Volunteer Management Training

1. Volunteer facts and figures
2. We need more people!
   a. Where do we look for people?
   b. What do we tell them?
   c. How do we thank them?

Hand-outs included:

1. Independent Sector Statistics
2. Community Assessment Tool
3. Writing Persuasive Volunteer Recruitment Appeals
4. Volunteer Position Description Worksheet

Appendix:
Is Volunteering Worth it?
Save the Date Sample E-mail for Volunteers
Confirmation Sample E-mail for Volunteers
Volunteer Satisfaction Sample E-mail for Volunteers
Independent Sector's Value of Volunteer Time

The estimated value of volunteer time for 2011 is $21.79 per hour.

The estimate helps acknowledge the millions of individuals who dedicate their time, talents, and energy to making a difference. Charitable organizations can use this estimate to quantify the enormous value volunteers provide.

According to the Corporation for National and Community Service, about 63.4 million Americans, or 26.3 percent of the adult population, gave 8.1 billion hours of volunteer service worth $173 billion in 2010. For the latest information, please see [www.volunteeringinamerica.gov](http://www.volunteeringinamerica.gov).

State Values for Volunteer Time

<table>
<thead>
<tr>
<th>State</th>
<th>Dollar Value of a Volunteer Hour, by State: 2010</th>
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<tbody>
<tr>
<td>Alabama: $18.06</td>
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<td>Alaska: $21.69</td>
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<tr>
<td>Arizona: $19.71</td>
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<td>Arkansas: $16.48</td>
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<tr>
<td>California: $24.18</td>
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<tr>
<td>Colorado: $22.03</td>
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<td>Connecticut: $27.77</td>
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<td>Delaware: $22.34</td>
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<td>Dist. of Columbia: $33.61</td>
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<td>Florida: $18.66</td>
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<tr>
<td>Georgia: $20.38</td>
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<td>Hawaii: $18.08</td>
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<tr>
<td>Idaho: $15.93</td>
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<td>Illinois: $22.77</td>
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<td>Indiana: $18.04</td>
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<td>Iowa: $17.22</td>
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<td>Kansas: $18.13</td>
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<tr>
<td>Maine: $16.84</td>
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<tr>
<td>Maryland: $22.77</td>
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<td>Michigan: $20.07</td>
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<td>Minnesota: $21.62</td>
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<tr>
<td>Mississippi: $15.43</td>
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<td>Missouri: $18.80</td>
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<td>Montana: $15.28</td>
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<td>Nebraska: $16.86</td>
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<td>Nevada: $18.82</td>
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<tr>
<td>New Hampshire: $21.29</td>
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<tr>
<td>New Jersey: $25.64</td>
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<tr>
<td>New Mexico: $17.44</td>
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<tr>
<td>New York: $27.32</td>
<td></td>
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<td>North Carolina: $18.80</td>
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<td>Ohio: $18.87</td>
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<td>South Carolina: $16.91</td>
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<td>South Dakota: $15.60</td>
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<td>Tennessee: $19.21</td>
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<td>Texas: $21.91</td>
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<td>Utah: $17.92</td>
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<td>Virginia: $22.60</td>
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<td>Washington: $21.01</td>
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<td>West Virginia: $17.01</td>
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<td>Wisconsin: $18.20</td>
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<td>Wyoming: $18.97</td>
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<td>Puerto Rico: $11.41</td>
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<td>Virgin Islands: $16.29</td>
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http://www.independentsector.org/volunteer_time

The bullets below are all based on an average using 2008 to 2010 data

- 2.7 million volunteers
- 27.4% of residents volunteer - ranking them **28th** among the 50 states and Washington, DC
- 352.6 million hours of service
- 35.6 hours per resident - ranking them **25th** among the 50 states and Washington, DC
- $7.5 billion of service contributed
Discovering All the Resources of Your Community

A Tool for Friends Groups Seeking More Money and Hands to Do the Work

**BASIC DEMOGRAPHIC INFORMATION**

How many people live near the Friends Group?

What are the basic facts on income distribution and education?

What is the mix of rural and urban populations?

Which municipalities are included in the Friends Group?

1.

2.

3.

4.

5.

6.

7.

What are the highlights of the Friends Group’s history? (Glacial, industrial, Native American, early European settlement, other interesting facts...)
What are the major industries/businesses in the region? Number of employees? Alignment with Friend’s Group’s mission & goals?

1.

2.

3.

4.

5.

6.

7.

Briefly describe local community institutions. What is the Friend’s Group’s relationship to each? Where possible, list a contact name.

Conservation Associations & Agencies (DEP, DCNR, Bureau of Forestry, Conservation District, etc):

Other environmental groups (Trout Unlimited, Sportsmen’s Clubs):

Historical societies:

Tourism Councils:

Municipalities/local elected officials:

Chamber of Commerce, other business organizations:

Media:

Colleges/Universities:
School districts & Schools, K-12:

Nonprofit organizations (economic development, social services, arts):

Youth development (Scouts, 4H, juvenile justice):

Churches:

Hospitals/other Health & Wellness organizations (Slow Food/Locavore groups):

Garden clubs & Organic farmers:

Others:

After making this comprehensive list, assess the list for most promising partnerships. After assessment, choose top 5-7 possibilities for your Friend’s Group to pursue for deeper alliance.

1.

2.

3.

4.

5.

6.

7.
Please describe the following relationships with individuals. Who are your Community Champions (the people in every community who get things done and can help you achieve your goals – sometimes, these people need special attention) and Strong Volunteer Leaders (people you would like to attract to your board or committees):

<table>
<thead>
<tr>
<th>Community Champions:</th>
<th>Strong Volunteer Leaders:</th>
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<tbody>
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<td>1.</td>
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</table>

Government entities:

What projects is this government entity working on right now? Has planned? Do you understand how they assign priority to projects? Who is your contact?

<table>
<thead>
<tr>
<th>Entity</th>
<th>Priorities:</th>
<th>Projects:</th>
<th>Alignment:</th>
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How do their current or under development projects align with the goals of the Friends Group? When does this group meet? Is there legislation pending that will advance the goals of the Friends Group?

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<thead>
<tr>
<th>Entity</th>
<th>Priorities:</th>
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Current Partners:

Is this partnership productive? Specific results?

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<th>Current Partners:</th>
<th>Competitors:</th>
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Potential Partners:

<table>
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<th>Potential Partners:</th>
<th>Competitors:</th>
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Once more, who are the leaders whose opinions matter? Who makes things happen? How do you currently communicate with them? Is a board member from the Friend’s Group in regular, personal communication about the group’s goals and successes?

<table>
<thead>
<tr>
<th>Individual’s name</th>
<th>Communication type</th>
<th>Friend’s Group rep</th>
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Please describe the community awareness position of the Friends Group.

*How was community awareness three years ago? What have you done to build community awareness? Measurement?*

*How was community awareness one year ago? Why did it or did it not change?*

*How is community awareness today? Why?*
Writing Persuasive Volunteer Recruitment Appeals

by Steve McCurley from Grapevine, July/Aug 2003

In the old days, most volunteer recruitment appeals were delivered in face-to-face meetings where you had a bit of time and space to fully describe why volunteering was a good idea. These days you’re probably limited to a quick explanation, most often through a static media such as a newspaper announcement or a Web site, where space is at a premium and you need to make a good quick first impression.

Here are some tips for putting a lot of content into a short written appeal, with some examples both good and bad from the US, UK, Canada and Australia.

1. Catch Attention with a Good Opening

The opening of the Message must be interesting enough to entice the potential volunteer to continue reading or listening. The body of the Message must be appealing enough to interest the potential volunteer in considering the volunteer opportunity or, at least, in contacting the agency to get more information. Boring Messages are only likely to appeal to boring people.

Consider these examples:

- Volunteers needed to sleep. NW women’s shelter is recruiting for its Sunday overnight shifts. Talk, laugh, and share with the residents.
- Be a PhoneFriend! DC Hotline is looking for people who care about children to work as volunteers as phone friends, the afternoon phone line for children. If you want to help children who are scared, lonely or need support call 223-CALL. Training begins soon.
- Interested in the arts? Volunteers know what goes on behind the scenes at the Kennedy Center. Call the Friends of the Kennedy Center at 254-8700.

The short opening line in each conveys an image that is likely to entice the reader to continue through the remainder of the message.

My favorite example of doing this well appeared in a weekly column in the Louisville Courier (and may still appear, for all I know). Some unknown genius managed to condense volunteer opportunities to one-liners, and still make them both understandable. Here are examples:

**Lunch Break:**
Pick up and deliver meals to shut-ins on your daily lunch hour, Saturdays or in the evening.

**Critter Sitter:**
Watch children while mothers attend self-help classes, organize activities and tutor.
Jack of All Trades:
Paint, make small repairs, and build shelves.

Guardian Angel:
Spend 20 hours a week with special needs children, serving in day care schools, etc.

Stick It:
Put labels on envelopes.

Knight in Shining Armor:
Need to listen and support victim of domestic violence at the hospital or doctor's office.

Leap Frog:
Teach early gymnastics skills to children 2 years to 8 years of age.

Star Trek:
Set up experiments, generally assist science teacher.

2. Present a Complete Picture

The body of the Message should present information in an order that psychologically matches how people will think about the offer:

- Need: Is there a problem?
- Solution: Can this job help solve it?
- Fears: Will I be capable of helping with it?
- Benefits: What's in it for me?
- Contact: How do I get involved?

One way to cover all this is to imagine you're directing a motion picture. Your goal is to get the prospective volunteer to "view" the movie in their head - seeing the problem you're trying to solve, the difficulties it creates and the ways that volunteers are involved In essence you want the prospective volunteer to picture themselves as a star of the movie - the volunteer coming to the rescue.

Consider this example:

American Jewish Congress

Volunteer Corps in Israel

As war in the Persian Gulf rages on and Israel awaits the next bombing by Iraqi Scuds, many Americans are asking how they can help. In response, the American Jewish Congress has organized the AJCongress Volunteer Corps in Israel, a new program designed to serve the Israeli people who are the targets of Saddam Hussein's missiles.
Israelis have shown extraordinary courage and resilience in the face of these brutal and deadly attacks. But the anxiety and strain they live under are causing serious emotional stress among the most vulnerable - children, the elderly and the psychologically and physically handicapped.

The Israeli institutions that care for these men, women, and children are overworked and understaffed. They need help - American volunteers who will provide care and love for the innocent casualties of Iraqi brutality.

Israel's Ministry of Social Welfare has established a special program to assign volunteers from abroad where they are most required. The greatest demand is for volunteers who will serve as attendants in these institutions. Mental health professionals, nurses and physiotherapists are also needed.

All volunteers must be able to spend a minimum of two weeks in Israel and pay their own airfare. Housing and meals in Israel are provided by the institutions to which volunteers are assigned.

If you wish to serve in the AJCongress Volunteer Corps in Israel - or if you cannot volunteer but wish to support the program - please call us at 212/360-1600 or send in the coupon below.

And this example:

Office of the Public Advocate

Community Visitor

Community Visitors(CV) have a unique role in monitoring the quality of services for people who are vulnerable and living in residential services for people with a disability.

The core role of the CV is to safeguard the interests and rights of vulnerable people who have a disability and are living in eligible services. CVs do this by identifying and reporting issues and problems from the perspective of the individual resident and by referring these for resolution within the service system. CVs are responsible for performing this role by:

- Visiting eligible services regularly, announced or unannounced and as otherwise required or requested.
- Identifying, appraising and monitoring issues and problems from the perspective of the individual resident, keeping in mind community expectations, relevant legislative principles and service standards.
- Resolving identified problems through direct negotiations with the staff and management of the facility where possible.
- Referring on serious, persistent or unresolved issues to the Regional Convenor.
- Participating, with the Panel Secretary, in the preparation of a report on each visit.
- Contributing to the development of the Annual Report through the reports made on each visit and as otherwise required.
- Attending training sessions convened by the CV Co-ordinating Unit as required.
- Attending meetings as requested by the Regional Convenor, CV Co-ordinating Unit or the Office of the Public Advocate (e.g. quarterly meetings and the Annual General Meeting).
Each of these gives you concrete "pictures" of the kinds of thing you would be doing as a volunteer and gives you an explanation of why you would be doing them - in effect, a short movie.

As a general rule, spend more space on need than on logistics. People will first decide whether you're worth volunteering for and then decide whether they can fit you into their schedule. The need you stress may be yours, your clientele's, or a perceived need/benefit of the volunteer.

Sometimes you can't cover the whole picture, so you selectively choose what you think your "strengths" might be. These could simply be different interests that a prospective volunteer might have. In general, there are four different types of "selling points" that might be used:

The Cause or Clientele

- The King County Sexual Assault Center believes that all people, including children, have the right to be free to live without the fear of sexual violence. We also believe that victims of sexual abuse and their non-offending family members deserve support to alleviate the trauma of sexual abuse in their lives. Volunteer opportunities are currently available in a variety of areas and we are recruiting now for our October and January training sessions. Please call 226-5062 to help eliminate sexual violence in your community.

The Solution or Accomplishment

- Volunteers are being sought for the Auxiliary of Group Health Cooperative of Puget Sound. The Auxiliary, along with its three area councils and 14 local guilds, raises money for scholarships, medical equipment, patient aid and patient education. Over the last decade, the auxiliary has raised more than $587,000 and awarded more than 200 scholarships. The auxiliary raises money through support, two hospital gift shops, making articles for sale, and other activities. For Olympia-area information, call Paula Mittelstaedt, Olympia guild volunteer chairperson, at 491-3656.

The Type of Work

- Agency serving low income youth at risk looking for photographer with equipment to volunteer taking photographs at our 1st graduation ceremony! Agency will pay for developing, etc. Help make this event a wonderful memory. Call Seattle Youth Initiative, 382-5011, ask for Patty.
- Cablearn cable channel 27 seeks daytime volunteers to assist with marketing, educational programming, program development and underwriting or research in educational video techniques. Good experience or background for educators interested in video. Call 545-TV27 weekdays.
- Put your public relations and event planning skills to work now as a volunteer for Whalefest '90! This fun and educational special event helps people learn more about whales and their marine environment. Whalefest takes place Feb. 23-25, 1990 at Pier 70. Call Whales World at 441-0629 for details.

The Setting
• Death Valley National Monument - This large desert valley, nearly surrounded by high mountains, contains the lowest point in the Western Hemisphere and is known as the hottest spot in North America. Here you can find spectacular wildflower displays, sand dunes, Scotty's Castle, and remnants of the gold and borax mining days. Volunteer Jobs: Opportunities that exist in the winter are involved with interpretation, campground host program, and curatorial work. Contact: Death Valley National Monument, 619/786-2331.

3. Don’t be Misunderstood

Recruitment messages must be easily understood. They must be intelligible and avoid jargon, unless it is included for a specific reason and will be understood by the intended reader. Messages should be examined for ease of comprehension by someone other than the author of the message. Remember: What Can be Misunderstood, Will Be.

Consider these embarrassing examples, crafted by experienced volunteer managers who knew exactly what they really meant to say

• Atlanta Community Food Bank - Volunteers needed to sort donated food and make sure food is edible. 892-9822.

• The Travelers Aid Society needs volunteers for its service desk at Union Station. Hours are from 9:30-1:30 and 1:30-5:30, seven days a week. For more info, call 347-0101.

If the image of a volunteer job conjured up by the first message is "food taster," then that of the second is definitely "slave."

The sad news is that an amused reader is unlikely to call up and insist that you probably don't really mean what you wrote, but is more likely to conclude volunteering for an agency that stupid probably isn't what they want to do with their time.

4. Test the Message

The Message should be tested on members of the target group at whom it is aimed, to make sure it is understandable to them and communicates in a way most likely to be appealing to their interests. The most common - and fatal - mistake in writing recruitment appeals is to end up with something that appeals mightily to the person who wrote it but says nothing to its intended audience.

Consider this interesting example of a message that you personally might find a bit disconcerting:

Seattle Mental Health Institute, a progressive community mental health center on Capitol Hill, with a $4 million budget, is seeking to fill three (3) positions on its Board of Directors. Individuals with varying backgrounds in business who are interested in a volunteer leadership position in the community are encouraged to apply. For applications, write Shobha Hathiramani, Admin. Secretary, Seattle Mental Health Institute, 1600 E. Olive St, Seattle, WA 98122.
But when you realize that its target audience was young business executives it begins to make a bit more sense - almost like an artfully crafted Shakespearean sonnet. It "speaks the right language."

5. Make the Message Inviting

The whole point of a recruitment message is to make the potential volunteer contact the agency for a further discussion. This means that the message should be aimed at getting the prospective volunteer to visualize themselves successfully becoming a volunteer.

Consider this example:

**Kauai Hospice**

**Becoming a Hospice Volunteer**

Want to have more meaning in your life? Do you want to do something that is satisfying and of great service to your community? Then become a Kauai Hospice volunteer!

Volunteers are needed from the westside to service families of the terminally ill who live between Koloa and Kekeha. Becoming a hospice volunteer is similar to helping a neighbor in need.

The only qualification required is your desire to help someone in need. You don't need any medical skills; you don't even need a college degree; you don't even need to know what to say. All you need to do is sign up for our hospice volunteer training session beginning on February 17 at Kauai Veterans Memorial Hospital for an all-day session which then continues for 4 evening sessions in the following two weeks.

Another training session will be offered shortly after the westside training session for people on the eastside from Lihue to Hanalei. For more information, call Kathleen Boyle, Kauai Hospice director at 245-7277.

And contrast it with this bureaucratic nightmare:

**ASAP - Asylum Seeker Assistance Project**

**Customer Service Officers**

- Training provided
- Build new friendships
- Learn new skills

Tasks/Qualifications/skills required:

1. Display good public relation skills
2. Basic maths skills (to give change, calculate total costs, count up money, basic record keeping)
3. Social conscience for people seeking asylum
4. Stock sorting and rotation
5. Pricing
6. Good housekeeping
7. General cleaning (e.g. sweeping, window cleaning, dusting)
8. Work well in a team
9. Must be reliable and punctual

Training/supervision provided:

1. An initial probationary period will be required in which initial on the job training will take place.
2. On going training will be provided on the job or through workshops as required.
3. Volunteers will be invited to attend seminars provided by ASAP or their sister agencies on relevant asylum seeker issues.
4. A team meeting will be organised on a regular basis for all volunteers to get to know each other better, catch up on what's been happening, work through any problems which may arise and review current shop policies as needed.

Requirements:

- Police Check
- Minimum time commitment of one day a week (i.e. 4 - 8 hrs on any one day)
- Attend training sessions as required
- All volunteers must meet the requirements of ASAP as outlined in the "Becoming A Volunteer" booklet, which will be provided on request.

One small but significant way to make a message more inviting is to give the name of a person, preferably including their first name, not just the name of the agency which is to contacted. Volunteering is a personal decision and people like to talk with other people about it.

Follow these tips and you'll be more likely to end up with a recruitment appeals that attracts precisely the kind of volunteers that you're looking for!

3/26/04

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Excerpted from Grapevine, July/Aug. 2003

Found in the Energize website library at: http://www.energizeinc.com/art.html
Volunteer Position Description Worksheet

Position Title:

Project Description:

Volunteer Responsibilities:

Outcomes and Goals: (How will you and the volunteer know that the job is being done well or that the project is successful?)

Training and Support Plan: (How will the volunteer be prepared for the job and oriented to the organization?)

Who does the volunteer report to and how can they be contacted?

Who will evaluate the work of the volunteer?
Is Volunteering Worth It?
The Economics of Generosity

4/5/2012

By Greg Baldwin, President, VolunteerMatch

Yesterday, Independent Sector released its 2011 estimate for the value of an hour of volunteering -- $21.79. It is a number used widely in the field to estimate the scope and impact of volunteering in our communities, but not everyone agrees we should be reducing the hope, inspiration and goodwill of volunteering into dollar and cents.

It is not hard to appreciate the perspective. Why should we be assigning a financial value to something people are doing explicitly without regard to financial gain or loss? Is it really a good thing to try and monetize one of the few areas of our lives that clearly rises above, and stands apart, from our everyday economics?

Volunteering is not about money. And for many hanging a financial label on it seems inappropriate and distasteful. Is $21.79 an hour really a fair way to measure the value of teaching a child to read or saving a life? Is it fair to put the same value on the enormous diversity of volunteer opportunities?

Despite the honest reluctance and limitations to assigning a value to an act of generosity, it is important that we continue to invest in the tools that help us understand the significance and scale of volunteering. Like the nonprofit sector in general, volunteering is an often overlooked and underappreciated force in our economy.

For perspective, according to the Urban Institute the nonprofit sector is almost a two trillion dollar segment of the U.S. economy and is employing one in ten Americans.

Similarly, few people recognize the enormous scale of volunteering in the U.S. In 2010, 62.8 million people volunteered and using Independent Sector's hourly estimate it was valued at $173 billion. That is a lot of value. If it were a company it would be bigger than Ford, AT&T or Apple.

But we aren't accustomed to thinking that way about it. Volunteering has our affection; it doesn't always have our respect.

As President of the web's largest volunteer engagement network, I see both promise and prejudice. On the one hand I see tens of thousands of people using the web everyday to find a great opportunity to volunteer, and on the other I see volunteering's narrow slice of the public consciousness positioned uncomfortably somewhere between a sentimental human interest story and a patronizing cure all.
Nearly everyone is quick to support volunteering, but deep down you will find a troubling fear that nice guys do finish last and that volunteering may be an unnatural act of selflessness, rather than a natural act of helpfulness.

We can do better than that and numbers add clarity and weight to the conversation. $173 billion is just big enough to entice us to take a closer look at a part of the world we've been missing.

Knowledge brings understanding and respect and that is why Independent Sector's annual estimate is so important. It supports the effort to put the vitality of volunteering into a context we can relate to, understand and protect. It provides a common denominator to compare activities across organizations and is a reminder that sometimes it is possible to get more than what you pay for.

Facts and figures can challenge us to rethink our assumptions and our expectations.

It is not whether the number is right or wrong, or too big or too small. It is about visibility. It is about bringing into focus a thousand acts of kindness to recalibrate our understanding of our economy and ourselves.

Volunteering is at the heart of every healthy community and good information about its value is the smartest strategy to keep it that way.
Save the Date
Sample E-mail for Volunteers

Save the Date!
Saturday, May 15
is our volunteer day!

Dear Volunteer:

Thank you so much for signing up to volunteer with us. Get out your calendars and save the date for Saturday, May 15 as our official park clean-up day. We’ll send you more information about where and when we’ll be meeting and what you’ll need to bring, but in the meantime, make sure you have May 15 set aside for a great day of fun, teamwork and helping our community.

Sincerely,

Volunteer Coordinator
Confirmation

Sample E-mail for Volunteers

Don’t forget!

Saturday, May 15 is our Volunteer Day!

Dear Volunteer:

Thanks again for being part of the volunteer team! We’re looking forward to Saturday May 15 when we team up to do a whole park clean-up.

We’ll meet at 8:00 a.m. in the administrative office for a check-in and some coffee and donuts. Then we’ll head out to different areas in the park to spend the day working to clean up trash. We will supply gloves, safety vests and trash bags. Please be sure to wear long pants and sturdy boots or shoes you don’t mind getting a bit dirty. We’ll also be outside, so make sure you wear a hat and put on your sunblock! Lunch will be provided by our volunteer team, and we’ll re-group at the end of the day at 3:00 p.m. back at the administrative office.

We’re looking forward to a fun day of getting into the great outdoors making new friends and helping our community at the same time. If you have any questions, please don’t hesitate to call me or send me an email.

Sincerely,

Volunteer Coordinator
Dear volunteer team:

Thank you so much for volunteering for our park clean-up day. We’ve already received some wonderful feedback from your experiences, but we want to be sure we hear from you.

Please take a moment to respond to this email and let us know what you thought of your volunteer experience and to share a story or two. Thank you once again for donating your time and talent to this program, and we hope you’ll join us again next time.

Sincerely,

Volunteer Coordinator