

## Volunteer Engagement Mobilization Plan

Volunteerism is an important value in our society. When people are engaged in their community, there are benefits to the volunteer, to the people and organizations that they serve and, for the community as a whole. Volunteers help agencies provide the wide range of services that are available in our community. Nonprofit agencies and community organizations would not be able to provide the breadth and depth of services they offer if they didn't involve volunteers.

Volunteers:

- Bring fresh perspectives
- Expand diversity
- Provide leadership
- Help agencies reach new audiences and markets
- Extend staffing capacity
- Are ambassadors and advocates for the causes in which they are involved
- Create an environment of people that care about their communities
- Donate money at a higher rate than non-volunteers

*There is increased national attention on volunteerism. The Edward M. Kennedy Serve America Act was passed in March 2009. This bill reauthorized and expanded the mission of the Corporation for National and Community Service (CNCS) to:*

- Increase opportunities for Americans of all ages to serve
- Support innovation and strengthen the nonprofit sector
- Strengthen management, cost-effectiveness, and accountability of programs supported by CNCS
- Authorize a Civic Health Assessment comprised of indicators relating to volunteering, voting, charitable giving, and interest in public service in order to evaluate and compare the civic health of communities

From the White House to the entertainment industry, from corporations to college campuses, initiatives have been created to encourage volunteerism and help people get involved locally and globally. Websites include: [serve.gov](http://serve.gov), [dosomething.org](http://dosomething.org), Volunteer Match, [idealist.org](http://idealist.org) and [iparticipate.org](http://iparticipate.org).

*Locally*, our United Way has been committed to helping people find interesting and meaningful volunteer opportunities for over 30 years when the Volunteer Center (originally the Volunteer Services Bureau) became a part of our organization. The Board has affirmed the importance of mobilizing volunteers to advance the Agenda for Change while helping people find volunteer opportunities that meet their personal interests, skills, time availability, and other needs.

It's the marriage of strategic financial investments, effective and efficient nonprofit organizations, well managed volunteer programs *and* the dedication of community volunteers that creates meaningful community impact.

Although we know that the people in Dane County are very generous with their time, we also know that there are a lot of people who do *not* volunteer but would if presented with the right opportunity. This plan will address why people don't volunteer and how we will increase the rate of volunteerism in Dane County.

## I. Problem Statement

According to a survey by the Corporation for National and Community Service (CNCS),<sup>1</sup> the rate of volunteering has remained fairly steady from 2005-2008, with 61.8 million Americans (26.4%) of the adult population volunteering in 2008. As the population grows, the number of volunteers is increasing. The study noted that informal volunteering (i.e. working with neighbors) increased by 31% from 2007 to 2009.

A separate 2009 national survey shows that 72% of Americans say they have cut back on the time spent volunteering, participating in groups and doing other civic activities due to the economic downturn.<sup>2</sup> Given these challenging times, it may not make sense to read too much into the long-term implications of these short terms trends.

The CNCS survey finds that Dane County has very high rates of volunteerism: 41.5% of residents volunteer, ranking us 4<sup>th</sup> within mid-size cities surveyed in United States. This is a total of 191,700 volunteers. These volunteers are generous: averaging 87.5 hours of service annually. Unfortunately, we volunteer only 36.3 hours *per resident* per year – three hours a month – making us 42<sup>nd</sup> in among mid-sized cities in the U.S.<sup>3</sup> Thus the net impact of our volunteering may fall short of local need.

### There are many reasons do not volunteer.

- The main reason is they simply **have never been asked** to do so by someone they trusted.
- Non-volunteers **see themselves as essentially different from volunteers**. They tend to think of volunteers as retired, without children, and with an abundance of leisure time.
- Many non-volunteers **fear the time commitment** of service, expressing concerns that signing up for a volunteer activity would require that they continue indefinitely, even possibly for a lifetime.
- **Poor volunteer management** turns people off. Former volunteers said that if they had a bad experience with one organization, they were turned off from volunteering altogether.<sup>4</sup> According to one study, the median paid staff volunteer coordinator in agencies only spends 30 percent of his or her time on this task.<sup>5</sup> This same study showed that less than half of the organizations had adopted most volunteer management practices advocated by the field.

### *Other reasons people do not volunteer:*

- Lack of understanding of program – job, organization, clientele
- Insecurity about skills
- Agency is unfriendly to newcomers – too exclusive
- Cultural/environmental obstacles – language, transportation, child care
- Job doesn't sound exciting
- Organization is too controversial
- Recruitment goals too general<sup>6</sup>

### *And...*

- They don't think they have anything to contribute
- Don't know who to ask
- Think there are enough volunteers already<sup>7</sup>

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<sup>1</sup> Corporation for National and Community Service (CNCS) Volunteering in America 2009

<sup>2</sup> Civic Health Index – 2009

<sup>3</sup> CNCS – Volunteering in America 2009

<sup>4</sup> CNCS – Volunteering In America: Pathways to Service: Learning from the potential volunteer's perspective – July 2009

<sup>5</sup> Urban Institute. 2004. Volunteer Management Capacity in America's Charities and Congregations: A Briefing Report. Washington, D.C.

<sup>6</sup> NAFSA – National Association of International Educators

For the near future, issues related to the economy may have an impact on people's interest and ability to volunteer. It will be more difficult for people to volunteer if employment, housing and other basic needs continue to be of concern. However, we also know that people who are unemployed sometimes turn to volunteering to build their résumé and increase self esteem, which can lead to an increased interest in volunteering in the future.

### **Why people stop volunteering**

The number one reason people start to volunteer is simply because they were asked (more on this later). But in order for volunteers to continue volunteering they must feel valued, see results of their work and be respected. *Here are the top reasons why volunteers leave an organization (in order of importance)*<sup>8</sup>:

- They were underutilized
- The physical environment did not support their efforts
- The atmosphere was impersonal, tense or cold
- They made a suggestion that was not acted on, or responded to
- They did not know how to say they wanted to leave
- They did not see the connection between one day's work and another
- Veteran long term volunteers wouldn't let them into their "insider" group
- Employees treated them as an interruption, not as welcome (and anticipated) help
- The reality of their experience was not what they expected when they signed on

## **II. National Research**

Nonprofit and voluntary **organizations, individuals, and society as a whole benefit** from the activities of volunteers. According to the Canadian Centre for Philanthropy:<sup>9</sup>

### ***Benefits of volunteering***

- 79% of volunteers said that their volunteer activities helped them with their interpersonal skills, such as understanding people better, motivating others, and dealing with difficult situations
- 68% said that volunteering helped them to develop better communication skills
- 63% reported increased knowledge about issues related to their volunteering.

### ***More volunteering = more benefits***

- 78% of people who volunteer 188 or more hours per year reported gaining communication skills, compared to just over half (52%) of those who contributed 19 hours or less

### ***Job skills as a motivator***

- 23% of volunteers said that they volunteered to acquire job related skills and improve job opportunities.
- 55% of volunteers aged 15 to 24 said that they volunteered to improve their job opportunities

### **There are also health benefits of volunteering**

Over the past two decades, a growing body of research indicates that volunteering provides not just social benefits, but individual *health benefits* as well. This research has established a strong relationship between volunteering and health: those who volunteer have lower mortality rates, greater functional ability, and lower rates of depression later in life than those who do not volunteer. Highlights of this work:

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<sup>7</sup> National Council of University Research Administrators 2005

<sup>8</sup> VolunteerLimirick.com

<sup>9</sup> 2000 National Survey for Giving, Volunteering and Participating, Canadian Centre for Philanthropy

***Older volunteers are most likely to receive greater health benefits from volunteering.***

Research has found that volunteering provides older adults (those ages 60 or older) with greater benefits than younger volunteers. These benefits include improved physical and mental health and greater life satisfaction. In addition, while depression may serve as a barrier to volunteer participation in mid-life adults, it is a catalyst for volunteering among older adults, who may seek to compensate for role changes and attenuated social relations that occur with aging.<sup>10</sup>

***Volunteering leads to greater life satisfaction and lower rates of depression.***

Evidence indicates that volunteering has a positive effect on social psychological factors, such as a personal sense of purpose and accomplishment, and enhances a person's social networks to buffer stress and reduce disease risk.<sup>11</sup>

***Evidence suggests the possibility that the best way to prevent poor health in the future is to volunteer.***

A number of studies demonstrate that individuals who volunteer earlier in life experience greater functional ability and better health outcomes later in life, even when the studies control for other factors, such as socioeconomic status and previous illness.<sup>12</sup>

### **III. What Works/Best Practices**

To build a plan to mobilize more volunteers and to have an impact on giving volunteers a positive experience, we need to understand why people volunteer, how they volunteer and what it will take to get them to do more and be effective.

**Let's examine the reasons why people volunteer<sup>13</sup>**

- **Giving back** to a cause/issue/agency they are passionate about, to make the neighborhood or greater community a better place or to help with an area in which they have received services from in the past and now they are able to give their time to others facing this situation.
- **Trying something new.** Many people want to do something completely different in their volunteer work than they do in their "regular" work (ex: an accountant who would rather read to children than be the treasurer of the board or a teacher who would rather build houses than be a tutor).
- **Learning about other areas of their community.** Often we have our routines of where we go in our community – home, work, regular shopping places, etc. By volunteering, you can go to and learn about people who live in different areas of your city/community, different cultures, environments, etc.
- **Personal satisfaction.** In most cases the biggest personal benefit is simply feeling good about yourself. Volunteers can go home knowing they have done something important for their community and the people they touch through their involvement.
- **Developing personal and professional skills** such as leadership skills (by serving on a board), sharing business skills such as marketing, strategic planning, facilitation, etc.

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<sup>10</sup> Li and Ferraro, 2006; Van Willigen, 2000

<sup>11</sup> Herzog et al., 1998; Greenfield and Marks, 2004; Harlow and Cantor, 1996

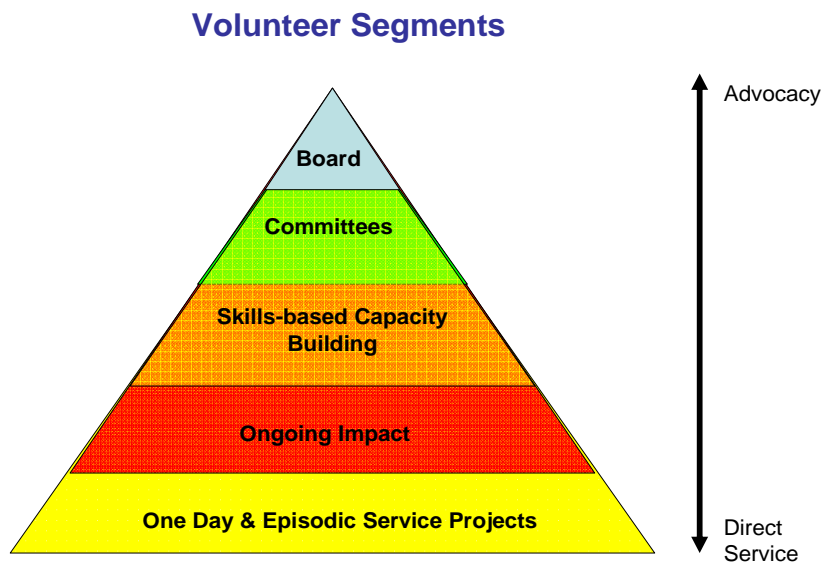
<sup>12</sup> Lum and Lightfoot, 2005; Luoh and Herzog, 2002; Morrow-Howell et al., 2003

<sup>13</sup> i-to-i.com

- **A sense of accomplishment.** Many people choose to volunteer simply for the pride that comes from completing something such as putting the last roof tile on a house or hearing a student read a story or complete a math problem on their own.
- **Recognition and feedback.** This doesn't mean that volunteers are in it "for the glory." But many times we don't get feedback or recognition for a job well done in our regular work, so getting it through volunteering is a double bonus – you know you are doing something meaningful *and* others realize it as well. This inspires pride and confidence and a desire to do even more!

**Volunteers make commitments to volunteering on multiple levels.**

According to a 2009 Summit held with United Way Worldwide staff leaders in volunteerism, there are five levels of volunteering, each with distinct roles and impact.<sup>14</sup>



**Board / Committees** = Multiplier for agency's effectiveness, (if properly engaged and supported) can accelerate agency's impact, fund raising and reputation by improving agency's strategies, executing strategies and communicating work. They are the premier ambassadors for an agency.

**Skills-based** = accomplish deep capacity building as they will drive efficiencies.

*Example:* Volunteer consultants who share their business skills to help strengthen the business side of nonprofits

**Ongoing** = see the direct impact *and* see contribution to larger issue

*Example:* Volunteers who answer United Way 2-1-1 phones

**Episodic** = "point of sale" for United Way/agency

*Example:* Days of Caring volunteers

<sup>14</sup> United Way of Massachusetts Bay and Merrimack Valley

## What this means for us

Each of these segments is important to our work, each has appeal to a certain segment of volunteers, and each plays a critical role in our organization. *Some of the greatest value from volunteers (for us and volunteers) comes from people who are in the “ongoing” segment.*

### Focusing on the “ongoing” segment can increase:

**Impact:** Accelerate impact by providing much needed services (i.e. every child gets a mentor, increases likelihood of graduating high school)

**Revenue:** These volunteers are more likely to be donors; Broad volunteer mobilization makes United Way more attractive for grants and other funding

**Reputation:** These volunteers will be the best informal ambassadors and advocates for United Way.

**Leadership:** These volunteers can be cultivated and moved up the pyramid toward committee and Board roles, creating a more diverse pipeline to Board <sup>15</sup>

## How do people get started?

While there are many reasons that motivate people to volunteer, *the main reason people start to volunteer is because someone asked them...* it may be a friend, a colleague, an agency’s volunteer, a family member, etc. An “ask” by someone you relate to is very powerful. However, while that personal ask may get a person *started* volunteering, the reason people *continue* to volunteer at an agency is because they:

- feel valued
- see the results of their work
- are respected
- have meaningful work to do
- have a clear job description and duties

## What’s important at the nonprofit/community agency?

In order for volunteers to have meaningful volunteer experiences and want to continue volunteering, it is critical that there is someone at the agency that understands volunteer management and is trained in best practices. Agencies that are deploying volunteers needs to identify a volunteer manager with time allocated for this role, duties spelled out clearly as a part of their job description, training and professional development, and accountability for assuring meaningful volunteer work.

### ***The best volunteer managers are leaders who possess the following skills:***

- 1. Proven organizational and management skills.** Volunteers have a strong desire to add value and see results. Organizational skills will contribute to the manager’s success in gaining confidence and trust.
- 2. Strong communication and interpersonal skills.** Volunteers are typically seeking openness and interpersonal relationships in their work and expect reciprocal behavior from their manager.
- 3. Ability to create clearly defined goals and objectives for the volunteers.** Having a set of goals and expectations will help both the manager and the volunteer to stay focused and optimize the available resources.
- 4. Project management skills are a must.** Deploying volunteers is only part of the work. Overseeing the ongoing work to ensure expectations are met is critical and a project plan and timeline will enable the manager to succeed in overseeing the multiple projects performed by volunteers.

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<sup>15</sup> United Way of Massachusetts Bay and Merrimack Valley

5. **Flexibility in deploying and allocating resources.** Volunteers are not paid employees and cannot be treated the same way. They need to be allowed more flexibility in order to retain them. However, there is still a job to be done and the manager needs to be flexible in identifying options and opportunities.
6. **Excellent listening skills** to enable them to understand the wants, desires, and needs of the volunteers. Volunteers want to add value and if they do not believe they are being heard and utilized effectively, they will move on to another organization.<sup>16</sup>

In other words, volunteer managers are basically human resource managers for people who are not getting paid to do important work. Therefore they need to have appropriate training and ongoing professional development in the area of volunteer management. They also need to help train and support other staff in their agency who will be working with the volunteers so they too have (at the minimum) basic volunteer management skills.

We have experienced this first hand within our United Way 2-1-1 service. With the need for more volunteers and continued training and development of volunteers, we have placed a greater emphasis on having a staff person trained as our volunteer manager. We have also provided training for all staff on volunteer management skills so that everyone can provide the support and environment that makes people want to volunteer with us....and to continue to volunteer with us!

### **How other United Ways have integrated best practices to mobilize volunteers in meaningful ways**

#### **United Way of Greater Portland (Maine) – Skill-based volunteering**

*Best Practices: Developing personal and professional skills*

On their local Day of Caring, United Way of Greater Portland partners with area marketing, advertising and design professionals to bring local non-profits free marketing and advertising advice. Agencies participate in 90-minute one-on-one sessions of personalized, pro-bono advice with a team of marketing, media, PR, design and event planning professionals. In 2009 to date, 85 skilled volunteers have assisted over 30 partner agencies.

#### **United Way of the Greater Seacoast (Portsmouth, NH) – alignment with Impact Areas**

*Best Practices: Giving back to an important issue and personal satisfaction*

United Way of the Greater Seacoast's Volunteer Center worked with their partner agencies to develop new volunteer opportunities that aligned with their Impact areas. Over 60 new opportunities were created and are now featured on their website. Volunteers are able to see where the greatest needs are and how they can make a direct impact on the most critical issues facing their community.

#### **United Way of Rhode Island – Short-term project focused on an Impact area**

*Best Practices: Providing a sense of accomplishment and feeling of personal satisfaction*

United Way of Rhode Island's Volunteer Center identified five summer learning programs the desperately needed supplies for their summer education programs. By having a specific goal and partnering with the local companies and volunteer groups they were able to collect all the supplies needed for these programs.

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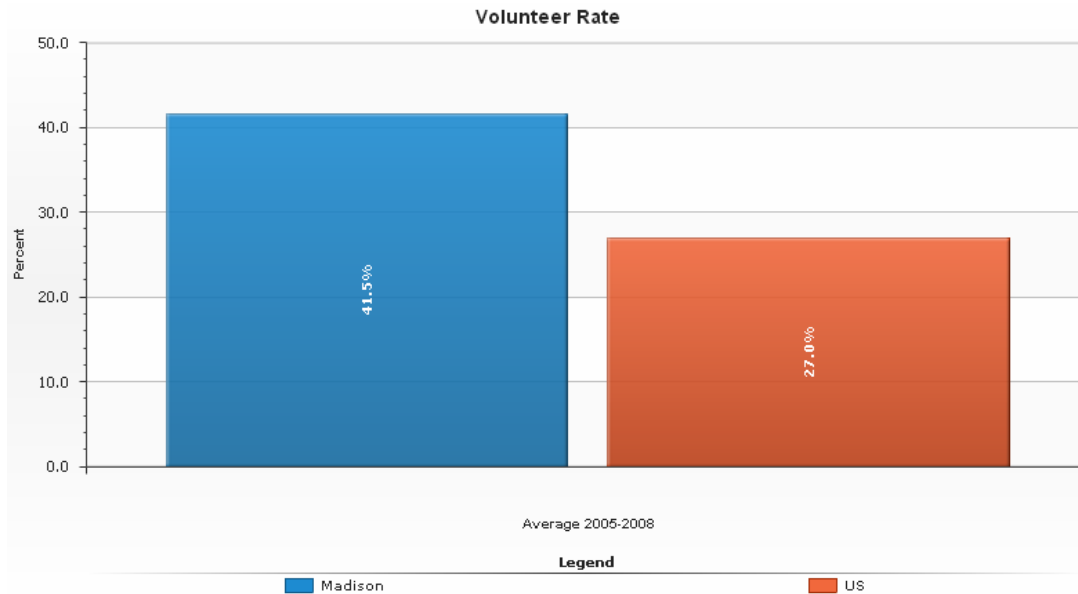
<sup>16</sup> Susan Ellis – Energize Inc. a national training consulting and publishing firm

## IV. Local research

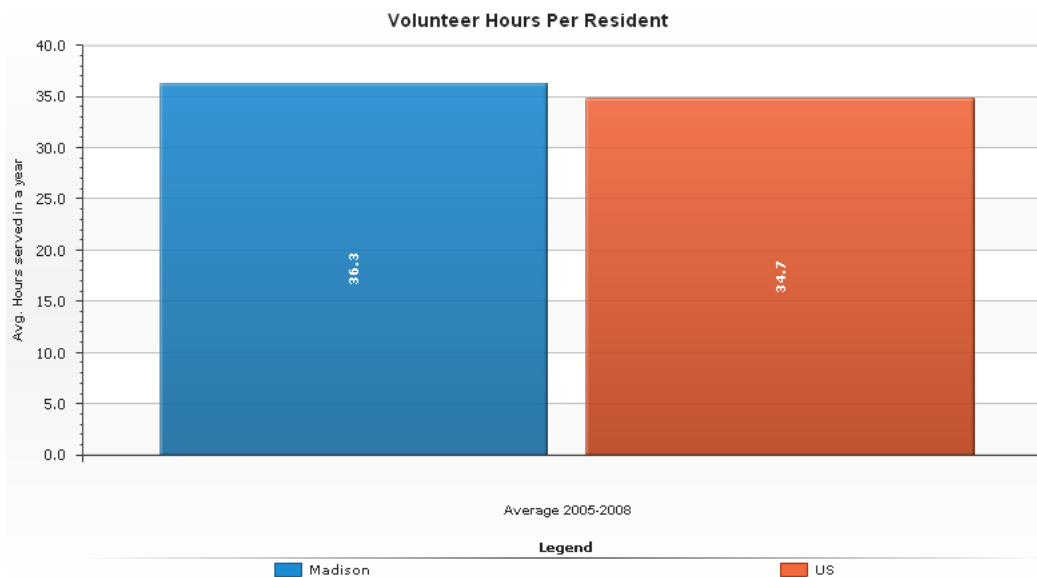
### A. Data – scope & dimension

The Corporation for National and Community Service conducted a study called *Volunteering in America* which contains many interesting statistics and trends in volunteerism. In addition to showing national trends, the data is broken down by states, major-size cities and selected mid-size cities. Madison is one of the mid-size cities on which they report. Here is some of the local information from that study.

**41.5% of Madison residents volunteer (compared to the national average of 27%) placing Madison 4<sup>th</sup> within mid-size cities surveyed in United States.**



**Madison residents volunteer an average of 36.3 hours/resident placing Madison close to the national average, but 42<sup>nd</sup> among mid-sized cities in the U.S.**<sup>17</sup>



<sup>17</sup> CNCS – Volunteering in America 2009



## B. Community engagement

United Way of Dane County promotes volunteerism in a number of important ways.

1. **Days of Caring** - For the past seventeen years, we have kicked-off our annual fundraising campaign with Days of Caring. This countywide volunteer event began with 125 volunteers in 1993, and has grown to a record number of 3,139 volunteers in 2009. The more variety of and quality of projects, size of projects, locations, and date/times we have, more volunteers will participate. Giving new and exciting ideas to partner agencies has given a variety of opportunities to volunteer teams and individuals over the years. In 2009, the Volunteer Center developed new strategies to involve more organizations, groups, and individuals and give quality experiences to all volunteers during Days of Caring. These strategies include:

- **Focus on increasing agency participation** - Although we strive to have additional agencies participate in Days of Caring, this is only of value when the projects at the agencies are meaningful. Therefore as we seek to add more agencies to participate in Days of Caring, we will also work with them to ensure that their projects are appropriate and will provide volunteer teams with a positive experience.
- **Cerebral, or “Brains vs. Brawn” projects** - By offering these opportunities, volunteers are able to share their business skills with nonprofits. This could be reviewing marketing materials, reviewing personnel policies or doing a space analysis.
- **Large scale Volunteer Team coordination** –
  - **Born Learning Trails** – In 2009, we installed twelve trails in parks throughout Dane County that provide fun learning activities for children and their parents/caregivers. Volunteer teams of 15-20 installed the trails (over 200 volunteers total) making a lasting legacy for early childhood development in our communities.
  - **Specific project assistance/coordination to large group teams**
    - We matched over 700 employees from American Family Insurance and over 260 employees from Oscar Mayer/Kraft Foods to Days of Caring projects.
    - A “Camp United Way” theme to engage people not only in the day-of volunteer activity, but energizing them to take what they learned and share it with others
    - More follow-up and technical assistance to agencies regarding project development. Better communication between agencies and team leaders is also needed to ensure that volunteers are prepared for the work they will be doing and the agency knows that they will have the people power they need to get the work done.

When we asked team leaders about the quality of the types of projects available this year, 73% rated the choices as Very Good or Excellent.

2. **VolunteerYourTime.org** – This website is a five-agency collaboration (partners with United Way are UW-Madison Morgridge Center for Public Service, Madison Area Technical College (MATC), RSVP of Dane County and Edgewood College) which is the local one-stop for volunteering in Dane County. Currently, the website lists 293 agencies and 753 opportunities allowing 24/7 access to volunteer opportunities throughout Dane County.

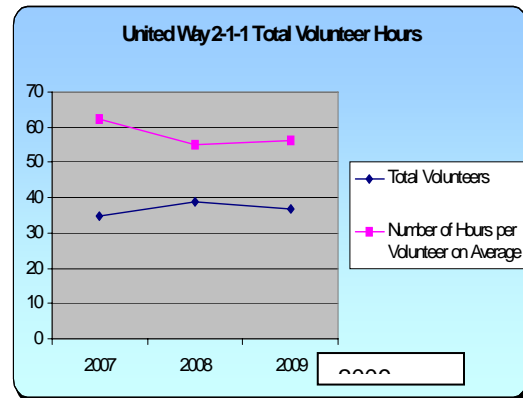
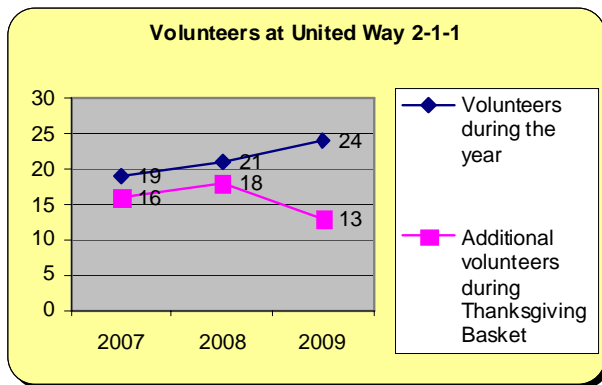
**VolunteerYourTime.Org**

	<b>Registered Volunteers</b>	<b>Unique Visitors</b>	<b>Average Unique Visitors per Month</b>
2007	1,869	45,002	3,750
2008	2,857	39,344	3,279
2009 (to date)	2,212	35,822	3,582

- We have experience in **effective targeted volunteer recruitment** for a variety of opportunities and time commitments.

### Long-term

- Schools of Hope** – When we started Schools of Hope, an article in the newspaper put out the call for volunteer tutors for K-3 grade. We were hoping for perhaps several dozens calls the day the article ran...instead we had over 400! 60% of volunteers stay in the program from year to year and we recruit about 40% new volunteers. So this would mean that about 900 stay and 600 are recruited every year.
- United Way 2-1-1 volunteers** -- United Way 2-1-1 volunteers are key to the provision of our service. In order to provide a high quality service and keep volunteers' skills up, they receive 25 hours of training and are asked to make a weekly commitment for one year. Over the past year, we have experienced more complex calls coming to 2-1-1 which involves more volunteer training, supervision, ongoing skill development and continuous training. More time for volunteer management has been designated to one staff person's job and all staff receive training on effective volunteer management practices.



### Special project

- Health Access Pilot** – In 2005/2006 HAP was a pilot program with United Way and the local Healthcare Council. The purpose of this program was to reduce emergency room usage for non-acute care by the uninsured. Volunteers were recruited as Family Health Navigators to assist clients with accessing resources and providing transportation to medical appointments at primary healthcare homes. Fifteen volunteers applied and six were assigned to patients.

### Short-term

- United Way 2-1-1** – During the floods in 2008, 2-1-1 was the number to call for information on resources available to flood victims and how people could volunteer to help. Over the course of one week, 198 volunteers responded to help.

### One time

- For our 2009 **Days of Caring**, we added some new strategic opportunities for volunteers including sponsoring and installing Born Learning Trails and using volunteers "cerebral" (i.e. business) skills to strengthen agencies' efficiencies. Even though this was a tough economic year for many companies and individuals, we had a record number of volunteers that participated - 3,139 a 22% increase over 2008! By adding these new ways to be engaged, more people found their niche and wanted to be involved.

## V. Hypothesis and goal

**Dane County residents are committed to volunteerism, but need to do so with greater frequency and longevity to accelerate our success on Agenda for Change goals.** We need to raise community awareness of the need for volunteers to advance the Agenda for Change; we need them to feel “asked” to volunteer and for them to know that they can make a meaningful contribution to solving a crucial community concern. We need to increase outreach to a larger and more diverse pool of potential volunteers to expand the talent pool of volunteers. We need to train nonprofit agencies in best practices with regard to volunteer management to improve their ability to recruit, match, train and retain volunteers.

These strategies will result in an increase in the number of people who volunteer and the average number of hours of service by these volunteers. **Our goal is to increase the number of hours of volunteer service each year in Dane County from 16,767,950 in 2008 to 17 million by 2015.**

Achieving this goal would come from a combination of increases in the number of volunteers and increases in the number of volunteer hours. Below is a chart that illustrates possible ways that we may achieve our goal.

	Number of volunteers	Average number of hours served during the year per volunteer	Total volunteer hours
<b>Baseline 2008</b>	<b>191,700</b>	<b>87.5</b>	<b>16,767,950</b>
<i>Scenarios for reaching our goal in 2015</i>	193,000	88.1	<b>17 million</b> <i>(232,050 more volunteer hours)</i>
	194,285	87.5	

**Combined hypothesis/goal statement:** By raising awareness of the need for increased volunteerism to solve critical community problems, increasing outreach to a larger and more diverse pool of potential volunteers, and improving volunteer management practices to recruit, match, train and retain volunteers, we can increase the number of hours of volunteer service each year in Dane County to 17 million by 2015.

## VI. Strategies

Our three strategies are to:

- Raise awareness of the need for increased volunteerism to accelerate success on the Agenda for Change,
- Increasing outreach to a larger and more diverse pool of potential volunteers, and
- Improving volunteer management practices to recruit, match, train and retain volunteers.

We propose the following tactics:

### A. Raise awareness of the need for increased volunteerism to accelerate success on the Agenda for Change

#### 1. Develop and promote volunteer opportunities for each Agenda for Change area

	Timeframe to begin
Identify ways volunteers can make the greatest impact in each Agenda for Change area	<b>1<sup>st</sup> and 2<sup>nd</sup> quarters 2010</b>
Work with agencies to develop these opportunities where they don't exist	<b>3<sup>rd</sup>- 4<sup>th</sup> quarter 2010 and into 2011</b>
Promote opportunities to targeted markets	<b>Start 3<sup>rd</sup> and 4<sup>th</sup> quarters 2010</b>

**B. Increasing outreach to a larger and more diverse pool of potential volunteers**

**1. *Expand the diversity of leadership volunteers***

	<b>Timeframe to begin</b>
Provide opportunities and information to (especially) young professionals and diverse populations on how and why to serve on a board or committee	<b>2010</b>

**2. *Facilitate increased corporate volunteerism***

	<b>Timeframe to begin</b>
Present opportunities to Business Volunteer Network (BVN) members related to the Agenda for Change	<b>Ongoing</b>
Provide technical assistance to companies that are interested in developing or enhancing employee volunteer programs	<b>Start 3<sup>rd</sup> quarter 2010</b>
Work with agencies to develop meaningful ways for companies and their employees to be involved through volunteerism that meet both the needs of both the companies <i>and</i> the agencies	<b>2011</b>

**3. *Develop youth leadership and increase youth engagement***

	<b>Timeframe to begin</b>
Reach out to youth through schools, youth groups, faith-based organizations, neighborhood centers, etc to encourage and facilitate increased volunteerism	<b>2011</b>
Develop a presentation portfolio and engage youth/young leaders as trainers/presenters to reach out to their peers	<b>2011</b>
Work with agencies to develop more – and more interesting – opportunities for youth engagement including leadership opportunities related to best practices in volunteer management	<b>2011/2012</b>
Through Youth Service Day: <ul style="list-style-type: none"> <li>• ensure youth understand and directly experience the relevance of their work</li> <li>• let them know how they can continue to volunteer</li> <li>• measure their satisfaction with their Youth Service Day and interest in continuing to volunteer</li> </ul>	<b>2010</b> <b>2010</b> <b>2010</b>

**C. Improving volunteer management practices to recruit, match, train and retain volunteers.**

**1. *Teach best practices in volunteer management***

	<b>Timeframe to begin</b>
Enhance Volunteer Center staff's expertise in effective volunteer management practices	<b>2010 and 2011</b>
Provide technical assistance to agencies related to best practices in volunteer management	<b>2010</b>

**Teach best practices in volunteer management (continued)**

Develop Peer-to-Peer learning series for experienced volunteer managers to facilitate sharing of best practices, critical thinking skills and the development of new ways to involve volunteers	<b>Spring/Summer 2010</b>
Provide quality and relevant training and networking opportunities such as conferences, Lunch N Learns, facilitated discussions, etc	<b>2010</b> (in partnership with Dane County Administrators of Volunteer Services/DCAVS)
Offer and refresh as needed our <i>Professional Development for Nonprofit Managers</i> series	<b>Offer 4<sup>th</sup> series in 2010</b> <b>Refresh in 2011</b>
Increase “library” of resources – in-house, on-line via website and VolunteerYourTime.org	<b>2011</b>

**2. Position the Volunteer Center as the premiere local resource on volunteerism**

	<b>Timeframe to begin</b>
Know and share (with agencies, the community, our volunteers, etc) the research related to volunteerism	<b>2011</b>
Be knowledgeable about and, as appropriate, engaged in national, regional programs, promotions, etc related to volunteerism.	<b>2010</b>
Enhance VolunteerYourTime.org website to highlight meaningful opportunities and other relevant information related to volunteerism	<b>2010</b>
Use social media in effective ways to reach a wider audience	<b>2010/2011</b>
Have volunteers referred through us or participating in volunteer events we do (DOC, YSD, etc) feel a stronger connection to our United Way.	<b>2010</b>
Recognize the impact of volunteerism on the Agenda for Change through the Community Volunteer Awards	<b>2010</b>

The specific tactics for each of these strategies will be developed once we have the go ahead from the Board on whether we are on the right track in terms of hypothesis, goals and strategies. A finalized list will be presented at the January Board meeting.

**VII. MEASURES**

We will use the Corporation for National and Community Service (CNCS) report on volunteerism to track our success in meeting the goal to increase volunteerism. This report was the source for the baseline value of our metric: 41.5% of Dane County residents volunteer; each volunteer contributes an average of 87.5 hours.

We will also track the following metrics:

- Volunteer service towards Agenda for Change Mobilization Plan initiatives.
- Local youth participation in Youth Service Day, By Youth For Youth and the President’s Volunteer Service award.
- Days of Caring volunteer involvement and feedback
- VolunteerYourTime.org statistics
  - Unique visitors
  - Feedback surveys
  - New opportunities and agencies registered
  - Matches through Board Match
- Company retention and new members in Business Volunteer Network (BVN)
- Attendance and feedback from training participants.