

Strategic Capacity Building with Volunteers

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Why this workshop?

"The number one resource for a great social sector organization is having enough of the right people willing to commit themselves to the mission. The right people can often attract money, but money itself can never attract the right people. Money is a commodity; talent is not. Time and talent can often compensate for lack of money, but money cannot ever compensate for the lack of the right people."

– Jim Collins, *Good to Great and the Social Sectors*

Why this course?

- Nonprofits that concentrate primarily on fundraising significantly limit their ability to attract resources and build capacity.
- Nonprofits that strategically leverage volunteers outperform their peers on all measures of organizational capacity and have greater impact. But less than 15% of nonprofits nationwide demonstrate these characteristics.

–Kenneth Rainin Foundation, 2013, <http://krfoundation.org/volunteerisms-positive-deviants/>

Innovate Volunteer Programs...

- Help nonprofits build capacity to fulfill their missions at a lower cost
- Cultivate a new base of loyal donors
- Create opportunities for increased in-kind giving

What we're going to cover

- History of volunteers in nonprofits
- Traditional volunteer roles
- New trends in volunteer roles
- Methods for measuring volunteer impact
- Needs assessment activity
- Infrastructure assessment

A quick quiz

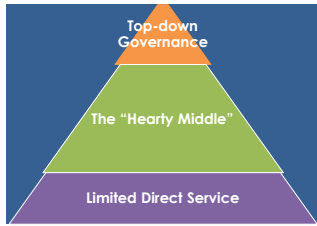


Typical evolution of a volunteer program



- Nonprofit founded by volunteers. All work carried out by a volunteer board.
- Nonprofit grows in size. Paid staff are hired to replace volunteers except at board level.
- Volunteers hired for clearly defined, episodic kinds of roles.

Traditional Volunteer Roles





Volunteer Roles

More traditional volunteer roles

Episodic

- One off, temporary
- Time limited
- Examples: Christmas in April, Habitat for Humanity

Regular Recurring

- Return to volunteer on a regular, repeat basis
- May be long term
- Examples: Thrift Shop, Food Bank, Mentor

See <http://www.volunteeraive.org/docs/Strategic%20Volunteer%20Engagement.pdf>

More traditional volunteer roles

Mandated, Court-ordered

- Volunteers volunteer to fulfill community service hours
- Examples: many regular volunteer roles are appropriate

Residential

- Volunteers spend weeks or months assisting in a particular location
- Examples: Service trips, disaster volunteering

See <http://www.volunteeraive.org/docs/Strategic%20Volunteer%20Engagement.pdf>

More traditional volunteer roles

Corporate Volunteer Groups

- Groups of employees who wish to serve the community as an expression of corporate values
- Examples: special days of service projects

See <http://www.volunteeraive.org/docs/Strategic%20Volunteer%20Engagement.pdf>

New-ish Volunteer Roles

Virtual Volunteers

- Use the Internet, off-site, to assist an organization
- Examples: Website programming, graphic design, online mentoring

Entrepreneurial

- Volunteers approach organization with suggested ways to use their skills
- Examples: Statistician helps with surveys, IT person helps with website

New Volunteer Models



Pilot Programs - examples



- Hospice volunteer schedulers
- Support group facilitators
- Harvesters who pick fruit and deliver to food banks

Volunteer-Directed Pilot Programs – examples

Volunteer-Directed Pilot Program

Volunteers work with staff to create and test a new mission-driven volunteer initiative

- Volunteer “sales force” to sell sponsorships
- Volunteer recruitment team for museum docents
- “Master Food Volunteers” lead food safety classes and other services

Self-Directed Volunteer Teams™ – examples

Self Directed Volunteer Team™

Volunteers solve a community or organizational issue and implements the solution

- Replace batteries in trackers for Alzheimer’s patients
- Develop a nonprofit fundraising kit
- Serve as money managers for low income seniors

Measuring Impact– Monetary ROI

For a given fiscal year:

- Determine **Total Volunteer Investment**: add up all expenditures related to use of volunteers
- Determine **Total Volunteer Value**: estimate how much the organization would have had to spend by employing staff for the same functions
- $\text{Total Volunteer Value} \div \text{Total Volunteer Investment} = \text{Volunteer Investment Ratio}$



Establishing Strategic Outcomes Homeless Shelter

Strategic Priority:
Create a continuum of supportive housing by December 2018

Program Area	Volunteer Role	Volunteer Engagement Outcome	Strategic Goal
Rapid Rehousing Program	Credit counseling team	30% increase in number of clients maintaining good credit for at least 12 months	85% of clients remain rehoused for at least 12 months
Transitional Housing	GED Tutors	40% of GED graduates obtain employment within 6 months	75% of clients increase earned income within 12 months
Permanent Supportive Housing	Hoarding Task Force	Eviction rate drops by 50% within 12 months	85% of clients remain in PSH for at one year or longer

- ### Is your organization ready?
- Designated volunteer manager who is open to new volunteer models
 - Volunteer Management Data System
 - Volunteer Management Processes based on best practices
 - Support from staff and decision-makers
 - A strong communication process

Special Offer



- Free 30-minute Next Steps Call
- Available through Friday, December 9
- Email me at TwentyHats@mail.com

References

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www.jfixler.com
- Tobi Johnson & Associates
www.tobjohnson.com
- Volunteering Reinvented
www.nationalservice.gov/pdf/07_0719_volunteering_reinvented.pdf
- Self Director Volunteers Network
www.sdvnetwork.com
- ALIVE (Association of Leaders of Volunteers)
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