citizens in the benefits of volunteering and carrying on the Montana tradition of neighbors helping neighbors.

Organizations and volunteers work together and benefit from one another when they are able to recruit, recognize, retain and manage their volunteers in a way that effectively meets the community's needs. The partnerships you work to establish and create today will prove essential to find and organize volunteers to help your organization. We are excited to offer this toolkit as a means to enhance the resources available for volunteer management. We hope that you will find the pieces of this publication immediately applicable and easy to take home to your volunteers and community.

Best wishes,

Jan Lombardi

Executive Director

Governor's Office of Community Service

INTRODUCTION

This toolkit is designed as an overall view of the essential components of volunteer recruitment, recognition, retention and management. Mostly organized in bullet points, it will touch on the main issues faced by volunteer managers, and suggest some tips and strategies for overcoming them.

Organizations who effectively manage volunteers match people willing to share their time and talents to projects and programs to meet the focus of their missions and needs of their community, by implementing the tools and resources found in this toolkit.

We hope that you will find pieces of this publication immediately applicable and easy to take home to your volunteers and community.

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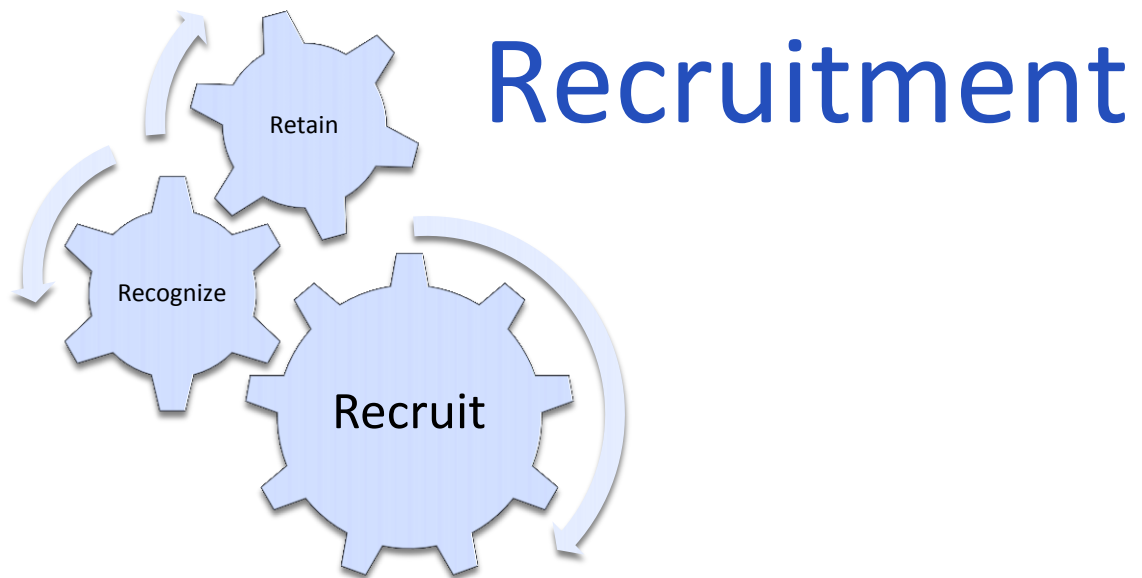
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VOLUNTEER MANAGEMENT COMPONENTS



KEY POINTS

- Develop an effective recruitment message (Pages)
 - Promote through local and social media (Pages)
 - Promote online - Build Montana (Pages)
- <http://www.mtnonprofit.org/buildmontana/>
- Trends in volunteerism (Pages)

DEVELOP AN EFFECTIVE RECRUITMENT MESSAGE

1. **Mirror your target group.** While your general recruitment message may be the same, changing the wording and your approach for different outlets will help reach wider audiences.
 - If recruiting corporate volunteers at a company meeting, it might be appropriate to wear business attire and use organizational language. However if trying to recruit youth or families through a community newsletter, don't focus on technical program outcomes. Appeal in more human terms about the need for and value of volunteer contributions, and who their service will benefit. This is especially important for social justice and social service non-profits. If recruiting college students at an on-campus booth, emphasize personal and professional skill development offered through the opportunity. Diversifying your presentation will help get military veterans, senior citizens, pet lovers, the athletically inclined, young professionals, and single parents to support the same cause or project.
2. **If YOU would not respond to the message, rewrite.** It is important to present volunteer opportunities as an extra-curricular activity, a social event, a way to learn marketable skills, and make new friends along the way....not simply as a duty, or extension of work. Projects that sound bland, tedious, and unappreciated may be incredibly important to your mission, but are naturally not going to inspire people to trade in their free time or commit to an agency. Don't be afraid to re-evaluate or rewrite!
3. **Work on your elevator speech.** Being able to clearly articulate your mission, need or request to strangers and supporters alike will create more interest in your projects and help generate new volunteers and funding.

Let's look at an example of how to reword actual volunteer requests into a more effective recruitment message targeting youth volunteers.

Original



- Myakka River State Park needs 25 volunteers to meet on Saturday, March 8, from 9:00 am – 2:00 pm to pull weeds so a new trail can be cleared. Meet rangers at entrance. We will provide water, gloves, tools, and T-Shirts.
- We need 5 volunteers to assist with bingo, serve ice cream and talk to residents on Sunday, March 9 from 2:00 – 4:00 pm at Westminster Asbury Retirement Center.
- Volunteers are needed to tutor math on Tuesdays, after school, for 2nd and 3rd graders at Blackburn Elementary School. Program runs from 2:45 – 4:00 pm. Contact Mrs. Blake for more information.

Modified



- Environmentalists, here's your chance! Blaze a new trail at Myakka River State Park this weekend! Meet the park rangers at the gate on Saturday at 9:00 am to pick up your supplies. Hike through the woods with your friends to identify and remove exotic plants....completing the first and most crucial step in trailblazing. You'll be clearing a path for people to enjoy for years to come! Bring a bag lunch - refreshments provided by the park. First 25 volunteers will receive free T-Shirts!
- **YOU** can make a difference in the lives of elderly residents on Sunday, March 9 by visiting Westminster Asbury Retirement Center (925 Manatee Avenue W in Bradenton) from 2 – 4 pm! Call Bingo games, host an ice cream social, and more importantly, interact, one on one with wonderful people who have fantastic stories to tell! Offer to write letters for them, ask them to share photographs of loved ones with you and simply take the time to listen to what they have to say. Open to the first 5 teens who respond!
- Even **YOU** can be a math tutor! Second and third graders at Blackburn Elementary in Palmetto want and need YOU to help them develop their math skills on Tuesdays, after school from 2:45 – 4:00 pm. Think about it...no matter how bad your math might be, they'll think you're brilliant! And who knows...you just might learn something by going back to the basics!

DEVELOP AN EFFECTIVE RECRUITMENT MESSAGE

Not your style? Too casual? While mirroring your audience is an effective strategy, tailoring your recruitment message does not have to put you out of your comfort zone. You can develop your own style through trial and error, considering your target and community, thinking about which projects were popular or had a high turnout, and evaluating why. But a general rule of thumb is to try to include the following in your message:

- Showcase the importance, the impact or the fun one can have by participating in the project, or with your organization in general.
- Make sure to highlight any marketable skills, networking or development opportunities afforded by your project. People volunteer for a variety of reasons, and knowing more about motivation (see Social Motivators in the Orientation section) can help you recruit, recognize and retain volunteers loyal to your mission.
- Clearly state the time commitment, physical requirements, and necessary training or materials a volunteer needs to bring to the project. Decrease frustration by being specific about expectations!
- Don't forget logistics such as parking instructions, directions to the address, on-site contact name and email or phone number. Maybe it doesn't need to be broadcast in the recruitment message, but it certainly needs to reach registered participants in advance.

Let's look at some more (formal) examples of recruitment messages.

Example

Dear [College Student Volunteer],

The _____ is a coalition of a diverse group of college students who promote youth volunteerism and civic engagement on various campuses. We are a strong network of future community leaders, offer many lecture and shadowing opportunities and we invite you to consider becoming a member!

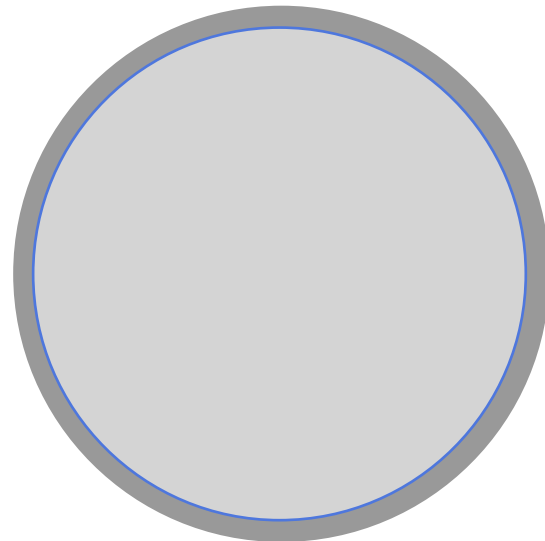
Since 2000, _____ has been implementing our mission to encourage and support _____'s youth in strengthening their communities through service and volunteerism. We meet six (6) times throughout the year at various locations. _____ members range in ages from 18 – 24, representing many colleges and universities in the state. Although members are not compensated for travel expenses, many schools support members' efforts by reimbursing any costs associated with council participation.

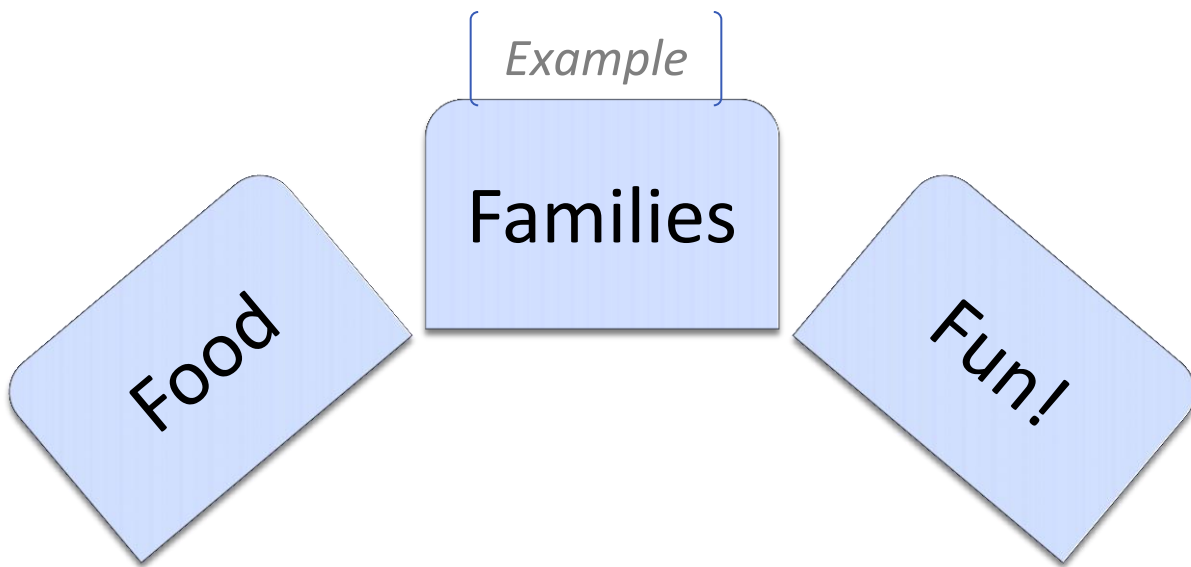
YOU can truly make a difference in improving the quality of life and meeting the needs of your community by joining _

_____.
I encourage you to take advantage of this opportunity!

Yours in Service,

[A commissioner, ED, board member or chair]





4th Annual Family Fest!

Saturday, July __, 2012

2:00pm-8:00pm

123 Street, Anytown

Come and celebrate the end of summer with your neighbors at _____ Middle School!
 Program includes co-ed, friendly soccer and basketball games, a display of artwork by student and senior center artists, followed by an open talent show.

All your favorite fair food will be available and proceeds benefit

Volunteers get free hotdogs and drinks!

Volunteer positions available: **A perfect family volunteer opportunity!**

Children's booths and games
 Seating set up/take down
 Talent show set up
 Lost and found table

Face painting
 Parking
 Bounce house
 Referees

Art exhibition
 Food concessions
 Petting zoo
 Registration

Please contact Sue at 333-333-3333 by July 17th to reserve your volunteer spot!

**A quick volunteer orientation will be at 1:30pm
 See you on Saturday!**

[*Example*]

Are YOU prepared?

- What about your family? Community?
- Is your Business Continuity Plan current?
- Is your Evacuation Plan current?
- Your staff and volunteer disaster roles, procedures and protocol?
- Any changes to your staff, capacity or organization structure?
- **Time to get organized and take action.**

VOAD (Voluntary Organizations Active in Disasters)

- We will facilitate a discussion about roles and responsibilities for voluntary organizations active in disasters (VOAD).
- **The information will be compiled for publication. Please come prepared to speak about your organization's role in disaster Mitigation, Response and/or Recovery.**

Day: Friday, June ____, 2012

Time: 1000 to 1145 hours.

Place: County Administration Building,
123 Main Street, 5th Floor, EOC

Host: VOAD steering committee
and County Emergency Management

RSVP: Major. Hermes – Communications Coordinator
333.333.3333 (after 1800 hours);
HermesJR@____.org

[Example]

Are You Disaster Ready?

Learn how you and your family can raise awareness and get prepared!

host a fun, neighborhood party!!



ready.mt.gov

Volunteer to help organize a **Disaster Preparedness Training** in your community. The Governor's Office of Community Service can help sponsor your local event!

- ⇒ Get a Kit
 - Build an emergency supply kit
- ⇒ Make a Plan
 - Map Your Neighborhood
- ⇒ Be Informed
 - Share local information & register to volunteer



**For more information
please call 406-444-9077
or email
servevolunteer@mt.gov**

[Example]



*In honor of the Dr. Martin Luther King, Jr.
National Day of Service*

Saturday, February __, 2013 9:30 AM. to 1:30 PM.

➔ **Riverside Community Center**

Route 111 and 34th Street, Anytown

Teams of teen, college students, and RSVP volunteers will visit the homes of senior citizens in the Riverside community to assess their home safety needs. Volunteers may select up to \$100 in items from the home safety inventory list to donate to the senior homeowners. Pick up the inventory at the Community Center and return to the senior's home to deliver items such as smoke alarms, fire extinguishers, flashlights, standing floor fans, space heaters, and more. All items are provided completely free of charge to the residents.

For more information, please call (333) 333-3333
or email us at volunteers@something.org

Volunteers are asked to arrive at the Community Center by **9:30 AM**
to take the Age Sensitivity training course.

Example

ONE DAY TRAINING OPPORTUNITY

Corporate Volunteering;

Delivering to the Corporate Sector

This one day program is being brought to your community through the _____ group, and focuses on the key success factors for strengthening and expanding employee volunteer programs based on the Standards of Excellence strategy.

Find out how employee volunteering can benefit the **company**, the **employees**, and the **community**. Learn strategies for approaching businesses in your community to engage them in corporate volunteering. This interactive one-day boot camp is designed to develop the capacity to provide strategic consultation services to businesses. Find out how to market yourself and your services to corporate clients and manage the relationship for long-term success in the business sector!

Who should attend? If you:

- currently work with corporate community partners
- want to establish a corporate program
- plan to work with businesses and employee volunteering
- are looking for ways to market your services to the corporate community
- want to expand your corporate services
- plan to offer consulting services to businesses
- plan to approach local businesses for funding

...YOU SHOULD ATTEND

August 21, 2012

9AM - 2PM

Community Center

123 Main Blvd

Anytown

(333) 333-3333

Reservation deadline: August 7, 2012

Rate: \$300 (non collaboration members)

Rate: \$30 (members, registered volunteers)

Contact Martha, Martha@something.org

PROMOTE THROUGH LOCAL AND SOCIAL MEDIA

Take advantage of technology.

In the past, generating media interest required only a press release and contacting the local paper with enough notice. Today, how people get their information has changed, so strategies have also changed.

- Utilize online tools and resources, such as Constant Contact or Facebook, to help streamline recruitment, event planning and contact management for volunteers. For example, getting people to like your Facebook page puts your status updates and requests directly in their home feed, which may reach potential volunteers more casually and more often than your website updates. Plus, it is free!
- Research shows few youth volunteers check their email with regularity. If trying to recruit youth, find a young volunteer willing to text or tweet your recruitment message and opportunities.
- Be sure to include keywords in articles you post that make your information searchable online. These keywords can help direct potential volunteers to your article and site. When writing, think about what a person would type into an engine if they were looking to get involved with something like your program or mission. Include those words in your message!
- Volunteers can help supplement your media list by starting or finding local blogs, social groups (such as local running groups or gardening collectives) and community newsletters to promote your opportunities.

Online recruitment sites.

Using web portals, you can reach a greater audience. If your partner agencies allow you to post on their sites, do so and allow them to post on yours. If your area has an organized recruitment source (such as a Volunteer Center) or recruitment site (such as Build Montana) put these sources to good use!

- Keep your website, Facebook, YouTube channel, Google+ or other online content current. The number one way people find your organization is online, so updating this information could be part a volunteer position.
- Timing is important. Take advantage of holiday spirit, or national/local momentum by scheduling/posting your events around Days of Service: MLK Day, National Volunteer Week, National Youth Service Day, Join Hands Day, 9/11 Day, Make a Difference Day, Veteran's Day, Family Volunteer Day, etc.



<http://www.mtnonprofit.org/buildmontana/>

The Governor's Office of Community Service encourages volunteerism and neighbors helping neighbors. Build Montana is a service of the Montana Nonprofit Association providing robust search capabilities for volunteer opportunities throughout Montana, aggregating over 16 national search sites into one search. This is a powerful online resource for the public to access opportunities to volunteer. Please join your peers and register your organization's events or search for volunteer opportunities in your community at www.buildmontana.org.

•



Develop and maintain community relationships.

Developing and maintaining your network and friendships through collaboration with other agencies is a great strategy to meet joint and community goals. These relationships are especially valuable when you or your community partners need letters of support, as each agency knows the scope of the other's work.

Relationships with your volunteers and your media contacts can also be mutually beneficial to nourish.

Inclusion is important.

Diversify opportunities (even if you have to get creative). If someone responds to your message, but can't perform the advertised function, have another opportunity on hand to offer. The more people involved with and talking about your agency in a positive light, the better!

- For example....Meals on Wheels. If a youth is too young to drive and deliver meals, they can be excellent "Jumpers" (to actually jump in and out of the car to deliver the meals to the doors, saving time); efficient office assistants; and impressive computer gurus.
- Another example...Disaster Response. Not everyone can lift logs, use a chainsaw or clear debris in the aftermath of a disaster, but there are a 1000 other ways a volunteer can help. A seated crew is needed to field calls and requests from residents and connect those requests to the spontaneous volunteers eager to do said sawing and lifting. Others are needed to talk to the media, organize supply drives at their churches, or offer to chaperone a playground while parents of children there volunteer on the project in a different capacity. Masseuses have been known to volunteer at the Volunteer Reception Centers (VRCs) in the aftermath, to offer stress relieving massages to emergency workers and volunteers! Singers, story-tellers, teachers, chefs, paperwork pros, organizers, followers, pet-lovers, translators, gardeners, and just friendly faces willing are all useful to in response and recovery, and a good volunteer manager will not only go out of their way to include anyone who takes the time to show up, but also make sure that each person feels valued, appreciated and knows that their time is well spent.

Stay relevant

Sure, you don't want to annoy current or potential volunteers with more emails, contact, and requests than their time, commitment or interest level can tolerate...but if you want to recruit, it is important that your community knows **who you are, what you do, and what you need**. Here are some tips.

- Create community awareness about your program by staying in the public's eye. In addition to mailing your press releases to every union, social club, newsletter and newspaper, use the volunteers you have to be everywhere.
 - Don't have a volunteer ready to network for you? Recruiting one (or several) can be your goal. Until then, represent your agency at every meeting or event you can get into.
 - If you have volunteers willing to assist in this capacity, great! Encourage them to open booths at community festivals, school job fairs; anywhere that potential volunteers can be found. A friendly volunteer can promote your initiative in a different light than you can.
- Make presentations to the hobby associations, fraternal organizations, school clubs, community center groups, and church circles unique to your community. The more diverse your volunteer base, the more potential volunteers your requests will reach.
- Word of mouth is a great way to recruit. If a volunteer enjoys your projects, activities, and events, they will talk about their experiences, and invite their friends, too. Your elevator speech can be developed into some talking points for volunteers and flyers, too.

- In terms of publicity, be strategic. In addition to planning your projects and announcements around holidays or national Days of Service to maximize momentum and interest, give the media what it wants.
 - For example, if you want television media, include an opportunity for something visual in your press release. An appeal that includes an interesting opportunity for a sound bite or package is more likely to make the evening news. Journalists may love your project, but they have a job to do – help give them something they can present.
 - “15 Firemen will perform a choreographed dance to ‘Singing in the rain’ to start off the Fire Safety event.”
 - “The highlight of the festival will be the largest Egg Hunt ever hosted in the state! More than 100 children under 6 are expected to attend and hunt for eggs.”
 - “Mrs. Johnson’s group of senior (70+) artists will set up an outdoor art display, 35 easels, hundreds of canvases and buckets of paint, to offer their use free to the public, during the Riverside Community Center’s Art Fest.”
 - If it’s print media, make a plea that is heartfelt, and promotes an angle - intergenerational, youth led, etc.
 - “A chance encounter at the store introduced high school sophomore Jim Doe and WW2 veteran Sara Smith. During their conversation, Sarah realized that her Church and his Key Club were both interested in restoring Pride Park. An exchange of information, a lot of collaboration and 6 months later, Sarah and Jim will co-host the re-opening ceremony this weekend.”

Quick, basic tips for outreach

Engagement, not presentation.

Engage volunteers by exchanging information. Learn about them and what their interests are and let them know about the organization.

Different strokes, for different folks.

Volunteers have different interests and needs, so different approaches are sometimes necessary. Don't assume someone wouldn't be suitable or interested in helping your cause, until you have asked. Give volunteers of all ages, capabilities and experience the opportunity to be included in your mission.

Once is never enough.

Follow up with people who show any interest. It takes time to build relationships.

Appeal to self-interest.

Discuss the programs of the organization that relate to the volunteers' professional, personal, or people skills. People respond best to things they know or have experienced. For example, retirees may be interested in bringing some aspect of their years of professional or personal experience in a specific field to your agency. However, they may want to branch off in some totally unrelated direction. Both can benefit your mission and community. Work with your volunteer. Discuss the skill building inherent in joining a board, public speaking, marketing, grant writing, negotiations, etc. for your agency.

Communication

- **Explain why a project is important, or how this fits into the mission.**
- **Always encourage questions.**
- **Training – develops skills a volunteer will need, but also gives you the opportunity to go over what is expected.**
- **Use media (the internet, newsletters, meetings, videos, etc.) to full potential; the more the merrier, when it comes to distribution!**

TRENDS IN VOLUNTEERISM

1. A high percentage of people volunteer episodically.

If your agency has had trouble recruiting long term volunteers, it may be time to restructure opportunities along with this trend into an episodic effort, to see if you get better results. Sometimes it just takes a little spin to completely change the tone and appeal of an opportunity.

2. The number of young people volunteering has increased.

If youth are usually not part of your volunteer target group, now may be the time to reconsider. Volunteer experience gives the chance to make friends and contacts outside of school and peer groups, and look good on resumes and college applications. With more emphasis on service, reaching out to schools, youth groups, families and individual students can open up a veritable army of potential volunteers for your organization.

3. The number of college students volunteering has decreased.

Maybe pitching opportunities through sociology professors or spinning the skill development aspect in your outreach can turn this trend around, if there is a campus in your community. Students want skills, so emphasize the service-learning and your willingness to write letters of recommendation for stellar volunteers.

4. The total number of adults volunteering has increased.

The current generation retiring is not as eager or content to stuff envelopes quietly in the background, 25 hours each and every week, for your agency as the previous generation was. Things are changing. Today's recent retirees have just as deep interest in the community, but they want to make use of their professional skills and see results in short-term projects. They want to be treated as your colleagues, not your assistants. Give them more control and let them use their own energy and networking to recruit!

TRENDS IN VOLUNTEERISM

	Volunteer Rates by Age (2008-2010)							
	16-19	20-24	25-34	35-44	45-54	55-64	65-74	75+
Alaska	28.9%	20.0%	28.2%	41.0%	39.4%	39.7%	36.7%	26.7%
Idaho	32.9%	20.3%	28.3%	42.8%	40.6%	35.8%	38.6%	21.6%
Montana	21.9%	27.7%	33.6%	35.8%	33.5%	39.4%	39.2%	24.7%
Oregon	32.5%	21.2%	30.2%	40.8%	37.2%	34.4%	30.1%	23.0%
Washington	42.2%	22.4%	27.1%	42.9%	37.0%	35.1%	30.3%	24.9%
Wyoming	33.1%	32.4%	32.4%	33.9%	32.2%	32.7%	32.1%	21.0%

Montana at a Glance

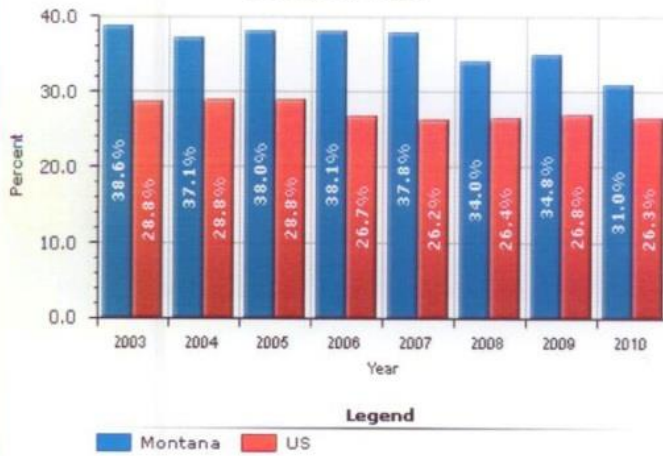


Senior Corps	Projects	Participants	Program Funding	
Foster Grandparent Program	5	382		\$1,186,664
Retired and Senior Volunteer Program	14	4,681		\$796,863 ¹
Senior Companion Program	3	253		\$834,988
SENIOR CORPS TOTAL	22	5,316		\$2,818,515
AmeriCorps	Projects	Participants ²	Education Award ³	Program Funding
AmeriCorps State Competitive	3	1,051	\$2,025,603	\$2,538,937
AmeriCorps State Formula	5	164	\$361,807	\$695,132
AmeriCorps National	3	5	\$24,975	\$494,000 ⁴
AmeriCorps NCCC	6	N/A	N/A	- ⁵
AmeriCorps Fixed Amount Grant	11	113	\$102,983	-
AmeriCorps Indian Tribes	1	N/A	N/A	\$50,000
AmeriCorps VISTA	5	85	\$471,750	\$1,022,805
AMERICORPS TOTAL	34	1,418	\$2,987,119	\$4,800,874
Learn and Serve America	Grantees	Participants	Education Award	Program Funding
K-12 School-Based	2	961	N/A	\$421,174 ⁶
K-12 Community-Based	1	223	N/A	\$550,000
LEARN AND SERVE TOTAL	3	1,184	-	\$971,174
Other Funding	Grantees			Program Funding
Disability Outreach	1			\$106,947 ⁷
Program Development & Technical Assistance	1			\$97,750 ⁷
State Commission Administration	1			\$298,242 ⁷
OTHER FUNDING TOTAL	3	-	-	\$502,939
PROGRAM TOTALS	62	7,918	\$2,987,119	\$9,093,502
TOTAL CNCS FUNDING (including Segal AmeriCorps Education Awards)				\$12,080,621

Notes: The data shown represents a snapshot in time. CNCS project sites, participants, and funding change throughout the year, so the data may not reflect current conditions.

- RSVP funding levels reflect the actual amount awarded to each RSVP grantee in FY 2011. The FY 2011 budget reduction was implemented by either extending or compressing the grant period, with some grants receiving a 9-month budget period and others receiving a 15-month budget period.
- This figure represents the number of awarded positions available to be filled in the 2011 - 2012 program year. For AmeriCorps VISTA, this represents the actual number of AmeriCorps members in active service.
- This figure represents the maximum potential value of Segal AmeriCorps Education Awards that can be earned by AmeriCorps members serving in Montana. The award can be used in any state to pay for college, graduate school, vocational training, or to pay back student loans. The education award total is included in total CNCS funding.
- AmeriCorps National figures may include national programs headquartered in the state and/or operating sites of national programs that are headquartered in other states. Some national organizations do not report operating site data, or it wasn't available at time of publishing, so figures may not reflect current conditions.
- Montana is served by the AmeriCorps NCCC campus located in Sacramento, California. In the past year, AmeriCorps NCCC teams have served on projects in Nevada City, Roundup, Great Falls, Polson, Helena, Kalispell.
- Fiscal Year 2011 and 2012 funding was eliminated for Learn and Serve America but some programs are operating funded by previously approved multi-year grants.
- Funding levels reflect Fiscal Year 2011 appropriations. Funding for this account was reduced in Fiscal Year 2012.

Volunteer Rate

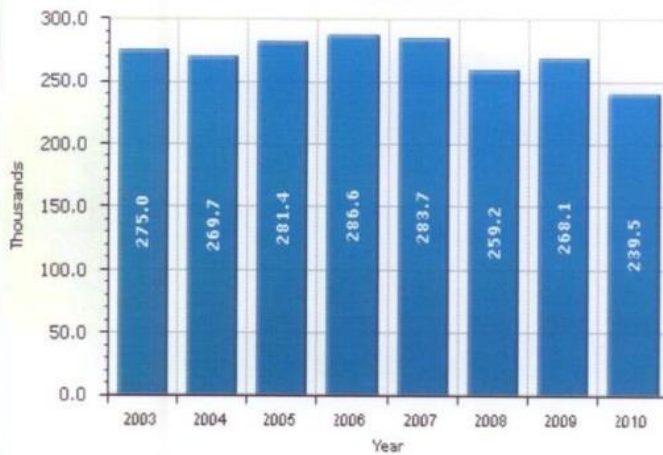


Trends and Highlights

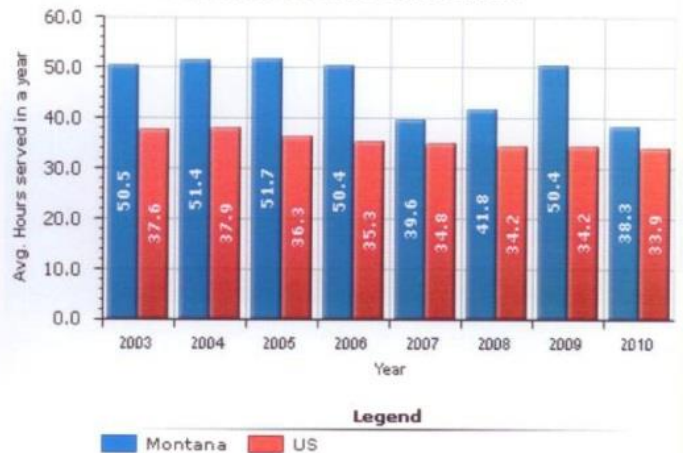
Based on single year data (2010)

- 239,468 Montana residents volunteered 29.6 million hours of service through or for a nonprofit or community organization in 2010.
- Service also takes place informally when people work with neighbors to address or fix a community issue. In 2010, 14.1 percent of Montana residents volunteered informally, totaling approximately 108,714 individuals.
- In Montana, more than 9,100 people participate in national service each year through 900 national service projects and programs. This year, the Corporation for National and Community Service (CNCS) will commit more than \$12,700,000 to support the national service initiatives (Senior Corps, AmeriCorps, Learn and Serve America, and other programs) in Montana.

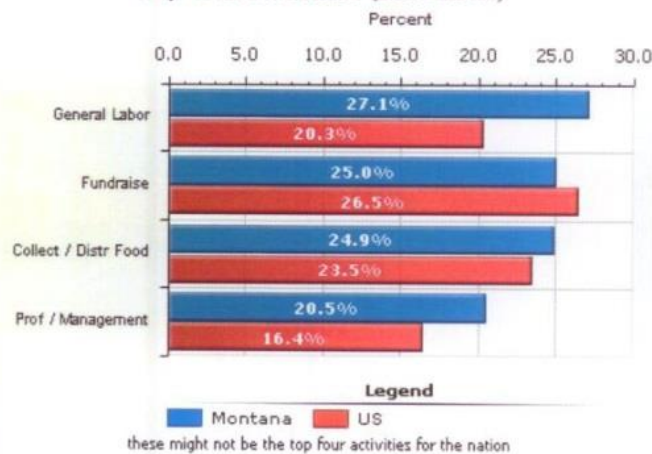
Number of Volunteers



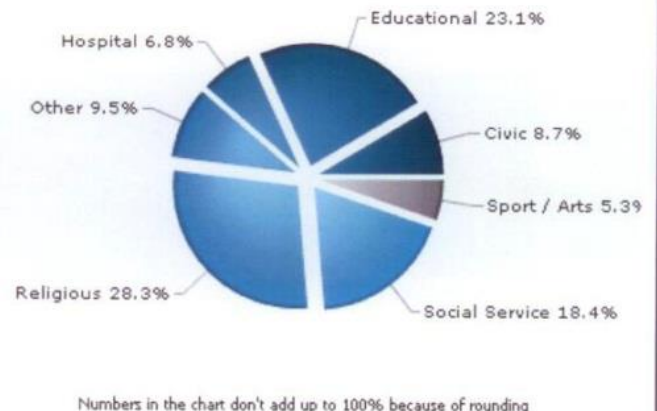
Volunteer Hours Per Resident



Top Four Activities (2008-2010)



Where People Volunteer (2008 to 2010)



* Not reported due to the sample size for this estimate.

TRENDS IN VOLUNTEERISM

Benefits to recruiting Baby Boomers (50-65):

- **Quantity**
 - There are 77 million Baby Boomers in the United States. This is the largest cohort of the US Population; more than the population of Canada.

- **Resources**
 - Baby Boomers can have abundant resources – time, talent, and treasures they can contribute now and as they begin to retire.
 - Baby Boomers are more educated than any other previous generation in the US; one-third of Boomers have a college degree.
 - Baby Boomers have more wealth than previous generations in the US.

- **Diversity**
 - Baby Boomers represent a greater ethnic and religious diversity than previous generations.

- **Interest in Working**
 - Most (69%) of Baby Boomers plan to work in some capacity during retirement; only 28% expect not to work at all. More than 75% of Baby Boomers report that work is important to their self-esteem.

- **Already Volunteering**
 - Baby Boomers are already volunteering at the highest rate in the country – 33.2 %, which is higher than the national average, 28.8%.

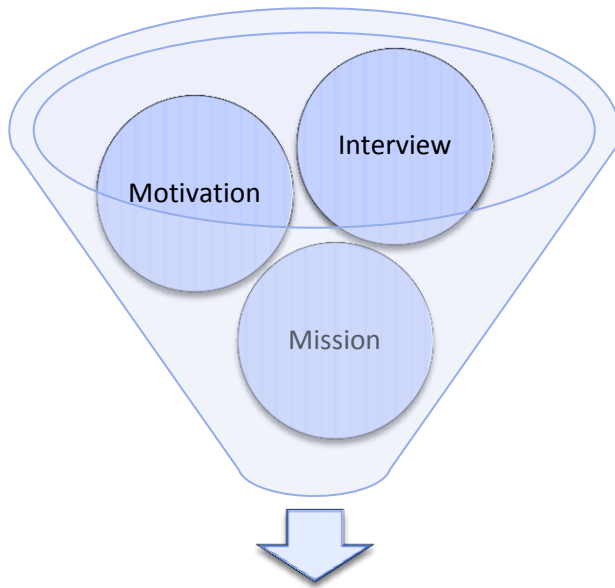
- **Longevity**
 - The average life expectancy for a Baby Boomer is 83 years.

TRENDS IN VOLUNTEERISM

The changing paradigm of 50+ volunteering:

	Old Paradigm	New Paradigm
Volunteer Motivation	Civic Duty	Improve the world Find Personal Fulfillment
Pattern of Volunteering	Long term and regular	More short term, sporadic
Expectation of Reward	Low; seek mostly recognition/appreciation; some expense reimbursement	Higher; seek recognition/appreciation, expense reimbursement but possibly also cash equivalents or cash incentives
Relationship to the Organization	Strong identification; conforming and loyal	Loose identification; more individualistic and critical; more likely to walk away if unsatisfied
Manager's view of the Volunteer	Subordinate	Partner
Manager's Management Style	Command and control; top down; volunteer manager as "expert"	More participative and collaborative; focus on team-building and leadership development; manager as "facilitator"
Interviewing and Placement	Priority on organizational needs; limited knowledge of volunteer; some skill assessment	Better balance between organizational and volunteer needs; more thorough assessment process; focus on whole person
From Temple University's Center for Intergenerational Learning Training Network		

VOLUNTEER MANAGEMENT COMPONENTS



Orientation

Volunteer Match

KEY POINTS

- Why do people volunteer? (Page)
- Interview and placement (Pages)
- Agency/Project introduction (Page)
- Orientation outline (Page)
- McClelland's Social motivators (Pages)

WHY DO PEOPLE VOLUNTEER?

- **Because they were asked!**
- Sense of Duty
- Recognition
- Fun
- Networking
- Gain New Skills
- Career Planning/Professional Development
- Desire to Make a Difference
- Personal or Life Changing Experience
-

Why **DON'T** people Volunteer?

- Never Asked
- Burnout
- Mismatched Skills
- Unclear Expectation
- Bad Treatment
- Little or no Recognition
- Too Busy

INTERVIEW AND VOLUNTEER PLACEMENT

Your agency might not use a formal interview, or use the Social Motivators for determining placement for their volunteers.

That is OK. There are times when it is not appropriate or necessary.

For instance, when the participant only needs an onsite project briefing for a one day, large group event, and is not looking for a more regular volunteer role. Or, when a volunteer arrives and tells you in no uncertain terms that they want to serve in x capacity.

However experience has shown that agencies that invest the time to interview and orient new volunteers have higher satisfaction ratings, loyalty and retention than organizations that do not. Social Motivators aside, here are some points to consider when determining how to place a volunteer eager to make a difference.

Match an experienced volunteer with a new volunteer for hands on, one-on-one training or mentoring.

Provide a guided tour of the organization so the volunteer feels more comfortable in the surroundings.

Discuss the background, mission, and goals of the agency; explain the daily activities and how the work will play an integral part in the “big picture.”

Be considerate about schedules when setting meeting and training times and dates.

Whether recruited at a community booth, or by a recruitment committee, it is important to be specific in the tasks that you assign a new volunteer, as new recruits may be intimidated by making decisions in unfamiliar territory. Before we get to volunteer job descriptions (see the Appendix) here are some sample interview/placement examples:

Whatever process you use for placement, here are some suggestions for personality-project role connections:

- **Outgoing Volunteers**

Direct client work, activities, patient visits, working with younger children, meal delivery, public relations, etc.

- **Quiet/Shy Volunteer**

Indirect client work, behind the scenes work, filing, copying, errand running, one-on-one work, general maintenance, record keeping, etc.

- **Creative Type Volunteer**

Marketing tasks, ideas to promote agency to youth and/or other demographics, art work, poster making, flyers, web and brand development, etc.

- **Groups of Volunteers**

Activity leaders/participants, sing-a-longs, yard work, food work, mass mailings, flyer distribution, etc.

AGENCY/PROJECT INTRODUCTION

When a new volunteer joins your organization and attends an orientation, what do they want to know about your agency?

One day events, such as community festivals and environmental clean-ups may need only an on project site pep talk, safety speech and thank you, 20 minutes before the project. But long term volunteers who want to commit to your mission may want more information about what your organization does!

Basic format:

- Welcome
- Office Tour
- Meet the Staff
- Agency History
- Mission/Vision
 - Statistics about national and local issues
 - Current Goals
- Programs
 - How volunteers fit into the big picture
 - The importance of the volunteer work
- Process
 - Tracking and Reporting
 - Evaluation and Outcomes
- Safety and Risk Management
- Camaraderie and Networking
- Current Opportunities
- Website and Contact methods
- Publicity and Media Policies
- Open Q&A session

ORIENTATION OUTLINE

Volunteer orientation

Here is a general outline to consider when orienting volunteers to your mission, project, staff, process, and agency.

- **Interview and placement** – Volunteers may register with your organization virtually but it is important that you meet face to face at some point before you refer a volunteer for an event or an ongoing opportunity. You may need a volunteer greeter at a special fund raising concert only to find that the volunteer you are interviewing prefers to share his time in a library where it is quiet and calm.
- **Introduction (to volunteers)** – Roll out the red carpet to insure that your volunteers feel welcome and more importantly, respected, as a member of your organizational team. Give the volunteer a tour of your agency, if applicable. Introduce the volunteer to staff, board, and other constituents. Share promotional literature, program materials, and other information to help acquaint the volunteer with your goals.
- **McClelland's Social motivators** – A volunteer manager can ask a volunteer to spend 5 minutes completing the survey (found in the Appendix), and gain valuable insight into why this person is willing to share their time and talents to support the mission.

McClelland's Need Theory, created by a psychologist David McClelland, is a motivational model that attempts to explain how the needs for achievement, power and affiliation affect the actions of people from a managerial context. It is often taught in classes concerning management or organizational behavior.

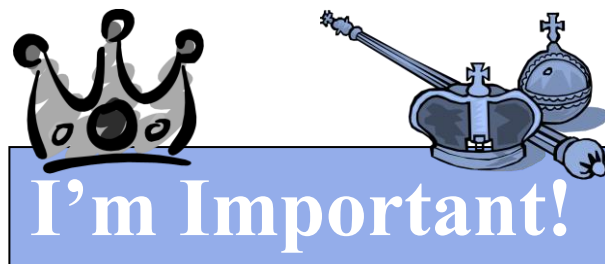
MCCLELLAND'S SOCIAL MOTIVATORS

According to McClelland, three overlapping drives motivate people.



Need for **Achievement**

- Desire for excellence
- Wants to do a good job
- Needs a sense of accomplishment
- Wants to advance
- Desires feedback



Ask me my opinion!

Need for **Influence**

- Likes to lead
- Enjoys giving advice
- Enjoys job status
- Likes to see their ideas carried out
- Likes influencing important projects



**People
like me!**



Need for **Affiliation**

- Likes to be popular/well thought of
- Enjoys and wants interaction
- Dislikes being alone in work or play
- Likes to help others
- Desires harmony

MCCLELLAND'S SOCIAL MOTIVATORS

According to McClelland, here are the 3 social motivators and how they apply to volunteer placement and recognition.

- Need for **Achievement**

This volunteer will prefer assignments that have specific outcome targets, provide a new challenge, or likely to lead to self-improvement.

Recognize by:

Tangible items (plaque, certificate)
Letter of praise to their employer
Nomination for an award or honor

- Need for **Influence**

This volunteer will prefer positions that involve setting directions or providing advice, leadership positions, or advocacy.

Recognize by:

Give them an impressive title
Name an award after them
Give them a job with increased authority

- Need for **Affiliation**

This volunteer will prefer assignments that foster positive relationships and belonging to a larger group

Recognize by:

Note of thanks and/or personalized gift
Throw them a social gathering or party
Name/photo in the newspaper or newsletter

VOLUNTEER MANAGEMENT COMPONENTS



KEY POINTS

- Engage volunteers effectively (Pages)
- Volunteer position descriptions
 - Identify the features and benefits (Pages)
 - Connection to goals and mission (Page)
- Defining & communicating clear expectations (Page)
- Needs assessment and evaluation (Pages)

ENGAGE VOLUNTEERS EFFECTIVELY

What are some characteristics of an agency which engages volunteers effectively? The management:

- **Lays the foundation through mission and vision**

The volunteers are seen as valuable human resources whose efforts directly contribute to the achievement of the organization's mission; a mission clearly articulated, widely shared and openly discussed.

- **Combines inspiring leadership with effective management**

There is a clear focal point of leadership, but all levels of management (policy making, executive and middle management) work in concert to encourage and facilitate volunteer involvement.

- **Builds understanding and collaboration**

There is a conscious effort to reduce boundaries and increase the teamwork between paid and volunteer staff. Accomplishments of volunteers and of staff are equally shared and celebrated.

- **Learns, grows, and changes**

There is an openness to the possibilities for change and an eagerness to improve performance and better meet the points outlined in the mission statement. The value of involving volunteers from all segments of the community is understood and appreciated.

Avoid Micro-Managing – Volunteers need to have clear expectations in their job descriptions to allow them to perform their roles efficiently and effectively without a staff person to stand over their shoulder while they complete their tasks. No one enjoys being micro-managed. [Avoiding this will aid in retention.](#)

ENGAGE VOLUNTEERS EFFECTIVELY

Risk Management

Due diligence is necessary to protect you and your organization. Job descriptions, safety briefings, and supervision are components of Volunteer Management.

- **Create a position description.** (See Appendix for template.) When taking requests for volunteers from another agency, or formulating one of your own, be clear about what skills and abilities are required, to ensure that appropriate volunteers are placed.
- **Provide safety training, and keep records.** Make sure volunteers understand basic safety procedures and have acknowledged that they received this training. This can help protect the organization in the event that something happens.
- **Interview potential volunteers.** Interviews are not only great to make a bond with and place a volunteer, they also allow you to verify and clarify the information submitted on intake forms. Interviews give volunteers an opening to ask questions, clarify responsibilities and express any concerns.
- **If your agency requires background checks, make sure that the fees are written into your budget.** If your agency is placing the volunteer with a different organization, make sure they know that the accepting agency is responsible for this procedure.
- **Be cautious when placing volunteers with vulnerable populations** (i.e., children or the elderly). Check and abide by the policies of schools and other organizations your volunteers will serve. Make sure your volunteers know the importance of key issues, such as confidentiality. Some agencies will require confidentiality agreements and background checks.
- **Volunteers' physical health and abilities should be factored into volunteer assignments.** Provide a wide array of volunteer roles to potential volunteers. Use common sense in placement: some volunteer roles are more strenuous or risky than others.
- **Include a Release of Liability for in the volunteer application.** Make sure volunteers understand the risks they may encounter in a disaster service (for example) assignment by including a Release of Liability (see the Appendix) directly on the volunteer application and reviewing it with potential volunteers during the interview.

IDENTIFY THE FEATURES AND BENEFITS

While often technical, a volunteer position description should include any marketable skills, networking or other benefits you can identify.

Will the volunteer meet the mayor? Develop their public speaking and presentation skills? Gain technical knowledge about painting or building a house? Become certified in some form of disaster mitigation or management? Interact with potential employers? Be featured in national media? What about the benefits their service will have for your agency, or community at-large?

Clarify the expectations.

When designing volunteer position descriptions, clearly specifying roles, expectations, responsibilities and how each position fits in with the overall goal or strategy will reduce misunderstandings for you and your volunteers. Before a project begins, you can get a good picture about capacity by considering how all the pieces (job descriptions) fit together, identify gaps, and rewrite accordingly.

However, a handy rule is to **define what is important; ignore what is not**. If a volunteer is coming to track inventory in the back of a donated food warehouse, is maintaining a “professional appearance” really necessary? Jeans and a T-shirt would probably not only be more appropriate, but more a comfortable way for the volunteer to give of their weekend. On the flip side, if your volunteer will be a media representative for your agency, doing interviews on TV and/or in print, it is vital that you communicate your expectations about dress code, tone, confidentiality, etc. from the get-go.

Getting too technical or unnecessarily strict can make a volunteer feel like their involvement in the project is just another shift at work. Try to avoid this! Your volunteer should feel good about the work they do with your agency.

Be clear in your expectations, and ALWAYS be grateful for the extra, free help!

General points to consider:

Every position description will look different, reflecting the styles and expectations of your agency and taking into account those of your target volunteers. Many agencies do not formulate formal positions, instead casually sending a blurb to an already vetted volunteer through email, or discussing a need that a certain volunteer could meet, over lunch with said volunteer. You do not need to overly formalize your process and procedures in order to get things accomplished for your community, but you do need to communicate what will be expected of the potential volunteer in some way. Experiment with what works for you and your volunteers, but strive for consistency.

Review the position description to determine if it:

- ❑ meets the organization's priority needs, goals and mission
- ❑ ensures the inclusion volunteers with special needs
- ❑ identifies the features and benefits of the role
- ❑ conveys a powerful message of community impact

Consider when designing volunteer roles:

- ❑ safety, risk management and liability issues
- ❑ confirming that volunteers are available to do the task
- ❑ the amount of travel, commitment or training required for volunteers to perform the task is reasonable

Some possible elements to include in volunteer position descriptions:

Position title	Reports/responsible to
Overview of position	Specific tasks
Time required	Qualifications
Physical/age requirements	Skills/education required
Training required	Benefits to the Volunteers
Dates and planning	Dress code
Accessibility of location	Special instructions

CONNECTION TO ORGANIZATION'S GOALS & MISSION

Does this volunteer job description convey the appropriate message?

Often, instead of the full vision or mission, a purpose statement is included at the top of a position description, helping the volunteer connect to the overall goal of their work. A purpose statement describes how a project or program contributes to the achievement of the organization's mission. (See Appendix for additional example and Position Description Template.)

Example 1: Advisory Board Member

Purpose: To promote school age volunteerism in _____County

Program description: To further the mission of _____, the Advisory Board is comprised of an independent body of 6-10 youth and 4 adults, who provide advice, vision, support, expertise, and direction to grow and promote _____'s youth volunteer initiatives.

Commitment: Meetings are held the first Tuesday of each month, from 6-7:30PM at the _____ Center. Decisions cannot be made without quorum, however if a schedule conflict arises, votes may be given over the phone or through email.

Job Description: Adult Advisor

The 4 Adult Advisors:

1. Provide leadership and guidance to Advisory Board.
2. Develop leadership skills of youth on board.
3. Help board develop policies and procedures as needed.
4. Communicate, on a regular basis, with the board and staff of _____.
5. Inform _____ of any concerns relevant to the success of the school age volunteer program.

Skills preferred: Ability to model leadership qualities, desire to develop youth leaders, ability to work on a team and interest in helping kids connect to their community.

Benefits: An Adult Advisor has the opportunity to formulate and influence local policy and network with community decision makers. Mileage is reimbursed for meetings, and travel and lodging expenses are covered for all four Adult Advisors' optional participation in the yearly volunteer appreciation retreat.

DEFINING & COMMUNICATING CLEAR EXPECTATIONS

Volunteers need clarity about:

- Significant agency policies, procedures, and operations that affect them or that they affect.
- Their responsibilities and functions toward the agency and its clients.
- The agency's responsibilities toward them.
- Any risks associated with the project or program.

Supervising volunteers:

- Define and communicate clear expectations
- Guide and support volunteers
- Ensure that volunteers feel rewarded and recognized
- Give volunteers the **instructions, direction, feedback, corrections, information** and **freedom** they need to perform their functions well
- Take care of the person, not the task
- Provide guidance in the way that works for the volunteer
- Support, rather than control, the volunteer's effort

NEEDS ASSESSMENT AND EVALUATION

Why should volunteer supervisors conduct needs assessments?

While sometimes cumbersome to collect, track, and maintain; data gathered on your volunteers' work and experiences will serve your agency, partners, clients and community at-large when it comes time to publicize achievements in quantitative terms, change your policies, or pursue new funding sources.

When developing the funding sources for your program, you naturally think about potential outcomes and develop a tracking process so you can prove that you are meeting your targets to funders and stakeholders. However, as a volunteer manager, it is also important to evaluate your volunteers' connection to projects, to your organization and overall satisfaction with their experience. One form of volunteer evaluation is a "needs assessment." Needs assessments are evaluations of the changing needs of the agency, the community and the volunteers.

Why is it important to assess the needs of the volunteer program?

- Create new roles for volunteers
- See where more volunteers are needed
- Determine volunteer interest
- Find out where volunteers are no longer needed
- Find ways to volunteer to make staff more effective
- Buy-in for volunteer programs
- Inclusion of your corporate or community partners

Popular methods of conducting needs assessments

Focus groups
Email/web surveys
Interviews
Mail surveys
Telephone surveys
Pre and Post tests

NEEDS ASSESSMENT AND EVALUATION

Evaluation of your program

By collecting feedback from both the volunteers and supervisors, issues can be identified and obstacles overcome. Establishing an open line of communication early in the volunteer relationship makes evaluations more helpful and natural.

Agencies may want to consider holding bi-annual evaluations where volunteers can speak openly with one another and agency staff. There are many options, ranging from informal emails, to very formal university developed surveys. For most managers, evaluations are written, conducted in one-on-one interviews, or handled in a group forum/meeting.

Volunteers may be initially intimidated or annoyed by the idea of an evaluation. Reassure them that evaluations give volunteers a chance to address issues and problems they may be facing in an open and receptive environment, and help you develop better programs and pursue new goals, volunteers and funding; that it is a task worth doing.

The three basic reasons for conducting volunteer evaluations are to

- help the volunteer work closer to their potential,
- help the organization better involve volunteers, and
- give volunteers the opportunity to identify new needs or solutions.

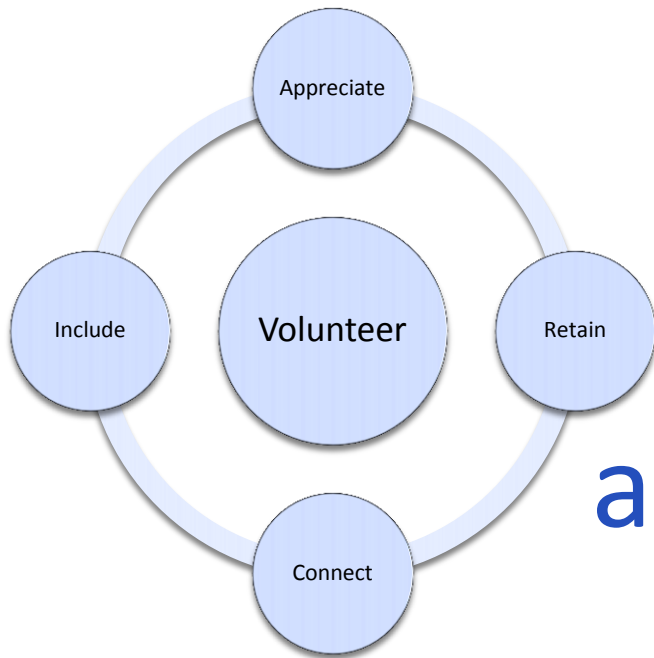
Failing to evaluate a volunteer sends a clear message that you don't care about the quality of the work being done. Both volunteers who know they aren't doing well and those who think they should be congratulated for good work will think less of the volunteer effort, if some sort of evaluation is not conducted.

NEEDS ASSESSMENT AND EVALUATION

Some basic evaluation tips

- Begin with a clear and accurate job description for each volunteer position
- Follow the RAP method
 - Review the past
 - Analyze the present
 - Plan the future
- Listen **at least** as much as you talk (maybe more)
- Be cautious not to review personality traits, shortcomings, etc. but stick to the volunteer job responsibilities at hand
- Make certain at every stage that volunteers are not feeling badgered and know that they are valued, appreciated members of the organization's team
- If a challenge or need is identified – take action. If it becomes obvious, for example, that a volunteer's time and talents are mismatched in an opportunity, offer that person alternatives in their service

VOLUNTEER MANAGEMENT COMPONENTS



Recognition and Retention

KEY POINTS

- Ensuring volunteers feel valued (Page)
- Equip, respect and keep volunteers (Pages)
- Opportunities for development (Pages)
- Keep them busy (Page)

ENSURING VOLUNTEERS FEEL VALUED

Match the volunteer with the appropriate recognition.

Keeping in mind McClelland's Social Motivators (see page 31), the way you recognize volunteers can vary wildly. With a luncheon, a newspaper article, a college recommendation or just a smile, recognition is a vital and constant part of volunteer management (see **Recognition and a Retention Strategy: 101 ways Montanans can recognize volunteers, in the Appendix**).

- Volunteers may be genuinely touched by offering to serve as a job reference, write letters of recommendation or if you nominate great volunteers for local, state and national awards.
- Don't hesitate to send a press release extoling the achievements and dedication of the volunteers who go the extra mile for your agency or the community at-large. Families or corporate volunteer groups appreciate the media attention as well, and makes for positive stories
- Recognize youth as a group, not individually. Many teens don't like the spotlight, and feel more comfortable in groups.
 - Alternative to the volunteer luncheon: Build/rent a float in the next community parade and invite them to ride with big banners announcing who they are(make sure it has loud, very loud music).
- Youth (and adults, too) may also appreciate time you invest in researching and assisting with scholarship applications. Maybe as a volunteer recognition, your agency could lead or host a scholarship workshop or seminar. Maybe ask representatives from the financial department of a community college, university or a guidance counselor to give up-to-date information on FAFSA, Work Study, Pell Grants, terminology and timelines.

EQUIP, RESPECT, AND KEEP VOLUNTEERS

Retention tips:

- Have light snacks and beverages on hand; it is inexpensive and may mean the difference between cranky and happy volunteers.
- If job responsibilities differ, even slightly each day, be sure to have someone on hand who can instruct the volunteer on where they are needed and what they will be doing; no one wants to wander around, looking for someone to tell them what to do.
- Give volunteers a “space” where they can always put their personal belongings when they come to your agency or just want to take a break from their task; this gives them a sense of ownership and belonging.
- Always be accessible; this may mean giving the volunteer in charge of a project a mobile phone number where you can be reached, or a back-up staff person who would be able to answer any questions they may have.
- Let staff and other volunteers know when a new volunteer will be arriving, what his/her name is, and what general tasks they will be performing; this way the new recruit will not feel “out of place” and intimidated by other staff members and (perhaps territorial) veteran volunteers.
- Check in with volunteers regularly; especially when tasked with something new, like taking on more responsibilities from a retiring volunteer, or dealing with a new fax machine or office software.

Retention tips (continued):

- Keep a record of volunteers' individual hours and calculate the "financial contribution" of volunteers to the agency. Take the number of hours and times it by *\$21.36 to get the dollar figure. (* Independent Sector: http://independentsector.org/volunteer_time) This number may be used as "in-kind" matches for some grants. Good for you in fundraising, good also as volunteer recognition. Volunteers feel pride in seeing the numbers.
- Volunteers deserve the assurance that what they are doing is important, needed, and valued; let them know that without their help the agency would never have been able to "insert appropriate sentiment."
- Get to know volunteers personally, inquire about their outside hobbies, and become a friend to them, whenever possible.
- Always create new challenges and responsibilities for volunteers; this will keep their motivation and interest levels high.
- Involve volunteers in the decision making process, even if access to policy making decisions is beyond your power to give. Let volunteers have input on anything you can, from what type of soda should be in the vending machine to what next month's newsletter should include.
- Work with volunteers knowing how valuable they can be as advocates for your agency in the community; each individual reaches a different and diverse group of friends, who may one day be in a position to make powerful decisions and contribute to non-profits (like yours) financially.

OPPORTUNITIES FOR DEVELOPMENT

Provide professional and personal opportunities to develop through trainings your agency can provide.

Maybe you do not have “hiring a high profile speaker” as a line item in your volunteer budget. Don’t fret – ask around, and you can get a variety of local speakers from Public Safety, the business sector and from local schools to come offer volunteers access to training in a variety of topics (often helping those community agencies fulfill their own outreach requirements and paving the way for future collaborations).

It doesn’t have to be a formal lecture or certification. Offering First Time Home Buying, Becoming a Master Gardener, or How to Clog seminars or meetings are just as easily (and legitimately) arranged as providing access to disaster certifications, Resume Development Workshops, or Toastmaster training.

Providing new, optional chances to learn something different, as a change from the norm is a great way to recognize and retain loyal volunteers.

If you and/or your staff have the ability to train in a topic, even better! Maybe surveying staff – and volunteers – about what they could teach, and what they would like to learn, would be a rewarding exercise for everyone. These opportunities are a great way to deepen community awareness and get to know one another.

What if your project requires pre or ongoing training to provide the skills the volunteers need to succeed and complete the objectives? This can also be a retention tool, as it shows that you are willing to invest in and trust your volunteers with more responsibility and status.

Also, young volunteers can gain résumé building skills through volunteering.

OPPORTUNITIES FOR DEVELOPMENT

Here are some more formal guidelines for training volunteers.

1. Four steps in training volunteers

Step One: Identify Training Needs

Step Two: Design Training

Step Three: Deliver Training

Step Four: Assess and Refine Training

2. Identify and define 3 types of learning

- a. Knowledge information
- b. Skills ability to perform a set of tasks
- c. Attitudes the way a person feels about or sees a topic

3. Identify four principles of effective volunteer training design

Principle One: Build on participants' experience

Principle Two: Make training experience interactive

Principle Three: Communicate key lessons through visual, auditory and experiential modes

Principle Four: Apply learning

4. Ways to evaluate the effectiveness of training.

Written participant evaluation

Reflection exercise at the end of training

Participant check-in interviews

Participant performance in position

KEEP THEM BUSY

Protect volunteers from burnout, but keep them busy

1. If a volunteer begins to stagnate, let them know that there are options.

- There is always more work to be done in your office, for your mission or in the community at-large. Let people rotate out of positions they no longer enjoy. Find out what they would like to do instead.

2. Explain why or how the job they are doing is necessary and important.

- Always look to create interest and belief in what you have your volunteers doing. They are giving up their time, so make sure they know that what they are doing counts!

3. Find or create opportunities that are fun or unexpected.

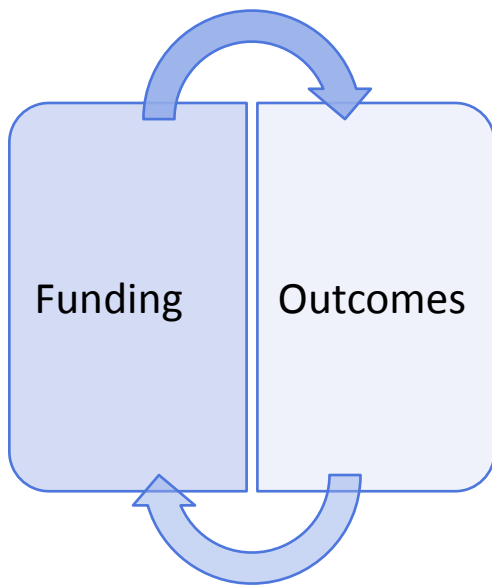
- For example, organize a community scavenger hunt for residents to raise awareness about local agencies and what they offer – and send teams of volunteers out to interview and tour a variety of not-for-profits in town, in preparation. Or do something spontaneous, like announce that there will be a group hike up a local mountain, and/or a BBQ, and ask volunteers to assist in the planning, marketing and logistics, as a break from their regular work. Ask volunteers to organize a food pantry drive for a local partner. Challenge and include volunteers to keep them vested and interested.

4. Always, always, convey your respect and appreciation.

- Repeated many times in this toolkit, as a volunteer manager, it can't be stressed enough that retention comes down to you making certain that your volunteers feel satisfied, fulfilled, useful, and valued.

FUNDING

Sustain and Develop



KEY POINTS

- Key elements of a volunteer budget (Page)
- Project fundraising (Page)

KEY ELEMENTS OF A VOLUNTEER BUDGET

What budget items are necessary for a volunteer program?

It takes money to manage a volunteer program. Volunteer Managers should be able to forecast expenses and communicate the need for support to decision makers within the organization. (See Appendix for Budget Examples.) Here are some common line items in a volunteer program budget:

Staff salary and benefits	Equipment
Office Supplies	Other materials
Printing/copying	Postage
Recognition	Training for volunteer

The value of volunteer time is higher than ever before. Independent Sector sets the rate for the national rate. As of February 2012, one hour of time served by a volunteer is valued at \$21.36.(http://independentsector.org/volunteer_time) Multiply that rate by all of your volunteers and the time they contribute to your organization and use it in all grant applications as in-kind support.

Coordinating Volunteers for Special Events

Local organizations, companies, communities of faith, and government entities host festivals and special events throughout the year. Volunteer coordination (registration, assignments, supervision, recognition) is essential to insure a successful event. Volunteer Managers can charge a fee to coordinate these efforts, or for trainings you deliver or bring to your community.

Managing Corporate Employee Initiatives

Raise funds for your volunteer program by partnering with area companies to manage their corporate employee volunteer initiatives. Encouraging employees and their families to participate in the community is a “win win” for everyone, but someone needs to develop and implement the projects.

PROJECT FUNDRAISING

Use your networks and ask; for resources, help, support, etc.

The constant need to sustain non-profit programming is a challenge that staff and volunteers can meet, together. Even if your project is a semi-annual clean-up, someone needs to buy the gloves and garbage bags; i.e. – there will always be some cost. Inviting volunteers to help with the fundraising effort is a great way to give them the opportunity to develop their organizational and professional skills AND bring necessary projects to your community. In addition to just spreading the word that your agency is worth supporting, willing volunteers can:

1. Make the Ask
 - Intimidating and exhilarating, sometimes all it takes is the right person asking for support and resources at the right time. Let your volunteers know what the agency's needs are, and encourage them to talk about those needs wherever they are comfortable.
2. Write Grant
 - Look and you will find local, regional, national, federal, private and corporate grant opportunities to fit any mission. Diversifying your funding streams is important, so if a volunteer is willing to try their hand at a grant that your agency doesn't normally pursue, let them try and give feedback and support. It is a learning opportunity for you both, and might just bring in a new funding source.
3. Corporate Campaigns
 - Many companies encourage their employees to volunteer, and will even offer a monetary match for the time their staff gives to your agency. Encourage volunteers who believe in your mission to inquire about these programs.
4. Events and Sponsorship
 - Going after sponsorships and hosting fundraising events are tried and true sources of sustainability in the non-profit world, and a great way for volunteers to get engaged in your agency's development.

Volunteer Categories

Examples by Volunteer Category

- [Animal Services](#) (Page)
- [Disaster Preparation](#) (Page)
- [Education](#) (Page)
- [Environment](#) (Page)
- [Health](#) (Page)
- [Human Services](#) (Page)
- [Neighboring](#) (Page)

Montanan Volunteer Celebration and Inspiration
(Pages)

PROJECT EXAMPLE: PAWS

Volunteers collect small bags of dog and cat food and deliver the pet food to the homes of senior pet owners who may find it financially difficult to adequately feed themselves and their four legged friends.

Volunteers plan, host and collect food from various donation drives. They maintain the route of senior citizens referred through county and home health agencies, keep track of each home's pet details, and schedule the volunteer route deliveries each month.

PROJECT EXAMPLE: BIG BREATH AND BARK

Big Breath and Bark raises funds and awareness to provide all fire emergency vehicles with pet snout shaped oxygen masks.

Volunteers establish and maintain the relationships with the fire station personnel, drum up media interest through press releases and interviews, research the kind of masks needed, what sizes and where they can be bought, coordinate the plaques that go in the stations with donors' pet memorials, etc.

PROJECT EXAMPLE: PETS IN EMERGENCIES HANDBOOK

Volunteers research and publish a disaster resource guide for pet owners.

Volunteers research and publish a guide of local "pet friendly" facilities in the event of fire, flood, or other disaster. Volunteers also train youth in interviewing, reporting, and/or printing skills.

PROJECT EXAMPLE: EMERGENCY PET SHELTER

Volunteers open and operate a pet shelter for emergency workers and registered senior citizens and “at risk” residents (who may refuse to evacuate if pets cannot accompany them).

Volunteers manage a pet shelter from registration, scheduling, cleaning, transportation methods of the animals, care on site, and satisfaction surveys among the human recipients of the service.

PROJECT EXAMPLE: VRC

A VRC (Volunteer Reception Center) becomes a headquarters for spontaneous volunteers in post disaster situations.

Volunteers set up procedures, host drills, and deploy in the aftermath of disasters to handle unaffiliated volunteers. Usually done in collaboration with or at least training by local Emergency Management officials or leaders.

PROJECT EXAMPLE: PREPAREDNESS TRAININGS

This program pays the training fees for registered volunteers on a variety of topics, so they are better able to respond during times of disaster.

Volunteers are encouraged to participate in a wide variety of community trainings, and the agency covers their fees, whenever possible. Volunteers participate in drills for emergency management, CERT, conflict resolution – anything that appeals to and better prepares a volunteer to serve their community.

PROJECT EXAMPLE: YOUTH SERVICE LEARNING COUNCIL

A grant making group comprised entirely of youth volunteers, established to promote more service-learning, increase community issue and asset awareness, and give experiences in policymaking, civic responsibility and fiscal management.

Youth volunteers hold monthly meetings to consider submitted community grant proposals and interview the community members seeking their funding. Young volunteers get experience in evaluating, discussing and scoring grants for the real projects various agencies propose. The council's goal is to get service-learning included in community projects, and hopeful recipients need to demonstrate that they can utilize youth in projects that will expand volunteers' knowledge and skills.

PROJECT EXAMPLE: TRAILBLAZERS

Middle school youth paired with college students, and overseen by local rangers create and maintain new trails and paths in the national forests.

Primarily a service-learning project, volunteers serve as educators, environmental specialists, Master Gardeners, equipment trainers and operators, to create safe trails and paths for families to enjoy. This can be expanded to include wildlife preserves, community gardens and even playgrounds – the idea is to connect established and aspiring environmentalists in volunteer projects in your area.

PROJECT EXAMPLE: BOOKS AND BIRTHDAYS

Books and Birthdays is a volunteer initiative promoting literacy.

Volunteers coordinate with the school and teachers to make monthly visits to classrooms, where each classmate who has a birthday that month is given a new book. During the visit, volunteers read each new book to the class, and cupcakes or small snacks are provided.

PROJECT EXAMPLE: TIDY TOMBSTONES

Tidy Tombstones is a Cemetery Mapping and Restoration project

Volunteers map, landscape and restore a local indigent cemetery for the purposes of identifying where residents are laid to rest. Some draw or photograph the gravestones to be put into a searchable online database. Others develop and maintain a virtual website of the cemetery. Those interested in landscaping and restoration work will repair vandalized and washed away headstones, etc.

PROJECT EXAMPLE: CAUTION ZONE

An environmental program established to research and to circulate information about hazardous materials in volunteers' homes and communities.

Volunteers spend time researching contaminants and effects and then inform their neighborhood residents about the potential dangers of hazardous wastes in and around their homes. Volunteers also train others in the areas of conserving energy, reducing waste, conserving water, reducing run-off and utilizing indoor and outdoor plants as a health benefit. Volunteers from K-12 and higher education partner with community based agency representatives and county government to identify and remove hazardous waste and materials from homes.

PROJECT EXAMPLE: WILDLIFE PRESERVATION

A council of volunteers focused solely on reducing the environmental impact of visitors at 5 preserves and national parks in the state.

Working with environmentalists, rangers, and college professors, volunteers spend time creating signs, posters, an online video campaign, etc. to help remind visitors how to leave as little mark on the natural surroundings as possible.

PROJECT EXAMPLE: HOME SAFETY FOR SENIORS

Home Safety for Seniors focuses on assessing needs and installing items in a senior's home that increases their overall health. Typical safety equipment includes items such as smoke alarms, fire extinguishers, anti-slip bath and rug mats, energy efficient light bulbs, levered door handles, floor fans, etc.

Teams of volunteers visit seniors who have been referred by senior service agencies in their homes to assess their safety needs and deliver/install safety items. All services are free to seniors. Before the project, participants must complete the 2 hour Aging Sensitivity course and after, both volunteers and recipients complete surveys to evaluate their satisfaction and get feedback. This feedback is used by the overseeing committee (entirely volunteer), which meets to insure the needs are being met in the most efficient and least invasive manner.

PROJECT EXAMPLE: HEALTH E SENIORS

Health E Seniors provides computer classes for senior citizens and families to help find reliable health information on the web.

Volunteers develop the curriculum and provide this class to various community centers in the area.

PROJECT EXAMPLE: COMIC RELIEF /BEARIN' IT

Comic Relief collects old comics and graphic novels for young people who are hospitalized, or recovering abuse. Bearin' It hosts stuffed animal collections for children in medical and psychological recovery.

Volunteers host drives, coordinate with hospitals and recovery centers and drop off donations.

PROJECT EXAMPLE: RUDOLPH'S RED NOSE EXPRESS

Rudolph's Red Nose Express is an annual project which culminates with volunteers (teams of Santas and elves) delivering presents during Christmas Eve home visits to children who have been identified by various organizations.

Volunteers serve as Santas, elves, support teams, drivers, route organizers, verifiers (contacting all the families the week before to confirm ages of children, and whether they want the free visit), wrappers, sorters, bag checkers and donation solicitors throughout the month of December.

PROJECT EXAMPLE: CAROUSEL KIDS

Carousel Kids provides babysitting and respite care by certified volunteer sitters.

Volunteers must be certified by the American Red Cross (your agency may cover the fees). Then they are added to a list of available babysitters, and pre-screened families in their neighborhood can be connected to them through your agency. Teen volunteers earn service hours for their work in lieu of payment.

PROJECT EXAMPLE: WEEKEND DADS

Weekend Dads was started by a teen having trouble finding ways to relate to her well-meaning Dad when she was visiting him, who was "clueless" when it came to figuring out what to do with their time together. This project encourages families of all shapes and schedules to volunteer in a variety of monthly projects.

This is a family volunteer initiative, so the eligible projects are the opportunities open to all ages. The program idea is that volunteers will participate with their children in mostly episodic events around the community. The goal is to encourage deeper community awareness, promote positive activities the family members can do together and establish volunteerism as a natural part of life.

PROJECT EXAMPLE: OPERATION PAINTEEN

Volunteers paint the exterior of homes for families in need...FREE!

Volunteers collect, evaluate and prioritize the requests for this service, coordinate project dates, collect waivers, acquire paint donation and transport materials and, naturally, paint the houses!

PROJECT EXAMPLE: SOME ASSEMBLY REQUIRED

Volunteers assemble gifts (bikes, swing sets, etc.) during the holiday season.

Volunteers field phone calls requesting this (often last minute) service during the Christmas season, and organize shifts and teams to assemble a wide variety of items. Participants often report feeling accomplished and “handy” when finished.

PROJECT EXAMPLE: NOSEY NEIGHBORS

Nosey Neighbors connects families and neighborhoods.

Teams of volunteers organize block parties in their own neighborhoods. They invite all residents to attend. They serve refreshments, engage speakers, and request the attendees to complete questionnaires, listing their personal needs as well as any skills or talents they might be willing to share with neighbors. The goals are to bring residents of a neighborhood together in an informal setting; to gather important information in terms of neighborhood needs; and to publish a Resident Guide Book after the event, listing the names and addresses of the residents and their needs/skills, etc.

Neighboring Feature: Winter Preparedness Party

Are you and
your neighbors
ready for winter?



winter**ready**montana

Host a WinterReady Neighborhood Preparedness Party!



Do you have an
emergency supply
kit ready?

Volunteer to organize a **WinterReady Neighborhood Preparedness Party** in your community. The Governor's Office of Community Service can help sponsor your event! You can receive supplies to build emergency supply starter kits, resources to host a *Map Your Neighborhood* training, and meal reimbursements for participants.

Find out more:
Call 406-444-9077
Or email serve@mt.gov

Get a Kit

- ✓Build an emergency supply starter kit

Make a Plan

- ✓Map Your Neighborhood

Be Informed

- ✓Share local information and register to volunteer



Neighbors helping neighbors get ready and prepare for emergencies!

The Governor's Office of Community Service is engaged in community service and emergency preparedness.

Neighboring Feature: Winter Preparedness Party

Host a WinterReady Neighborhood Preparedness Party!

Prepare your community for winter and emergencies of all kinds by organizing a **WinterReady Neighborhood Preparedness Party**. By hosting an event, promoting local volunteerism, and sharing emergency preparedness information, you can help ensure your neighborhood and whole community **are disaster ready**. **The Governor's Office of Community Service can help** sponsor your event! You can receive supplies to build emergency supply starter kits, resources to host a *Map Your Neighborhood* training, and meal reimbursements for participants.

10 Steps to hosting a Preparedness Party or Training

1. Plan your party or training with local community leaders and volunteers (examples: DES Coordinators, local fire departments, Senior Corps programs, AmeriCorps Programs, Aging Services, schools, etc)
2. Research location, date, and estimated number of participants
3. **Submit an "Event Funding/Supply Request Form" to the Governor's Office of Community Service (OCS)**
4. If funding is requested and upon confirmation of funding from OCS, **submit a signed "Funding Agreement"**
5. OCS will send you emergency supply starter kits supplies and *Map Your Neighborhood* resources
6. Promote your event- post to Build Montana or contact OCS for assistance
7. Host your event! Make sure to take pictures and have everyone sign in
8. Submit your receipts for reimbursement with a signed and completed **"Training Final Report" form**
9. Receive reimbursement (if applicable)
10. Celebrate that your community is prepared!



Contact us to get started!

Governor's Office of Community Service
PO Box 200801, Helena, MT 59620
406-444-9077, serve@mt.gov
or
Jo Radtke, Grants Coordinator
406-444-1718, nradtke@mt.gov

Montanan Volunteer Celebration and Inspiration

Retired Helena teacher recognized by Montana Audubon with award



Eliza Wiley Independent Record - Carla Wambach was voted the Audubon Society Educator of the Year for 2011. "Teachers touch the future. It's a big responsibility but it's also a joy," said Wambach of her award.

Even at 81 years old, Carla Wambach's mantra is "full speed ahead."

She's a small-framed, retired school teacher who has the enthusiasm and energy of the Energizer bunny. Wambach was recently named Educator of the Year by Montana Audubon for launching the Helena National Forest's Adopt-a-Species Program, used in area schools since 1996. She loves going into classrooms to share her knowledge and passion about wildlife, wildlife habitat and watchable wildlife ethics.

Wambach was featured in the society's newsletter for her countless hours of enthusiastic education work in Helena and regularly participating in International Migratory Bird Day celebrations and is often invited to classrooms to talk with students about owls, wings, feet and beaks.

During the Lewis and Clark Bicentennial celebration, she traveled around the region providing a hands-on learning adventure about native birds.

As a teacher for more than four decades, Wambach said one of the highlights of her career was in 1992 when she was named a Presidential Award winner from the National Science Foundation.

Since Wambach officially retired, she's been able to return to her one of first loves — dancing. She enjoys the waltz, polka and Irish dancing.

"I don't plan to get old, but if I have to do it, I will do so as late in life as possible," she said.

Reporter Alana Listoe: 447-4081, alana.listoe@helenair.com or [Twitter.com/IR_AlanaListoe](https://twitter.com/IR_AlanaListoe)

Montanan Volunteer Celebration and Inspiration

MISSOULA, MONTANA | CONTINUOUS NEWS COVERAGE

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MONTANA THIS MORNING

UM volunteers offering free tax help

Posted: Jan 31, 2012 7:53 AM by KPAX/KAJ Media Center



MISSOULA- The University of Montana is offering up some free tax advice. The Volunteer Income Tax Assistance Program runs each Saturday between February 4th and March 10th from 9 a.m. to 4 p.m. in Gallagher Business Building Room 209.

VITA-certified UM student volunteers will complete free basic tax returns for those who make \$50,000 or less annually and while appointments are not necessary, organizers advise that tax help will be available on a first-come, first-served basis.

Participants should [click here](#) before heading over to campus to find out what items to bring along. For more information call the UM School of Business Administration at (406) 243.4831.

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0
SHARE
Rating:
0.0 (0 votes)

connect with **KPAX**    

CLICK TO WIN A Couple's Getaway
Hotel, Dinner, Movie Tickets & Couple's Massage 

COMMENTS

www.kpax.com/news/um-volunteers-offering-free-tax-help/

FOR AN EMPLOYEE
BENEFIT PLAN THAT
FITS YOUR COMPANY
ASK ALLEGIANCE

[click here](#)

 **ALLEGIANCE**
BENEFIT PLAN MANAGEMENT

KPAX.com is social!

RSS Facebook Twitter YouTube SMS text

RECENT TOP STORIES

VIEWED

- Man missing for two weeks found dead near Su - 3137 views
- Pilot, passengers survive plane crash into Kalis house - 2381 views
- Kalispell woman encounters Facebook predator others - 2038 views
- Witnesses recount Kalispell plane crash - 1809 views
- Official: Missing woman's husband blows up ho kill himself, 2 sons - 1684 views
- Video: Pakistani fishermen reel in 40-foot whale - 1608 views
- Frosting goes worldwide! - 1490 views
- Body of missing skier found near Bigfork - 1455 views
- Montana included in egg recall - 1367 views
- Sisters identified as victims in Billings double-h

Montanan Volunteer Celebration and Inspiration

[programs](#) [trainings](#) [photos](#)



Volunteer of the Month: January 2012

February 7, 2012 | [Volunteer of the Month](#)

Angie Lohrke of Miles City, MT

Nominated by: *Katie Leavitt*

Angie is a woman that embodies our mission of courage, confidence and character. She is a dedicated Girl Scout that has been involved with scouting for 20+ years. In her youth, Angie earned her Gold Award and is currently a Girl Scout leader for her daughters' Troop. She makes Girl Scouts so exciting and fun that her pre-school daughter has been itching to join Girl Scouts since she started talking!



Angie Lohrke

Along with leading, Angie assisted in planning and hosting the Hands Across the Border event in 2009. She created and executed an annual large scale fundraiser for the local Girl Scouts to earn money so any girl that is interested can afford the trip to the Hands Across the Border event each year.

Angie takes her commitment to girls to a deeper level by being a long time Service Unit Manager for Miles City. She holds us together. Her leadership is invaluable and though she deserves a break, she continues serving because it's in the best interest of the program. She gives of herself freely and without complaint even after she spends her days chasing after the many kids she cares for in her home daycare. She never complains about not having time for herself but rather asks how else she might be able to help.

Angie has definitely made my world a better place!

Leave a Reply

Your email address will not be published.

Name *

gsmw.org/blog/volunteer-of-the-month-january-2012/

GSMW Blogs

The latest happenings at Girl Scouts of Montana and Wyoming

The Great Girl Scout Duckathlon Blog

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[AMUSE](#) [Art-Rageous](#)

[B.I.G. Expo](#) [Bits And Spurs](#)

[Camp](#)

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[Cookies](#) [Dabi Duck](#)

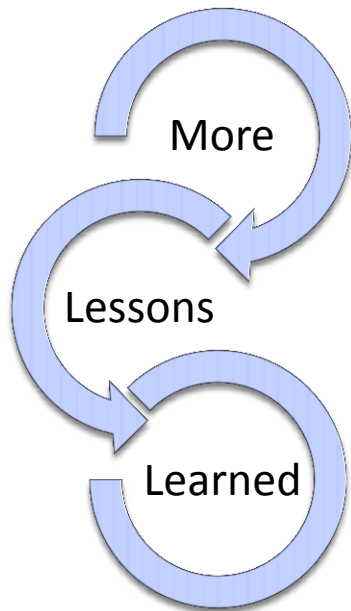
[Day Camp](#)

[Girl's Guide To Girl Sco](#)

[Girls Golf](#)

[It's Your Story-Tell It](#)

APPENDIX



Extras and Appendix

KEY POINTS

- [Tips and Tricks](#) (Pages)
- [Examples](#) (Pages)
- [Tracking Forms and Templates](#) (Pages)
- [Self-Evaluation Questions](#) (Pages)

TIPS AND TRICKS

Stay realistic in your expectations

Remember – these are volunteers! Be grateful when they give their time, talent, and resources to your cause, and be forgiving when they are unable to follow through, if it happens upon rare occasion. If something is critical or delicate, do not simply delegate and forget about it, expecting that this free extension of staff will figure it out alone.

Nurture, train, and reward the loyal volunteers who believe in and want to work long term for your agency, but always remember that YOU are the supervisor, and their donation of time is a gift, not a duty.

Foster a sense of agency/community ownership in your volunteers to increase their sense of commitment and responsibility, and be understanding when they need to cancel for personal reasons. It can be nerve-wracking and frustrating, but as a supervisor, you need to be organized and prepared to handle these challenges when they arise.

Of course, if a volunteer's lack of follow through is chronic, assignment to group episodic projects is a good strategy. Be sparing in criticism and critique, and express gratitude when your volunteers shine for your group!

Make sure that whoever is doing the recruiting believes in volunteerism

Make sure that person or persons relate to the volunteer. Mirror their image. Do NOT look like one of their bosses or teachers when you go in to speak to new volunteers. Be a partner and peer, not an authority figure.

Respect and value individuality

Realize up front, that some volunteers want to be leaders while others prefer to simply participate, often behind the scenes. Be creative...nurture and accommodate their individual interests.

Track hours and keep records

Keep statistics on how many volunteers participate in your projects, events, and programs. Volunteers, especially youth, may need their hours documented if they're pursuing scholarships. Even if your funders do not need this information, the statistics will help in grant writing and in publicity. This also helps volunteers realize the overall impact their commitment and service has had on your agency, mission, and community.

Planning should not be the *main* component to service

Worrying a year about a one-day event is NOT effective use of time. Don't overthink job descriptions and forms, or be afraid to get out and just do something. Too much focus on planning is an unnecessary barrier to service.

Find and keep funding for your projects

Everyone can make an ask and learn to be a successful grant writer. Practice makes perfect; the more times you use your elevator speech on a potential donor, or submit a grant proposal, the better you will become at articulating your needs and outcomes to funders. It is a skill that develops over time. If you submit a grant and do not succeed, don't worry; professional grant writers consider a 50% hit rate a success, and they write for a living. Keep trying and encourage your volunteers not to give up. Understand that grant makers want to see media AND results in reports. Develop media contact and get coverage for your events. If you make your funders look good, they are more like to continue their support.

Incorporate inclusion

Every member of your community has something to share. Make inclusion an intrinsic part of every project and program.

Don't be afraid to modify anything in this toolkit

This publication is filled with suggestions, based on years of experience in volunteer management. However it isn't gospel. As leaders in the field, trust yourself and judgment as much as you trust someone else's.

Appendix Contents

○ Examples and Tools

- Recruitment Message Example (Pages)
- McClelland’s Assessment and Answer Key (Pages)
- Recognition as a Retention Strategy:
101 Ways Montanans can Recognize Volunteers (Pages)
- Serve Montana 2012 Award Nomination Form (Pages)
- Position Description Example and Temple (Pages)
- Budget Examples (Pages)

○ Tracking Forms and Templates

- Adult Volunteer Registration Form (Pages)
- Youth Volunteer Registration Form (Pages)
- Agency Volunteer Request Form (Page)
- Sign-In Sheet (Page)
- Sample Volunteer Liability Release Form (Pages)
- Sample Reference Form (Page)
- Sample Press Release (Pages)

○ Exercises for Self-Evaluation (Pages)

Example

Dear [College Student Volunteer],

The _____ is a coalition of a diverse group of college students who promote youth volunteerism and civic engagement on various campuses. We are a strong network of future community leaders, offer many lecture and shadowing opportunities and we invite you to consider becoming a member!

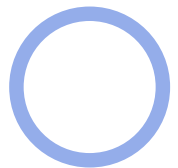
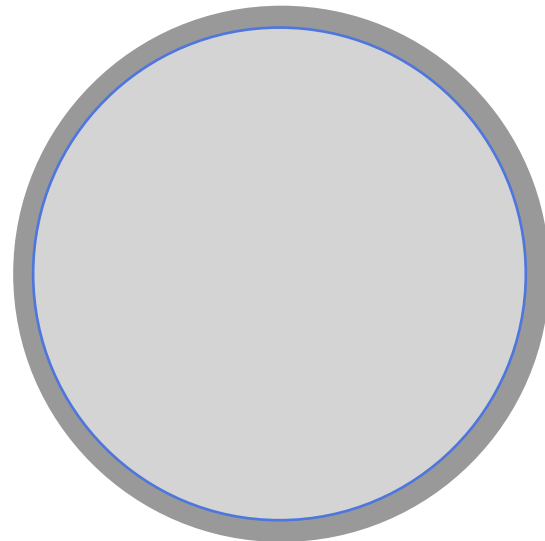
Since 2000, _____ has been implementing our mission to encourage and support _____'s youth in strengthening their communities through service and volunteerism. We meet six (6) times throughout the year at various locations. _____ members range in ages from 18 – 24, representing many colleges and universities in the state. Although members are not compensated for travel expenses, many schools support members' efforts by reimbursing any costs associated with council participation.

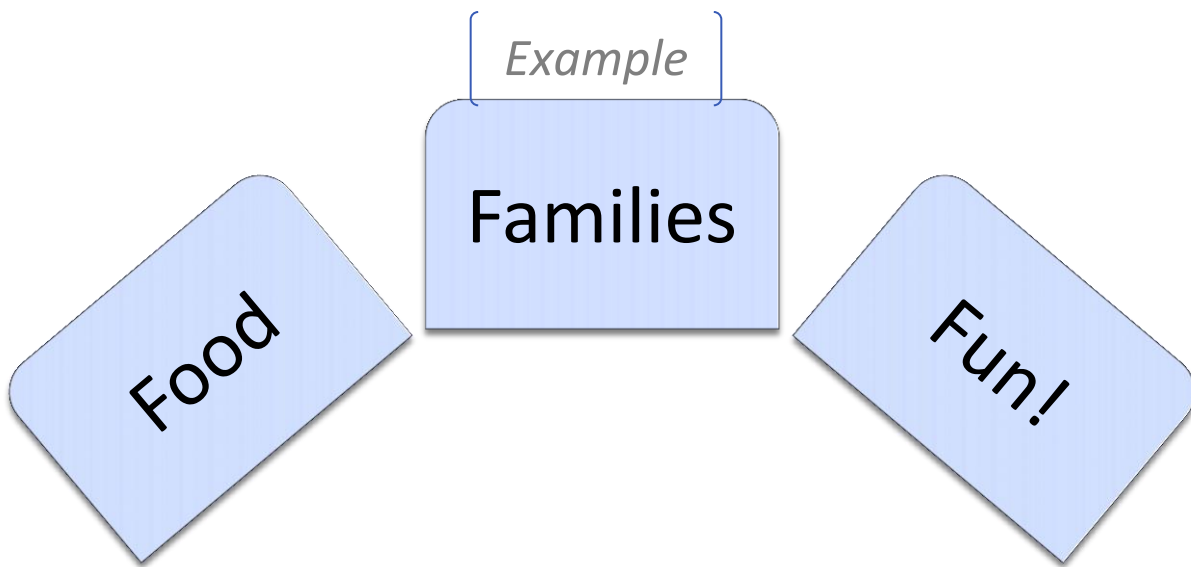
YOU can truly make a difference in improving the quality of life and meeting the needs of your community by joining _

_____.
I encourage you to take advantage of this opportunity!

Yours in Service,

[A commissioner, ED, board member or chair]





4th Annual Family Fest!

Saturday, July ____, 2012

2:00pm-8:00pm

123 Street, Anytown

Come and celebrate the end of summer with your neighbors at _____ Middle School!
 Program includes co-ed, friendly soccer and basketball games, a display of artwork by student and senior center artists, followed by an open talent show.

All your favorite fair food will be available and proceeds benefit

Volunteers get free hotdogs and drinks!

Volunteer positions available: **A perfect family volunteer opportunity!**

Children's booths and games
 Seating set up/take down
 Talent show set up
 Lost and found table

Face painting
 Parking
 Bounce house
 Referees

Art exhibition
 Food concessions
 Petting zoo
 Registration

Please contact Sue at 333-333-3333 by July 17th to reserve your volunteer spot!

**A quick volunteer orientation will be at 1:30pm
 See you on Saturday!**

[*Example*]

Are YOU prepared?

- What about your family? Community?
- Is your Business Continuity Plan current?
- Is your Evacuation Plan current?
- Your staff and volunteer disaster roles, procedures and protocol?
- Any changes to your staff, capacity or organization structure?
- **Time to get organized and take action.**

VOAD (Voluntary Organizations Active in Disasters)

- We will facilitate a discussion about roles and responsibilities for voluntary organizations active in disasters (VOAD).
- **The information will be compiled for publication. Please come prepared to speak about your organization's role in disaster Mitigation, Response and/or Recovery.**

Day: Friday, June ____, 2012

Time: 1000 to 1145 hours.

Place: County Administration Building,
123 Main Street, 5th Floor, EOC

Host: VOAD steering committee
and County Emergency Management

RSVP: Major. Hermes – Communications Coordinator
333.333.3333 (after 1800 hours);
HermesJR@____.org

[Example]

Are You Disaster Ready?

Learn how you and your family can raise awareness and get prepared!

host a fun, neighborhood party!!



ready.mt.gov

Volunteer to help organize a **Disaster Preparedness Training** in your community. The Governor's Office of Community Service can help sponsor your local event!

- ⇒ Get a Kit
 - Build an emergency supply kit
- ⇒ Make a Plan
 - Map Your Neighborhood
- ⇒ Be Informed
 - Share local information & register to volunteer



**For more information
please call 406-444-9077
or email
servevolunteer@mt.gov**

[Example]



*In honor of the Dr. Martin Luther King, Jr.
National Day of Service*

Saturday, February __, 2013 9:30 AM. to 1:30 PM.

→ Riverside Community Center

Route 111 and 34th Street, Anytown

Teams of teen, college students, and RSVP volunteers will visit the homes of senior citizens in the Riverside community to assess their home safety needs. Volunteers may select up to \$100 in items from the home safety inventory list to donate to the senior homeowners. Pick up the inventory at the Community Center and return to the senior's home to deliver items such as smoke alarms, fire extinguishers, flashlights, standing floor fans, space heaters, and more. All items are provided completely free of charge to the residents.

For more information, please call (333) 333-3333
or email us at volunteers@something.org

Volunteers are asked to arrive at the Community Center by **9:30 AM**
to take the Age Sensitivity training course.

[*Example*]

ONE DAY TRAINING OPPORTUNITY

Corporate Volunteering;

Delivering to the Corporate Sector

This one day program is being brought to your community through the _____ group, and focuses on the key success factors for strengthening and expanding employee volunteer programs based on the Standards of Excellence strategy.

Find out how employee volunteering can benefit the **company**, the **employees**, and the **community**. Learn strategies for approaching businesses in your community to engage them in corporate volunteering. This interactive one-day boot camp is designed to develop the capacity to provide strategic consultation services to businesses. Find out how to market yourself and your services to corporate clients and manage the relationship for long-term success in the business sector!

Who should attend? If you:

- currently work with corporate community partners
- want to establish a corporate program
- plan to work with businesses and employee volunteering
- are looking for ways to market your services to the corporate community
- want to expand your corporate services
- plan to offer consulting services to businesses
- plan to approach local businesses for funding

...YOU SHOULD ATTEND

August 21, 2012

9AM - 2PM

Community Center

123 Main Blvd

Anytown

(333) 333-3333

Reservation deadline: August 7, 2012

Rate: \$300 (non collaboration members)

Rate: \$30 (members, registered volunteers)

Contact Martha, Martha@something.org

MCCLELLAND'S SOCIAL MOTIVATORS

Adapted from **The Volunteer Development Toolbox**, 1993

Assessment tool:

Mark the statement that most closely matches your preference, most of the time.
There are no wrong answers.

- 1 ___ a. When doing a job, I prefer to have specific goals.
 ___ b. I prefer to work alone, and I am eager to be my own boss.
 ___ c. I feel a little uncomfortable when forced to work alone.

- 2 ___ a. I go out of my way to make friends with people.
 ___ b. I enjoy a good debate.
 ___ c. After starting a task, I am not comfortable until it is completed.

- 3 ___ a. I enjoy offering advice to others.
 ___ b. I prefer to work in a group.
 ___ c. I get satisfaction from seeing tangible results from my work.

- 4 ___ a. I work best when there is some challenge involved.
 ___ b. I would rather give direction than take direction from someone else.
 ___ c. I am sensitive to others – especially when they are mad.

- 5 ___ a. I like being able to influence decisions.
 ___ b. I accept responsibility eagerly.
 ___ c. I try to get personally involved with my superiors.

- 6 ___ a. I place importance on my reputation or position.
 ___ b. I have a desire to outperform others.
 ___ c. I am concerned with being liked and accepted.

- 7 ___ a. I enjoy and seek warm friendly friendships.
 ___ b. I attempt complete involvement in a project.
 ___ c. I want my ideas to predominate.

- 8 ___ a. I desire unique accomplishments.
 ___ b. It concerns me when I am being separated from others.
 ___ c. I have a desire to influence others.

- 9 ___ a. I think about consoling and helping others.
 ___ b. I am verbally fluent and persuasive.
 ___ c. I am restless and innovative.

- 10 ___ a. I set goals and think about how to attain them.
 ___ b. I think about ways to change people.
 ___ c. I think a lot about my feelings and the feelings of others.

MCCLELLAND'S SOCIAL MOTIVATORS

Answer Key. Compare your answers and mark the appropriate motivation for each. Then, tally your answers at the bottom. Which social motivator is most prevalent?

1. <input type="checkbox"/> a. Achievement <input type="checkbox"/> b. Influence <input type="checkbox"/> c. Affiliation	5. <input type="checkbox"/> a. Influence <input type="checkbox"/> b. Achievement <input type="checkbox"/> c. Affiliation
2. <input type="checkbox"/> a. Affiliation <input type="checkbox"/> b. Influence <input type="checkbox"/> c. Achievement	6. <input type="checkbox"/> a. Affiliation <input type="checkbox"/> b. Achievement <input type="checkbox"/> c. Influence
3. <input type="checkbox"/> a. Influence <input type="checkbox"/> b. Affiliation <input type="checkbox"/> c. Achievement	7. <input type="checkbox"/> a. Achievement <input type="checkbox"/> b. Affiliation <input type="checkbox"/> c. Influence
4. <input type="checkbox"/> a. Achievement <input type="checkbox"/> b. Influence <input type="checkbox"/> c. Affiliation	8. <input type="checkbox"/> a. Affiliation <input type="checkbox"/> b. Influence <input type="checkbox"/> c. Achievement
5. <input type="checkbox"/> a. Influence <input type="checkbox"/> b. Achievement <input type="checkbox"/> c. Affiliation	9. <input type="checkbox"/> a. Achievement <input type="checkbox"/> b. Influence <input type="checkbox"/> c. Affiliation

Tally your numbers:

ACHIEVEMENT: _____

INFLUENCE: _____

AFFILIATION: _____

RECOGNITION AS A RETENTION STRATEGY




101 ways Montanans can recognize volunteers

1. Smile
2. Put up a volunteer suggestion box
3. Treat to a soda
4. Reimburse assignment related expenses
5. Ask for a report
6. Volunteer Appreciation Day
7. Thank you letter form the Board of Directors
8. Plan annual ceremonial occasions
9. Send a birthday card
10. Arrange for discounts
11. Give service stripes
12. Send a note about them to *serve.mt.gov*
13. Maintain a coffee bar
14. Invite to staff meeting
15. Recognize/accommodate personal needs and problems
16. Be pleasant (even when you don't want to be)
17. Provide a babysitter or even a nursery
18. Post "Volunteer of the Week/Month/Year" in the reception lobby
19. Greet by name
20. Send a Thanksgiving Day card to the volunteer's family
21. Respect their wishes
22. Give informal teas
23. Keep challenging them
24. Take the time to explain and include volunteers
25. Provide pre-service training
26. Help develop self confidence
27. Award plaques to sponsoring groups
28. Be verbal
29. Motivate agency VIPs to converse with volunteers
30. Give volunteers notice about upcoming changes and events
31. Make sure they know your office door is open to them
32. Afford participation in team planning
33. Respect sensitivities
34. Enable to grow on the job
35. Enable to grow out of the job
36. Give additional responsibility and access
37. Provide free training, professional development opportunities and seminars related and unrelated to their volunteer assignments
38. Send newsworthy organization to the media
39. Have wine and cheese tasting parties for volunteers
40. Host a volunteer and staff potluck
41. Create a pleasant surroundings
42. Welcome to staff coffee breaks
43. Celebrate volunteer achievements in public
44. Enlist to mentor new recruits
45. Have a public reception
46. Take time to talk
47. Keep your promises and appointments
48. Articulate plans clearly and early
49. Send to a meeting as a representative of your agency
50. Take/make time to talk and to answer volunteers' questions
51. Defend against hostile or negative staff
52. Commend to supervisory staff

53. Recommend to prospective employer
54. Send a valentine
55. Admit to partnership with paid staff
56. Provide scholarships to volunteer conferences or workshops
57. Offer advocacy roles
58. Say thank you, and reaffirm what their work means to you, the agency, the clients and the community at-large
59. Provide opportunities to attend meetings or conferences with staff
60. Recommend that amazing volunteers apply for the Board of Directors
61. Utilize as consultants
62. Write thank you notes after projects, or just in appreciation
63. Invite participation in policy formation
64. Surprise with coffee and cake
65. Celebrate outstanding projects
66. Carefully match volunteer with job
67. Praise volunteers to their friends
68. Always say goodbye or goodnight
69. Plan staff and social events
70. Provide useful tools
71. Give access to the office machines and supplies
72. Rent a billboard for public laudation
73. Accept volunteers' individuality
74. Be honest and open with volunteers
75. Provide opportunities for evaluation
76. Maintain a meaningful file
77. Remind volunteers of their past accomplishments
78. Plan occasional extravaganzas
79. Utilize purchased newspaper space for recognition
80. Post a thank you on your website or Facebook page
81. Send a letter of appreciation to their employer, or family
82. Plan a "Recognition Edition" of your agency newsletter
83. Color code name tags to indicate particular achievements
84. Compliment your volunteers in front of them
85. Notice changes
86. Say "we missed you"
87. Distinguish between groups and individuals in the groups
88. Maintain safe working conditions
89. Walk volunteers to their cars, if at night
90. Be patient if asked to answer the same question many times
91. Award special citations for extraordinary achievements
92. Fully indoctrinate regarding the agency
93. Ask them to represent your agency for a radio interview
94. Be familiar with the details of their assignments
95. Be willing to speak on a volunteer's behalf, if asked
96. Conduct community-wide, inter-agency recognition events
97. Plan a theater party
98. Maintain a detailed service record on each volunteer
99. Host an outdoor party in the park
100. Smile and say "we couldn't have done this without you"
101. Say "thank you!"

Date Submitted

Nomination Category (Please select one)

		<p>For service and volunteerism in the areas of education, healthy futures, environmental stewardship, veterans & military families, and economic opportunity</p>
		<p>For service specifically related to disaster services, emergency preparedness, and emergency response</p>
		<p>For outstanding volunteers (individuals, groups, organizations, or businesses) that promote Math and Science education in Montana</p>

Nominee Information

Name/Organization	
Address	
City/State/Zip	
Day Phone	
Email	
Service Activity	
Service Location(s)	

Nominee Type

	Organization
	Group of Individuals
	Educator
	Youth or Young Adult (under age 25)
	Adult (ages 25-54)
	Adult (ages 55+)
	National Service Member (AmeriCorps State, AmeriCorps VISTA, AmeriCorps National, Learn and Serve, Senior Corps) Please Specify:
	Other- Please Specify:

Contact Information for person submitting the nomination

Name	
Organization	
Address	
City/State/Zip	
Day Phone	
Email	
Relationship to Nominee	

Please list three words that describe the nominee

1.	2.	3.
----	----	----

Nominee References

Please provide two (2) references that can verify or give additional information on the nominee's service activities. (References may not include the nominee, nominator, or any person related to the nominee.)

Reference 1		Reference 2	
Name		Name	
Relationship to Nominee		Relationship to Nominee	
Email		Email	
Day Phone		Day Phone	

Photos

If possible, please attach photos (no more than 2) of the nominee relating to his/her/their service activity. When sending photos, please include the nominee's name in the title of the photo. Please note that any photos submitted become property of the Governor's Office of Community Service and may be used during the ServeMontana Symposium. (Photos are not required for nomination.)

Photo Submitted	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
Photo Caption					
People Pictured					
Photo Credit					

Nomination Narrative

Describe why you are nominating this individual or organization. Please include information about the type of service or volunteering the nominee does. Please keep narrative to under 300 words.

Submission Instructions:

Please submit your nomination form and any other materials to ServeMontana, the Governor's Office of Community Service.

- Email to serve@mt.gov (preferred)
- Fax to 406-444-4418
- Mail to:
 - Governor's Office of Community Service
 - PO Box 200801
 - Helena, MT 59620

The Governor's Office of Community Service will contact you confirming receipt of your nomination. If you do not hear from us within 24 hours please call 406-444-9077 to confirm the nomination form arrived.

All nominations for the 2012 Awards must be received by **December 21, 2011**. Awards will be presented during the annual ServeSymposium in Helena February, 2012.

For more information, please visit serve.mt.gov or call 406-444-9077.

Thank you for your nomination- together, we can make a difference!

These awards are brought you by:



ADULT VOLUNTEER REGISTRATION TEMPLATE

Adult Registration Form (Example 1)

Agency Name

112 Main Street, Anytown, State, Zip * 333-333-3333, Fax: 333-333-3334 * website and email address

Our Mission: _____

Name: _____ Birth date: ____/____/____

Address: _____ City: _____ St: _____ Zip: _____

Daytime phone: _____ Email: _____

How did you hear about (Agency): _____

Please a non-family reference that we may contact:

1) Name: _____

Address: _____ City: _____ State: _____ Zip: _____

Phone: _____ Relationship: _____

Can you perform all the tasks outlined in the job description?

Please list hobbies and/or talents that you might be willing to share _____

I understand that all the information on this form is voluntarily supplied and may be used and disclosed for volunteer purposes only. I also agree to release and hold harmless the staff, the volunteers, and the board of directors of (Agency) from any and all liability for disclosing this information to agencies and their agents who request volunteer assistance, or injury incurred while on volunteer assignment. I hereby volunteer my services and understand that I am not a paid employee of any agency or group to which I may accept assignment, nor am I an employee of (Agency). By becoming a volunteer, I understand that I will have the opportunity to participate in many individual and group volunteer projects. By signing this application, I grant permission for participation in events without requiring additional permission forms. I also grant (Agency) permission to use photographs taken of me at volunteer activities for publication to promote volunteerism.

Applicant's Signature (18 years and older)

Date

ADULT VOLUNTEER REGISTRATION TEMPLATE

Adult Registration Form (Example 2)

Agency Logo	123 Main Street	Anytown, State
	P: 333.333.3333	F: 333.333.3334
	Agency@mail.org	www.Agency.org

Adult Volunteer Form

First name: _____ Last name: _____

*E-mail Address: _____

Please print clearly and use a valid, active e-mail account as it will be the primary form of communication used to inform you of upcoming service opportunities.

Contact information:

Permanent Mailing Address: _____

City: _____ State: _____ Zip: _____ County: _____

Phone: _____ Cell: _____ Fax: _____

Personal References: Please list two personal references whom we can contact.

Name: _____ Relation: _____ Phone: _____

Address _____

Name: _____ Relation: _____ Phone: _____

Address _____

Terms of Agreement:

I understand that all information on this form is voluntarily supplied and may be used and disclosed for volunteerism purposes only. I also agree to release and hold harmless the staff, staff volunteers, and board of _____ (also known as _____) from any and all liability for disclosing this information to agencies, their agents, or for any other inquiry incurred while on a volunteer assignment. I hereby volunteer my services and understand that I am not a paid employee of any agency or group to which I may be assigned, nor an employee of the referring agency. This application may be reviewed by representatives of _____ County and/or other funding sources for the purposes of monitoring and evaluation only.

Applicant's signature

Date(MM/DD/YY)

*Completed applications can be mailed to _____

Thank you for registering with _____. Once your application has been received you will receive a confirmation e-mail and additional e-mails will be sent 2x/week with a list of service opportunities.

YOUTH VOLUNTEER REGISTRATION TEMPLATE

Youth Registration Form (Example 1)

Name _____

Phone (Home) _____ (Work/Mobile) _____

Address _____
Street City State Zip

Grade _____ School _____ Date of Birth _____ M/F _____

Hobbies, Interests, Skills

Previous Volunteer Experience

What types of volunteer work interests you?

Do you have access to an automobile you can use for volunteer work? If not, what type of transportation would you have available (parent/guardian, friend, bus, other)?

How did you hear about our agency? _____

Person to contact in case of emergency _____

Relationship to person _____ Contact phone _____

Volunteer Agreement *By submitting this application, I affirm that the facts set forth in my application for volunteering are true and complete. Thank you for completing this application form and for your interest in volunteering with us. All the information recorded above is considered confidential.*

Applicant Signature _____ Print: _____ Date _____

Parent Signature (If volunteer under 18) _____ Date _____

YOUTH VOLUNTEER REGISTRATION TEMPLATE

Youth Registration Form (Example 2)

Agency Name/Logo

112 Main Street, Anytown, State, Zip

Phone: (333) 333-3333, Fax: (333) 333-3334

Name _____

Email _____

Mailing Address _____

Birth Date ____/____/____ Male/Female

City: _____ State: __ Zip: _____

School _____ Grade _____

Home Phone _____

Please list hobbies and/or talents that you might be willing to share _____

How did you hear about our agency? Friend Newspaper School TV Magazine

Do you belong to other school, church, or civic clubs? Please list:

Please list a personal reference to whom we can contact.

Name _____

Address _____

City _____ ST _____ Zip _____

I understand that all the information on this form is voluntarily supplied and may be used and disclosed for volunteer purposes only. I also agree to release and hold harmless the staff, the volunteers, and the board of directors of (Agency) from any and all liability for disclosing this information to agencies and their agents who request volunteer assistance, or injury incurred while on volunteer assignment. I hereby volunteer my services and understand that I am not a paid employee of any agency or group to which I may accept assignment, nor am I an employee of (Agency). By becoming a volunteer, I understand that I will have the opportunity to participate in many individual and group volunteer projects. By signing this application, I (parent/guardian, if volunteer is under 18) grant permission for participation in events without requiring additional permission forms. I also grant (Agency) permission to use photographs taken of member at volunteer activities for publication to promote volunteerism.

Youth Applicant's Signature and Date

Parent/Guardian's Signature and Date

AGENCY VOLUNTEER REQUEST

(For when other agencies request volunteers from your organization)

Volunteer Request Form

Agency Logo & Address

Date of Request _____ Will you accept volunteers, ages 12 – 18 ? _____

Will you accept youth, ages 8 – 11? _____ Adults? _____

Will you accept family volunteers (parents supervising children)? _____

Group/Organization Name _____

Is this a 501(c) (3), not-for-profit organization? Yes No

Contact Person (Volunteer Coordinator): _____

Mailing Address : _____

Phone: _____ Fax: _____

Email address: _____ Preferred contact: Email Phone

For Special Events and Short Term Projects

Name of Event/Project : _____

Date(s) and Time(s) of Event/Project: _____

Location of Event/Project: _____

Volunteer Skills Necessary : _____

For On-going Needs and Long-Term Programs

Days and Hours when Volunteers are Needed _____

Program Location _____

Volunteer Skills Necessary _____

Is training provided? _____ Refreshments for Volunteers? _____

If there is a high level of risk, will your organization assume insurance responsibility? Yes

FAX Volunteer Request Form to: 333-3334

SAMPLE VOLUNTEER LIABILITY RELEASE FORM

Volunteer Liability Release Form (Example 1)

(Note: All liability forms should be reviewed by a lawyer)

In consideration of my desire to serve as a volunteer in relief efforts to be conducted by _____ I hereby assume all responsibility for any and all risk of property damage or bodily injury that I may sustain while participating in any voluntary relief effort, disaster exercise or other activity of any nature, including the use of equipment and facilities of _____.

Further, I, for myself and my heir, executors, administrators and assigns, hereby release, waive and discharge _____ and its officers, directors, employees, agents and volunteers of and from any and all claims which I or my heirs, administrators and assigns ever may have against any of the above for, on account of, by reason of or arising in connection with such volunteer relief efforts or my participation therein, and hereby waive all such claims, demands and causes of action.

Further, I expressly agree that this release, waiver and indemnity agreement is intended to be as broad and inclusive as permitted by the State of _____, and that if any portion thereof is held invalid, it is agreed that the balance shall, notwithstanding, continue in full legal force and effect.

I currently have no known mental or physical condition that would impair my capability for full participation as intended or expected of me.

Further, I have carefully read the foregoing release and indemnification and understand the contents thereof and sign this release as my own, free act.

Date: _____ Signature: _____ Print Name: _____

SAMPLE VOLUNTEER LIABILITY RELEASE FORM

Performance Authorization, Release, and Waiver of Liability (Example 2)

(Note: All liability forms should be reviewed by a lawyer)

In consideration of the permission granted to me by (Agency) to participate and/or have my video, audio, photographic and other copyrighted materials used (hereinafter referred to, collectively, as “My Participation”) in the (Project/Program) , I hereby release (Agency) , the State of , the Board of Directors, (Partner A) , (Partner B) , and their officers, employees and agents from all actions, damages, or claims which I or my assigns may have against them which may be incurred as a result of My Participation in the above-described Program.

Further, I agree to indemnify and hold harmless (Agency) , the Board of Directors, (Partner A) , (Partner B) , and their officers, employees and agents from any liability, loss or expenses arising from any claim or litigation that My Participation in the Program including my statements or actions, or material furnished by me violated or infringed the rights of third parties.

I authorize the use of my name, voice, photograph, likeness, performance and/or biography by (Agency) , the Board of Directors, (Partner A) , (Partner B) , and their officers, employees and agents in connection with any use of a product arising out of My Participation in the above-described Program. I authorize (agency) to obtain and hold copyrights in such Program and products, and to edit my performance and materials in its sole discretion.

I understand that (Agency) , (Partner A) or (Partner B – etc) has no obligation to air the Program, and that I will receive no monetary compensation for the rights granted herein. I understand and affirm that this Authorization and Release shall be considered consent to such use by (Agency) under the provisions of (State) Statutes.

I, the undersigned, am at least 18 years of age or I am the parent or guardian of a participant who is less than 18 years of age. I have read this Performance Authorization, Release, and Waiver of Liability and understand all its terms. I execute it voluntarily and with full knowledge of its significance.

Signature of Participant

Date

Witness

Printed Name

Signature of Guardian

Date

Witness

Printed Name

SAMPLE VOLUNTEER LIABILITY RELEASE FORM

Parental Consent Form (Example 3)

(Note: All liability forms should be reviewed by a lawyer)

* If you 18 or over, you do NOT need a parental consent form.

I, the parent or guardian of _____, give my voluntary consent to his/her participation in (Agency) 's (Program Name) , (Dates) _____.

I hereby release (Agency), the State of _____, the Board of Directors, (Partner A) , (Partner B) , and their officers, employees and agents from any and all liability resulting from events beyond control.

In the event of an accident, injury, or illness, the above stated and its agents do not assume any responsibility or obligation to provide financial assistance or other assistance, including but not limited to, medical, health, or disability insurance, in the event of an accident, injury, illness, death or property damage. In the event of an accident, injury, or illness, the above stated and its agents will make every effort to contact parents/guardians immediately if necessary.

Furthermore, I release (Agency), the State of _____, the Board of Directors, (Partner A) , (Partner B) , and their officers, employees and agents and volunteers for any loss, personal injury, accident, misfortune, or damage to the above name or his/her property, with the understanding that reasonable precautions shall be taken to ensure the health and safety of the above name.

Signature of Parent/Guardian

Date

Printed Name of Parent/Guardian

(_____)
Phone Number

Participation Waiver

In consideration for participating in (Project) , during (Dates), I assume responsibility for all my actions while at (location) , facilities, traveling to and/or from any such facility, or engaged in an activity under the supervision of my adult team leader, and/or (Agency) staff and volunteers.

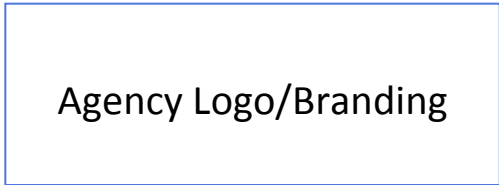
Furthermore, I (Agency) _____, the State of _____, the Board of Directors, (Partner A) , (Partner B) , and their officers, employees and agents and volunteers for any loss, personal injury, accident, misfortune or damage to myself or my property, with the understanding that reasonable precautions shall be taken to ensure the health and safety of myself and my property.

Signature of Participant

Printed Name

Date

SAMPLE REFERENCE FORM



Sample Reference Form

Applicant: _____ **Date:** _____

- 1. How long have you known this applicant? _____
- 2. In what capacity have you known the applicant? _____

Please rate the applicant by circling the number that best answers the question

3. How well do you know the applicant?

Very Well Very little
10 9 8 7 6 5 4 3 2 1

Comments:

4. How does the applicant interact with others?

Very Well Distant
10 9 8 7 6 5 4 3 2 1

Comments:

5. How does the applicant assume responsibility?

Excellent Poor
10 9 8 7 6 5 4 3 2 1

Comments:

6. Circle all of the following that apply to the applicant:

- | | | | | |
|-------------|------------|-------------|---------------|-----------|
| Domineering | Nervous | Friendly | Temperamental | Happy |
| Leader | Aggressive | Cooperative | Reserved | Confident |

Signature/Date: _____

Name/Title: _____

Would you recommend this applicant? _____

SAMPLE PRESS RELEASE

Press Release Sample (Example 1 – on your letterhead)

FOR IMMEDIATE RELEASE

CONTACT: Jane Doe

November 26, 2012

333/333-3333 x333

janedoe@mail.org

Service Projects on Martin Luther King Holiday

(Anytown, USA) -- (Agency) today announced a variety of service activities scheduled in connection with Martin Luther King Holiday on January __, 2014. These projects will involve nearly 20 nonprofit organizations and public agencies as part of (Agency)'s annual effort to transform the holiday into a national day of service.

"Serving our neighbors and communities is the most elegant way to celebrate a leader who worked so tirelessly in his commitment to others." said Jane Doe, Executive Director of (Agency). "Since 1994, the entire country has observed MLK Day as a day on, not a day off. Volunteers across the county will once again spend the holiday serving meals to the needy, refurbishing homes, training tutors, and, most appropriately, reflecting on the life and teachings of Dr. King."

Added Doe: "This is a perfect opportunity to remember a great American by being one."

- (Agency or Volunteers) will package and deliver Disaster Meal Kits to 75 households.
- (Agency or Volunteers) will host blood and bone marrow drives throughout the area.
- (Agency or Volunteers) will construct a playground in Heritage Park, a collaborative project involving 4 local agencies, 5 communities of faith, and 60 volunteers.
- (Agency or Volunteers) will rehabilitate homes of elderly people in a deteriorating local neighborhood, in collaboration with county elderly services and 2 local high schools.
- (Agency or Volunteers) will launch (), a mentoring initiative at (X) Elementary.

(Agency) provides opportunities for people of all ages and backgrounds to serve their communities through a variety of one day and long term initiatives. Working with nonprofits, faith-based groups, schools, and local agencies, (Agency) engages neighbors in meeting critical needs in education, the environment, public safety, homeland security, and other areas.

For more information, contact Jane Doe, at 333/333-3333, or janedoe@mail.org

SAMPLE PRESS RELEASE

Press Release Sample (Example 2 - on your letterhead)

For Immediate Release

October _____, 2013

Contacts:

Jane Doe (333) 333-3333

Big Corporation: John L'Doe, (222) 222-2222

University X: Jacob Del Doe, (999) 999-9999

(Celebrity, Local or National, Past or Present) Honors (Agency)

Local Group wins Prestigious Award

Anytown, State. October _____, 2013 – With an eye toward ensuring that America's young people have the resources they need to be successful, (celebrity), a long-time advocate of volunteer service, personally honors leaders for their commitment to children and youth during a luncheon today at (location).

The (_____) Award, presented jointly by (celebrity) and sponsored by (University) and/or (Corporation), recognizes people in their commitment to children and youth. "Our children are worth the investment," said John L'Doe, Community Relations Manager at **Big Corporation**.

"For future leaders of America, we challenge the current ones to make young people the top priority," said Jacob Del Doe, **University X** Student Outreach Coordinator and host of today's honorary luncheon. "The passion and vision demonstrated by (Agency) serves as an inspiration to each of us to try harder."

The award will be presented by (celebrity) along with (local elected official). Jared Doo, Media Representative and Sir. J. Doerton, a board member, will keynote the event.

This is a ticketed event. Tickets are available at The College X (100 College Drive), JDOE Radio Station (500 Main Street,- Suite 5000), and the Big Corporation lobby (120 High Tower Drive).

For more information about (celebrity), the individual award winner and nominees, please visit www.bigaward.org

SAMPLE PRESS RELEASE

Press Release Sample (Example 3 - on your letterhead)

May 28, 2012

Media Contact: Jane Doe 333-3333 or 333-3334

FOR IMMEDIATE RELEASE

Youth Volunteers to Clean Up Park

In response to the Letter to the Editor (May 28), (Agency) and (Partners) will team up to clean (_____) Park on Wednesday, May ____ from 9 am to noon.

"The park clean-up will be our first collaborative project this summer," said Jane Doe, (Agency)'s Youth Director. "We have enjoyed a long partnership with (Partner), engaging the members of Riverside Community each summer."

"Youth are encouraged to identify community needs and volunteer to help," said Jonas Doemer, Executive Director of (Partner). "After reading the letter in The Herald written by a visitor who was disappointed with the upkeep at the park, we thought we should tend to it immediately," he added.

Volunteers can meet at the "(_____) Park" sign, located at the north end of 112 Street, next to the pine tree. Supplies can be picked up at that site.

For more information, call (Agency) 333-3333 or email contact@agency.org.

SAMPLE PRESS RELEASE

Press Release Sample (Example 4 - on your letterhead)

FOR IMMEDIATE RELEASE

December 29, 2014

John Doe - Media Liaison for ESF-15, Volunteers and Donations Division of Emergency Management:

333.333.3333 ext. 334 / J.Doe@ESF15.county.state.gov

Re: Neighborhood Emergency Procedure Drill

With the support of 2 fire stations, 3 local CERT (Citizen's Emergency Response Team), and 2 state AmeriCorps groups, (County) will be hosting evacuation drills for the residents of 3 neighborhoods in January. The public is not only welcome, but encouraged to attend. In addition to the drills, information sessions, and basic safety trainings, there will be various demonstrations by professional responders, music, and games for children. 20 Emergency Kits will be given out as door prizes at each event.

- On January 19, from 0900-1400, local, county, and state personnel will be in the **Riverside** community's Pride Park.
- On January 23, from 0900-1400, local, county, and state personnel will be in the **Hillview** community's Memorial Park.
- On January 24, from 0900-1400, local, county, and state personnel will be in the **Thicket** community's Historical Park.

Each of these parks will serve as a meeting place in the aftermath of a disaster, where residents will be able interface with emergency personnel and receive updates.

"Let's get to know each other, and what to expect from one another in the event of an emergency BEFORE we are faced with one," said John Doe, Media Liaison for the ESF-15 of (County's) Emergency Management. Pamphlets and local resource guides will be distributed, and are available all year at www.county.gov/emergencymanagement.

Example 2: Day of the Event Position Descriptions

Thank you for participating in our “A Night Before Christmas Event”!

Goal: To provide an active, outdoor, and fun event for families.

Time: 3:15 p.m. – 7:30 p.m.

Volunteer Sign-In

- 📍 **Location** – Once you arrive at 3:15 p.m., sign-in will be located at the pavilion in the playground area. Please sign-in and report to your assigned location.

Volunteer Roles:

1. **Welcome Booth** (3 people)

- 📍 Once you have signed in, you will go to the entrance of the event venue. There are two points of entry at this event, either side of the skate park. You will greet and pass out event programs to participants as they enter. You may want to point to where wristband sales are being sold and let them know where Santa is landing (baseball field). Santa lands at 4:00 p.m., and kicks off the event.

2. **Wristband Sales** (4 people)

Assist Jill and Jack – Once you have signed in, you will report to the tent located near the entrance of the venue where wristband sales will take place. One volunteer will assist Jill and one will assist Jack by putting the wristbands on children. Please familiarize yourself with the schedule, to answer questions.

3. **Inflatables** (12 people)

Two Bounce Houses and 18’ Slide – Once you have signed in, go to the fenced playground area. All inflatables will be set up in this location.

- o **Bounce House** (wristband is required) – Participants required to take off their shoes prior to entering the bounce house. The 15’ x 15’ bounce house will be for children ages five and under (there will be signs displayed with this information) You will allow up to eight children in the bounce house at a time for one to two minutes, depending on the length of the line.
- o **18’ Slide** (wristband is required) – Participants required to take off their shoes prior to entering the slide. The volunteers will stand at the entrance of the slide and allow one child at a time to enter. Once that child has reached the top of the slide and is seated to slide down you can allow the next child to enter.

4. **Face Painting** (6 people)

The Artistic Ones (wristband is required) – Once you have signed in, you will go to the pavilion located beside the fenced in playground area. All supplies will be located there and ready for you to set-up: paint, paint brushes, water cups, mirror, wipes, etc. Some ideas for face painting: Santa, candy canes, snowflake, Rudolph, wreaths, ribbons, stars, trees, sleigh, presents, etc. Be creative and have fun.

POSITION DESCRIPTION TEMPLATE

Position Title: _____

Reports to: _____

Position Overview: _____

Agency Purpose Statement: _____

Specific Tasks:

1.

2.

3.

4.

5.

Time Commitment: _____

Qualifications: _____

Skills Required: _____

Training Required: _____

Features and Benefits: _____

Other: _____

Example 1: Simple Project Budget

Youth-led Research on Civic Engagement Grant

Candidate Forum to be hosted by Youth Council	\$3,000
(food, displays, invitations, tent, equipment etc.)	
Coordinator (for 4 month program)	10,000
(Project Coordinator, 33% salary)	
Postage	300
(surveys, newsletters, invitations, etc.)	
Printing	2,000
(banners, signage, flyers, posters, reports, surveys, etc.)	
Recognition	200
(certificates, party, etc. for volunteer research team)	
Travel	1,000
(youth team to coordinate 3 events in 3 different cities)	
Total	\$16,500

Here is a budget that might be drawn up to explain the costs of a program you envision to your supervisor or Board. The emphasis here is training youth and helping them develop a deeper sense of community ownership and civic engagement, however when writing the initial budget, you can't forget that the lead you assign to work on this project would have a large portion of their time occupied. This is not a volunteer-only program; it would rely on focused coordination and management from a member of your staff, and that must be factored into the overall cost.

The next budget is more detailed and shows more community buy-in, by emphasizing in-kind donations, volunteers and collaboration. Funders rarely want to be the sole support of a project.

Example 2: More Detailed Project Budget

Health-E-Seniors

Revenue

<u> (Group being asked) </u> Foundation	\$9,000
(Company, Faith or Community-based Partner)	\$1,000
Salary for Partner’s AmeriCorps member (Program Coordinator)	(undisclosed, in-kind)
Volunteer Contribution	\$106,800
(25 volunteers, 5 hours/week for 40 weeks = 5000 hours)	
Independent Sector lists value of volunteer hour at \$21.36 as of 2/12)	
TOTAL Revenue	\$10,000
In-Kind Match	\$106,800+

Expenses

Celebration Ceremony for graduates, 8 classes/year (\$125 each)	\$1,000
Community Center room rental, 40 weeks	(in-kind)
Marketing brochures	\$500
Postage & return for 200 seniors, 25 youth	\$300
Recognition for volunteers (program T-shirts)	\$200
Refreshments for volunteers/senior students	\$500
Salary for Partner’s AmeriCorps member (Program Coordinator)	(in-kind)
Training Curriculum	\$2,000
Transportation for 12 youth (weekly, 40 weeks)	(in-kind)
Computers and accessories	\$5,500
<i>25 older, used computers to be donated .</i>	
<i>25 printers will be purchased for \$80 each (\$2,000) from _____</i>	
<i>Upgrades/programs for the 25 used computers, cables, etc.(\$3,500)</i>	
TOTAL Expenses	\$10,000

Example 3: More Detailed Project Budget

Nosey Neighbors Project Budget

REVENUE

<u>(Group being asked)</u>	\$5,000
<u>(Funder already on board)</u> (committed)	28,000
<u>(Funder already on board)</u> (received)	17,000
TOTAL REVENUE	\$50,000

EXPENSES

Personnel and Supplies

Nosey Neighbors Coordinator 1,000 hours @ \$10 per hour	\$10,000
Associate Director for Administration of Program 200 hours @ \$15 per hour	3,000
Postage/Printing for 10,000 neighborhood resource guides	5,000
Signage/Banners for Nosey Neighbors Block Events	1,500
Safety Equipment 200 homes @ \$100 each (anti-slip rug mats, weather radios, smoke alarms, etc.)	20,000

Training Materials

First Aid, Mouth to Snout CPR courses for 300 youth @ \$14.00 for certification cards	4,200
Mannequins (2 sets @ \$650 per set)	1,300
Aging Sensitivity Kits (10 kits @ 400 each)	4,000

Volunteer Recognition

200 volunteers/President's Service Awards	1,000
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TOTAL EXPENSES	\$50,000
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Example 4: More Detailed Overall Budget Template

INCOME	
volunSource	Amount
<u>Support</u>	
Government grants	
Foundations	
Corporations	
United Way or other federated campaigns	
Individual contributions	
Fundraising events and products	
Membership income	
In-kind support	
Investment income	
<u>Revenue</u>	
Government contracts	
Earned income	
Other (specify)	
Total Income	

This more formal, overall agency budget template has the information likely to appear on grant applications.

EXPENSES	
Item	Amount
Salaries and wages	
Insurance, benefits and other related taxes	
Consultants and professional fees	
Travel	
Equipment	
Supplies	
Printing and copying	
Telephone and fax	
Postage and delivery	
Rent and utilities	
In-kind expenses	
Depreciation	
Other (specify)	
Total Expense	
DIFFERENCE (Income less Expense)	

EXERCISES FOR SELF EVALUATION

Some exercises to help enhance your agency's volunteer management:

1. Write a one paragraph volunteer recruitment advertisement for your agency for a one day major fund-raising event, an on-going agency program, a specific demographic group (youth) or a highly professional placement of one volunteer (webmaster).

2. Write a basic "elevator speech" (concisely expressing what your agency does and/or needs) in 5 sentences or less.

Ex: " We encourage youth volunteerism, leadership and voice by training teens to identify unmet community needs and supporting their efforts to implement projects and programs to meet those needs. But that doesn't mean we don't need adult volunteers as mentors, teachers and advisors!"

- 1.
- 2.
- 3.
- 4.
- 5.

3. Write 4 open-ended questions you could use in an interview.

Ex: "What is the biggest issue facing our area and what should we do about it?"

- 1.
- 2.
- 3.
- 4.

4. Write a question that you think should **not** be asked in an interview. Why?

Question:

Why?.

EXERCISES FOR SELF EVALUATION

Some exercises to help enhance your agency's volunteer management:

1. Write 3 ways your volunteer program (or volunteers) contribute to the achievement of the organization's mission.

- 1.

- 2.

- 3.

2. Write 3 goals for your volunteer program.

- 1.

- 2.

- 3.

3. List 3 ways to provide formal volunteer feedback on either a regular or annual basis.

- 1.

- 2.

- 3.

4. List 5 agenda items that you think your organization should definitely include in an volunteer orientation:

- 1.

- 2.

- 3.

- 4.

- 5.

EXERCISES FOR SELF EVALUATION

List 10 ways to give recognition with no or low cost to the agency:

1.

2.

3.

4.

5.

6.

7.

8.

9.

10.

EXERCISES FOR SELF EVALUATION

1. List 5 ways, within your agency, you could retain a high quality volunteer.

- 1.
- 2.
- 3.
- 4.
- 5.

2. Based on the several volunteer positions within your agency now, identify 3 formal trainings and the rationale for these trainings that your organization could provide to enhance the performance of their volunteer service. What about informal trainings?

FORMAL

INFORMAL

- 1.
- 2.
- 3.

3. List 2 ways you could address burnout for the volunteers you know, right now

- 1.
- 2.