



JACKSON COUNTY
SHARED VOLUNTEER RESOURCES
FEASIBILITY AND COST BENEFIT ANALYSIS

JUNE 2010

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EXECUTIVE SUMMARY

Major Findings from the Shared Volunteer Services Study

Volunteers are essential to the successful delivery of social services in Jackson County through the non-profit community of organizations and agencies, as well as established educational institutions. The Commission on Children and Families and sponsors for this work asked the consultants to help identify what problems would be solved or issues addressed by sharing volunteer services, and whether a volunteer center would be appropriate. This report highlights areas of opportunities.

Quantity of volunteers. The pool of volunteers in Jackson County is numerically high and needs to grow and develop from where it exists today. Jackson County agencies are ready to take on more. Survey responders identified a need to recruit over 4000 volunteers in the next year, with a current active volunteer count of just over 10,000. This only represents the organizations that responded to the survey. We safely estimate that the total number of current volunteers and the number needed in the next year is substantially higher than reported.

Challenges to recruitment. The current state of volunteer recruitment in Jackson County lacks coordination. Just to name a few, and there are others, one can find volunteer opportunities in Jackson County listed in a variety of venues and sites including an individual non-profit's web site, Craig's list, Volunteer Match, the United Way, RSVP, JC non-profits.org, Volunteer Jackson County, fliers, newspapers, local radio, and television. Another challenge is finding ways and means to increase the diversity of volunteers with respect to age, gender, and ethnicity. Volunteer managers and volunteers are requesting one central place to find opportunities.

Investing in Training and Development. Orientation and assignment specific volunteer training make up the majority of offerings for volunteers. The real need exists to build leadership and operational skills for volunteer coordinators, managers, and executive directors. Being geographically separate from training opportunities in larger metropolitan areas, volunteer managers are thirsty for best practices, research papers, and ongoing training to help them be more effective. RCC/SOU, RV Development, Tacs, the annual 2 day non-profit conference, among others are the primary places to find non-profit training in Jackson County. More training offerings, training coordination, and opportunities for peer collaboration would strengthen and revitalize Jackson County's non-profit sector.

Costs. Annual costs for organizations recruiting volunteers range from \$0 to \$20,000 and the annual costs for recognition range from \$0. to \$24,000. This averages out to cents on the dollar per volunteer. Background check processing costs organizations from \$0. to as high as \$100.00. The higher cost to the organizations is time spent processing and qualified volunteers lost due to the extensive time it takes to get results. Savings gleaned from sharing volunteer services would pencil out in productivity for existing staff and volunteer managers. Opportunities exist for cost savings with bulk purchasing of insurance and other service contracts if smaller non-profits chose to create a collaborative or align with larger groups to enhance purchasing power. Real costs savings for non-profit agencies come from adjusting fixed costs.

Funding. There is a recent history of Oregon foundations funding both virtual volunteer centers as well as physical drop in centers. There are fears amongst the Jackson County non-profit community that establishing a new organization would diminish funding for their respective work. That has not been the case in other Oregon volunteer centers. The non-profit organizations and agencies have partnered well and supported the growth and development of the centers that received a site visit.

Community building. The Jackson County business community has structured powerful networking and collaboration opportunities through the Greater Medford Chamber of Commerce (largest in the state), and several Rotary Clubs, Soroptomist Clubs, and other affiliations.

Jackson County has a proud history as an innovator in the creation of Integration Sites, coordinating services for children and families. The non-profit sector in Jackson County is fragmented in its approach to serving community needs as well as its own members. Creating a centralized approach to volunteer management and leadership would benefit and strengthen the non-profit community.

Sponsorship. Successful volunteer centers all began with feedback and requests from non-profit volunteer leaders and grew rapidly and successfully under dynamic leadership. Nothing should happen in Jackson County without a local champion and sponsorship.

INTRODUCTION

From a historical perspective, efforts to consolidate volunteer services in Jackson County date back to the early 1980s, when a Voluntary Action Center was established by the United Way. According to Sharon Shreiber, past director of the Volunteer Action Center, the Center closed around 1986 because of wrangling amongst the non-profits about how funds should be allocated. When the center closed, the Pacific Non-Profit Network picked up the board training activities.

In the mid 1980's, Rogue Valley Manor Community Services took over the Foster Grandparent Program and the Retired and Senior Volunteer Program (RSVP) from Jackson County. Shrieber went to work for RSVP in 1986 and tried to get the Rogue Valley Manor Board to broaden its scope to include recruiting and matching all volunteers and not just seniors. Lack of funding thwarted that effort.

In 1990, the State recruited a Volunteer Coordinator to set up a Volunteer Bureau in each county to screen and place volunteers with five state agencies. Kathy Garrett Canapy was hired by the State to recruit, screen, and place volunteers for Big Brothers Big Sisters for children who were clients of Children's Services. Over the succeeding 10 years, the program recruited volunteers for Lunch Buddies, Kids Spree, Integration Sites, Rogue Community College, Life Span Respite. The State closed the program in 2002.

Current Interest Rekindled:

In 2005 Scotti Weintraub from Oregon Volunteers and Becky Blumer from Hands-On Greater Portland met with representatives from Jackson County organizations to discuss the establishment of a Volunteer Center in Jackson County. The meeting ended without a plan to meet again.

Under the leadership of the Commission on Children and Families, a discussion was held in July 2008 to see if attendees were interested in creating a Volunteer Center. Discussion centered on who would be served, how the center would be organized, and how it would be funded. This meeting ended with next steps, which included conducting a community assessment.

In early 2009 several meetings were held to look at recruiting volunteers for the Commission on Children and Families' "high school graduation initiative". It was suggested at these meetings, that the Center should be called a Mentoring Center or "Be A Friend Center", because the scope of the Center's work would be limited to working in schools.

Meetings were held in February and March 2009, facilitated by the Commission on Children and Families. This led to writing a grant to the Meyer Memorial Trust to fund this feasibility study.

METHODOLOGY

The Shared Volunteer Services cost benefit analysis and feasibility study was conducted at the request of the Jackson County Commission on Children and Families, in partnership with the United Way of Jackson County, Rogue Valley Manor Community Services, and a representative from the Oregon State Commission on Volunteerism.

Jackson County currently lists 824 active 501-C3 organizations. The consultants resurveyed 100 non-profit organizations and agencies affiliated with the commission with new questions designed to gather costs and demographics specific to volunteerism. The survey team began with enthusiasm and expectations for a high response rate. From February through April after multiple emails, phone calls and personal visits, in process concluded with a 35% response. Sample data and feedback were captured and analyzed. A random drawing for gift certificates was offered to those who participated in the survey.

Site visits were conducted at four Oregon volunteer centers, Linn Benton Vision in Corvallis, Hands on Mid-Willamette Valley in Salem, Hands-on Greater Portland, and

Central Oregon Volunteer Connect in Bend. All are incorporated 501-C3 organizations with different approaches, leadership, and results.

Individual interviews were conducted with community leaders including Funders, past and present non-profit CEOs, and Higher Education leaders. Reimbursement of \$25.00 per hour was offered to their organization for participating in the interview.

A focus group was held with volunteer coordinators and managers where everyone who had responded arrived and actively participated. The discussion proved insightful and important to the conclusions drawn for this report. Participating attendees were offered reimbursement of \$25.00 per hour for their respective organizations.

Surveys were conducted with people exiting from a two hour Volunteer Fair sponsored by the United Way of Jackson County, where 61 local non-profits hosted booths seeking volunteers. It was a great opportunity to network for the non-profit representatives in attendance.

SURVEY

Background Checks

Key Learning: Background checks are essential for the safety and security of an agency's clients and required by an organization's funders and insurance companies. The challenge for some organizations is the staff time it takes to process volunteer background checks and the length of time to get results. For a few, cost is an issue.

80% of the survey respondents indicated that they conduct background checks on prospective, current and returning volunteers. Different levels of background checks are used depending on the nature of the volunteer assignment and who is funding the work.

Many organizations and volunteer managers indicated that the background check process was not a problem or an encumbrance. For others it is a more serious administrative challenge. Two areas of concern are finger prints and multiple requests.

Several groups who use the state police finger prints found that the process worked pretty well and could take upwards of three weeks to get results. At times a second set of prints may be needed especially for older volunteers as lines become less prominent. For those groups who do their own finger prints they are not as reliable and at times, multiple attempts are made to get the prints accurate and readable.

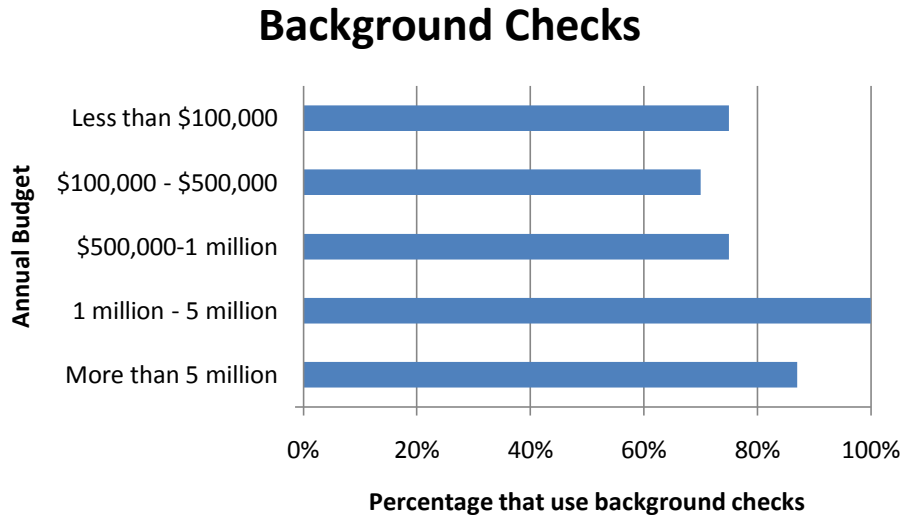
We heard that the Department of Human Services background check process is backlogged and can take upwards of three months to process a request. By the time the results are back, agencies reported that often lost the volunteer.

A larger issue is the need for volunteers to submit to more than one background check in any given year in order to volunteer in two or more agencies.

Representative Peter Buckley was alerted to the situation. He indicated that a law was passed in the last house session that authorized sharing of sensitive information between two state agencies and this might apply to background checks. He is looking into the matter to find a resolution.

With challenges to balance the state budget, rumors abound that state agencies may begin to charge agencies a fee to process a background check. That could be a significant burden for several organizations delivering services in Jackson County.

Figure 1. Percentage of organizations that use background checks by size of organization.



Volunteer Recruitment

Key Learning: There is a genuine need to expand the pool of available volunteers for non-profit agencies and organizations in Jackson County. More needs to be done to expand diversity and target bicultural Latino volunteers and male volunteers.

Survey respondents indicated that they need to recruit a total of 4,000 volunteers annually.

45% of the survey respondents indicated that they utilize external resources in their recruiting efforts. The external resources included public service announcements, newspaper articles, announcement in church bulletins and other "free" resources. One respondent used Craig's list to recruit volunteers.

Only one respondent reported using another organization such as the Retired and Senior Volunteer Program. The Medford School District reported using Cbec, but to the best of our knowledge that organization no longer exists in the Rogue Valley.

Three respondents indicated that they use Volunteer Match, which is an on-line service head quartered in San Francisco, which connects non-profits, volunteers and business leaders. According to its website Volunteer Match is the preferred internet recruiting tool for more than 72,000 non-profit organizations.

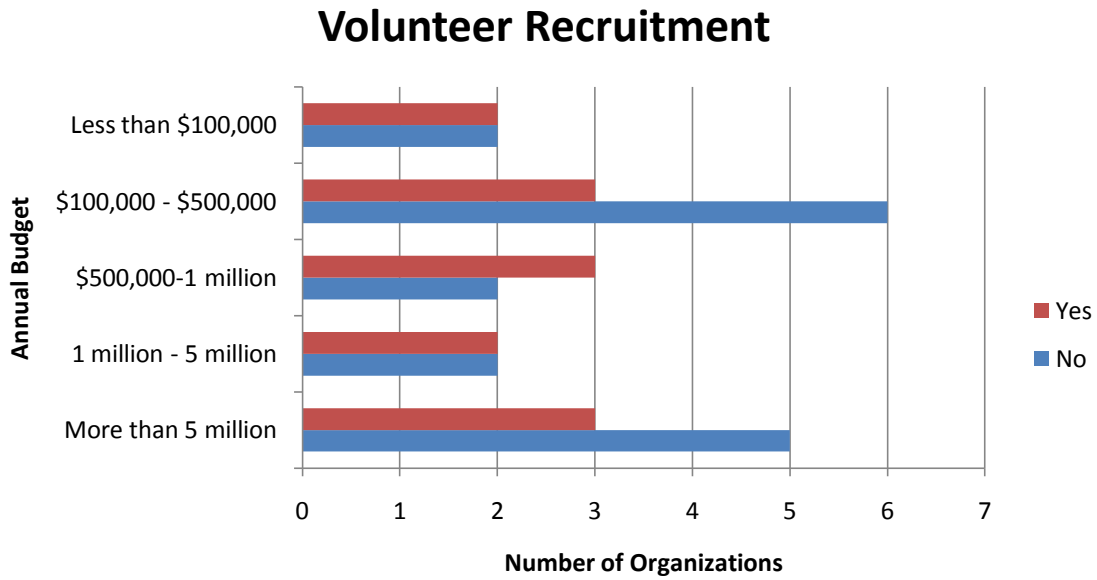
One respondent expressed concern that her organization might lose volunteers if it participated in sharing recruitment services.

Volunteers surveyed at the Volunteer Fair suggested that organizations could better utilize the internet to publicize volunteer opportunities. They suggested an on-line guide of all non-profit organizations, a website to link volunteers to opportunities and the use of social networking sites such as Facebook and Twitter. .

During interviews with community leaders, we were told that currently recruitment efforts in the Rogue Valley target traditional volunteers, retired residents, seeking long term volunteer commitments to an organization or cause, and that organizations are not prepared to reach younger generations of potential volunteers. More needs to be done to recruit young and middle age, working adults, and students, who may be available for short term assignments or single volunteer events.

We asked survey participants to estimate the cost of recruitment activities. The range was from \$0.00 - \$20,000. The mean was \$1,900.

Figure 2. Number of organizations that use external resources to recruit volunteers by size of organization.



Volunteer Management and Training

Key Learning: Volunteer Managers and Coordinators are seeking more in depth training and development to enhance their skills, and more opportunities for networking and sharing best practices.

76% of the survey respondents indicated that they utilize paid staff to manage volunteers, but only two had dedicated fulltime Volunteer Coordinators. Some organizations indicated that paid staff spent only 5% of their time managing volunteers and the per cent of time spent managing volunteers varied from 5% to 80%.

41% of the respondents indicated that they provide volunteer management training for the staff responsible for volunteer coordination. 65% indicated that there was a need for more volunteer management training.

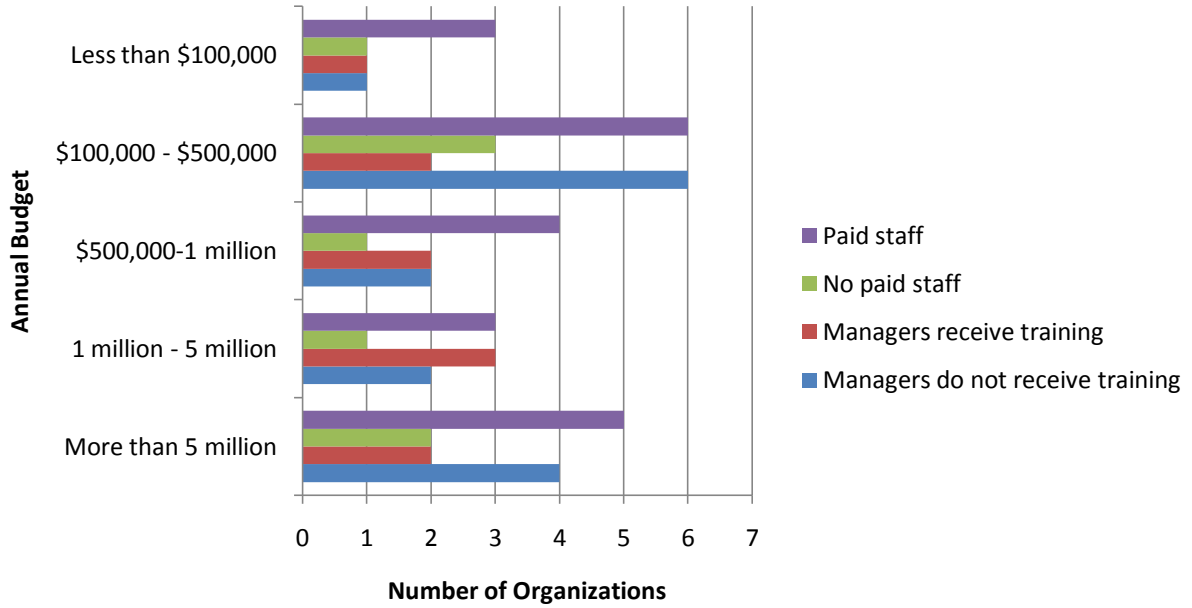
We learned from Volunteer Coordinators who participated in a focus group that they want more opportunities for ongoing trainings that would provide in depth skill development. They also indicated that they would appreciate more opportunities for networking and peer support. They would like to have a group modeled after the Rogue Valley Development Professionals, which

provides both training and networking opportunities on a monthly basis at a low cost.

In researching volunteer management training resources, we identified that two local members of the Oregon Commission for Voluntary Action and Service have been trained to deliver a series of trainings for Volunteer Managers. Southern Oregon University offers a 40 credit Non-Profit Management Certification Program for potential Executive Directors. This series of on-line courses includes a course on volunteer management among other topics and a 180 hour internship. There are some scholarships available. Rogue Community College offers a 3 hour training entitled Volunteer 1.01 for \$59.00. This summer's class is in Grants Pass. Training opportunities offered by Oregon Funders and local consultants are also available.

Figure 3. Number of organizations that have paid staff to manage their volunteers and whether their volunteer managers receive volunteer management training.

Volunteer Management and Training



Volunteer Training and Recognition

Key Learning: Orientation for new volunteers received high grades in their respective organizations. Ongoing training opportunities for volunteers would benefit from standardized curricula focused on best practices.

100% of the survey respondents indicated that they provide initial orientation for new volunteers and 73% indicated that they provide ongoing trainings.

We learned from participants in the focus group that there would be a benefit to offering collaborative interagency trainings on general topics such as customer service, confidentiality, mandatory reporting, impacts of alcohol and drug use on family dynamics, etc. Free classroom spaces are available at the RCC/SOU Higher Education Center for non-profit organizations in Medford. One participant suggested that the

Jackson County Libraries could also provide training classrooms. Interviews with community leaders suggested that training requirements vary by agency and that organizations still need to conduct their own trainings.

77% of the survey respondents indicated that they utilize volunteer recognition as a retention strategy. Most offered an annual event such as a dinner, luncheon, or picnic.

Survey responds indicated that the mean spent for orientation was \$1,800. The mean spent for ongoing training was \$1,200. The mean spent for recognition was \$1,700. The mean spent for retention was \$760.00.

Figure 4. Number of organizations that offer recognition and retention programs for their volunteers by size of organization.

Volunteer Recognition and Retention

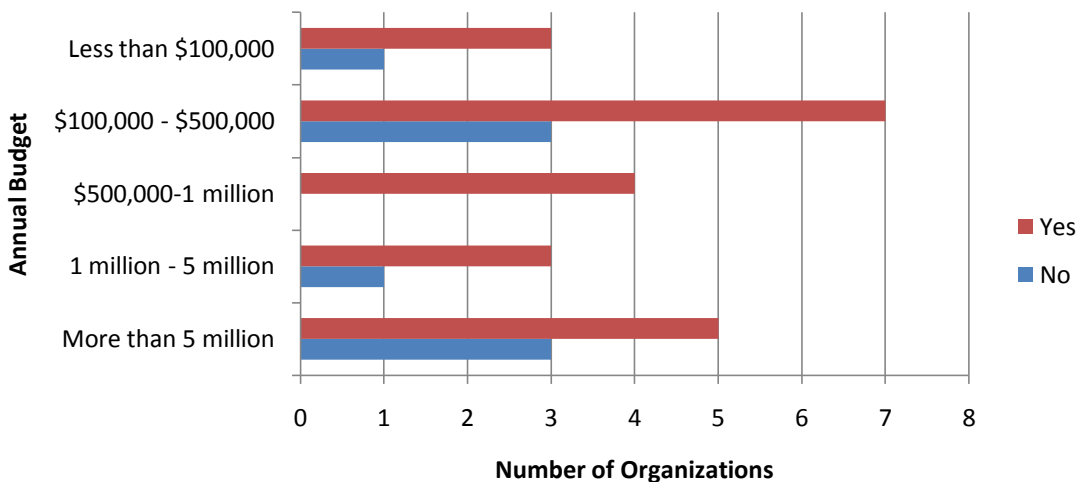
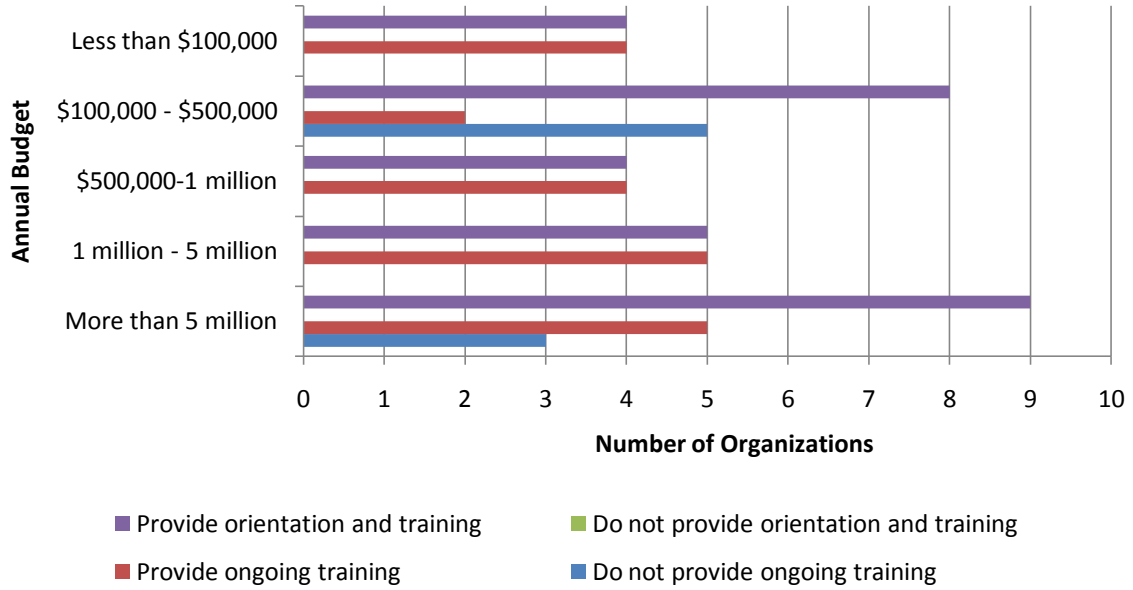


Figure 5. Number of organizations that provide orientation and training for new volunteers and the number that provides ongoing training to volunteers by size of organization.

Volunteer Orientation and Training



Data Base Management Systems

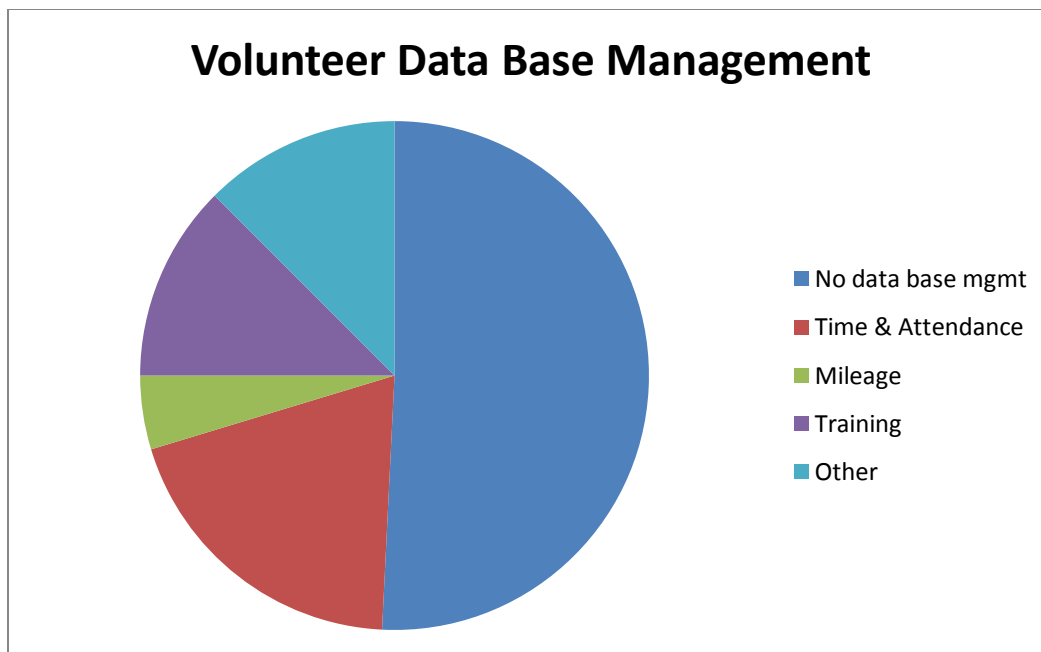
Key Learning: Tracking volunteers through a data base management system is an efficient way to measure organizational impact and output, as well as estimate future resource needs and allocations. Several non-profit organizations are interested in tracking volunteers but few track volunteers beyond a background check once they begin volunteering with their organization.

Time and attendance are the primary drivers for tracking volunteers for the 25% (largest group) who responded favorably to the survey in this category. Mileage, training and other tracking categories all followed with a less than 6 and 16% respectively.

Those who track volunteers in the other category, do so for rewards and recognition, to include volunteers along with donors in the same data base, and a few who have just received a data base management system, but have not yet implemented it.

Issues that hamper acquisition and implementation of a data base management system for Jackson County non-profits are resource driven; cost, training, and time. Although for the most part not in practice today, having access to the technology would improve the ability of the leadership of each agency/organization to make more informed decisions and expand the capacity to recruit, reward, and retain competent and loyal volunteers.

Figure 6. Tracking of volunteers using a database management system.



IT Technical Assistance

Key Learning: The majority of respondents have either in house or external support for technical support but many of those who have IT technical assistance don't know the cost.

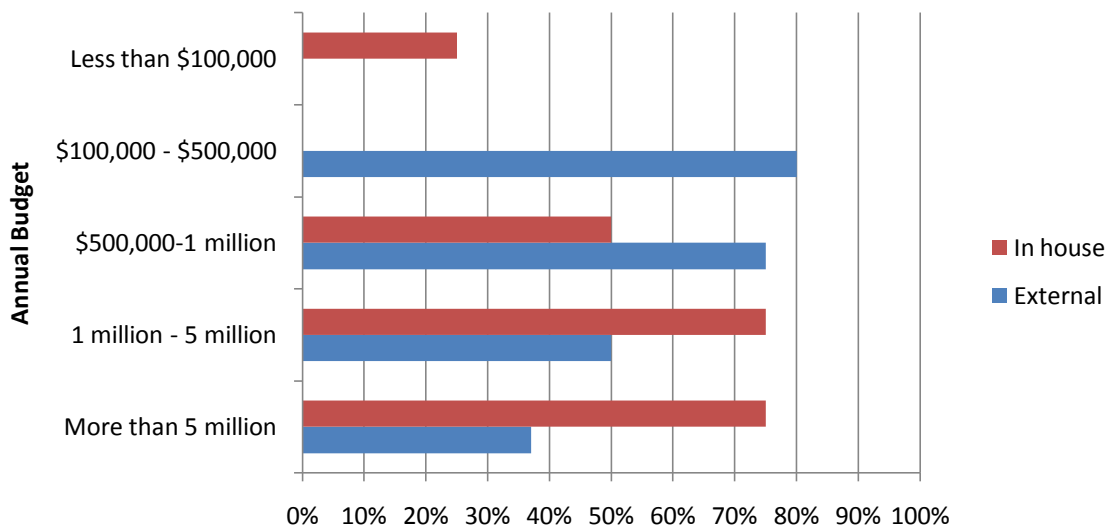
With the advent of social networking, it is critical that Jackson County non profits have a level of proficiency in all areas of technical communication and networking for outreach, providing services, and fundraising.

Larger organizations have more sophisticated support and can

calculate the cost to the organization, smaller non-profits are less likely to have access to IT technical assistance.

There appears to be a lack of knowledge and an opportunity to champion resources like Net Corps and other vendors that cater to non-profit organizations.

Figure 7. Percentage of organizations that use in house and external IT Support by size of organization.



Insurance

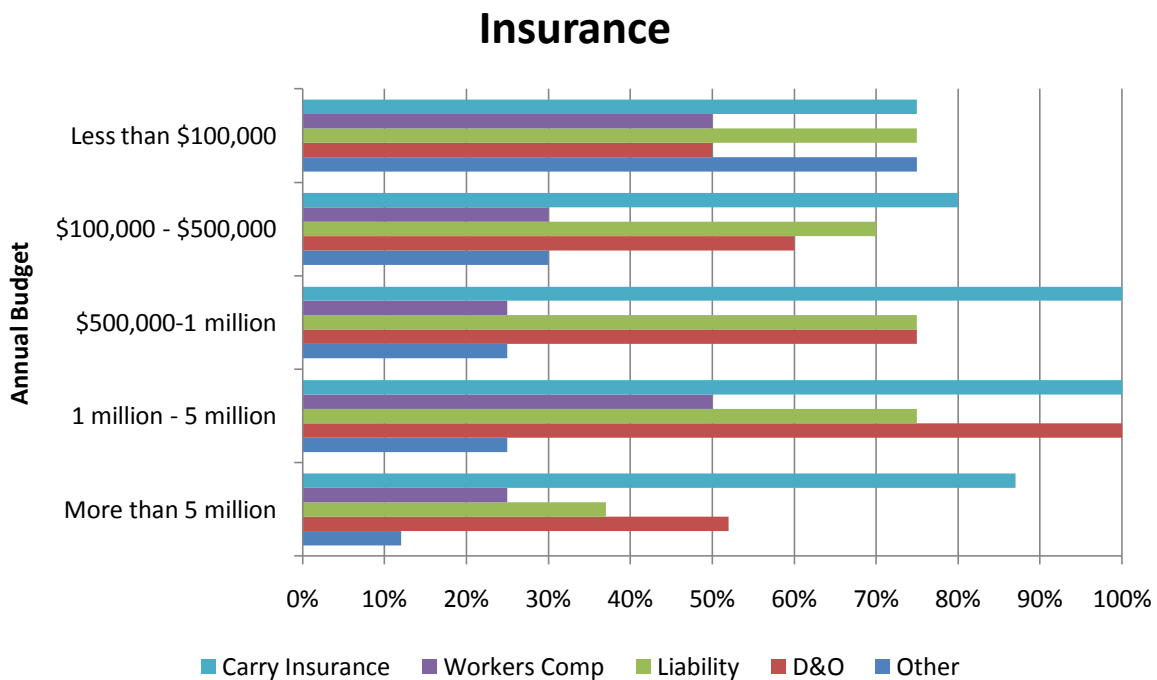
Key Learning: Opportunities exist for consolidation and cost savings within the non-profit sector in Jackson County for insurance coverage.

With 87% of respondents claiming some form of insurance from a variety of carriers and brokers, it is not clear why some organizations carry workers compensation and liability and others not. We know that some survey respondents did not have access to financial data and in conversation, some volunteer managers were not the decision makers. Costs identified were variable.

There is an opportunity to create large member pool through a non-profit collaborative, cost savings for insurance would most likely surface. Opportunities also exist to evaluate what is appropriate coverage, so that our Southern Oregon agencies are not over or under insured.

Insurance was not a hot button topic in surveys, conversations, or the focus group. Perhaps some consensus can be built around this possible cost saving?

Figure 8. Insurance coverage by size of organization.



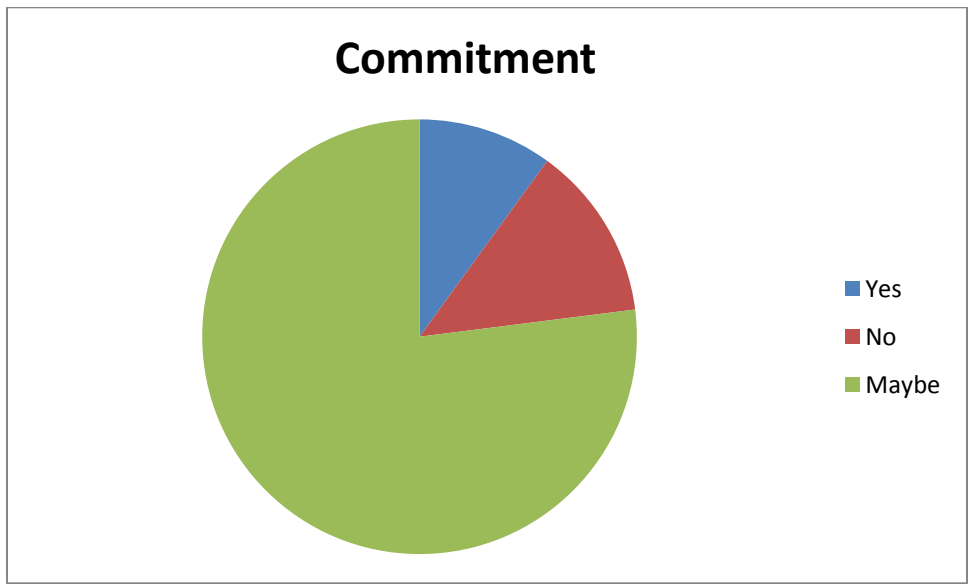
Commitment to Participate

Key Learning: Community leaders of non-profit organizations want a detailed plan defining what services would be shared and at what cost, before they are willing to commit to participate.

10% of the survey respondents indicated that they are willing to commit to participate in sharing services or in a Volunteer Center. 13% said they definitely are not interested. 77% said maybe. Their comments identified that they did not think they had enough information, but they are willing to keep the door open.

Interviews with community leaders emphasized the fragmentation of our County’s current service delivery system. Despite the County’s past reputation for being the model for integration in the public sector, this does not carry over to the non-profit sector.

Figure 9. Survey respondents commitment to participate in shared services.



VOLUNTEER MANAGER FOCUS GROUP

Key Learning: Nearly unanimous consent to have in Jackson County one web site that would list all non-profit ongoing and event based volunteer opportunities, capture and promote training opportunities, as well as the creation of a list serve where inquiries/conversations could happen to learn best practices within the community without having to attend another meeting.

Attendees at the Volunteer Manager Focus Group were all paid staff. Years of service as a volunteer manager for participants:

- 4 with 0-2 years of service
- 2 with 2-5 years of service
- 6 with 5-10 years of service
- 5 with 10+ years of service

Training

A half dozen offered that they had received training managing volunteers. Recent Tacs training in Portland was disappointing, advertised as level 2 but delivered level 1 information. One couldn't recall anything it had been so long ago. And others agreed that little is available on this topic in this geographic area. There was a high level of interest to acquire more skills around recruitment, recognition, and retention volunteers.

Request was made to create more than just a training place but a place where fundamental questions about running a non-profit, doing background checks, and managing people could be taken as sound advice. Asking 3 different people can glean 3 different answers. (non-profit center)

Training for volunteers is comprehensive and focused in many of the participant's organizations where children are the focus. The need for volunteers to understand the mission of the organization is especially

important along with their service assignment.

Shared volunteer training and knowing what else is out there to offer would be of great value to the volunteer managers.

The group also felt that there is a wealth of knowledge within the Jackson County non-profit community that would benefit other volunteer managers if it was shared in a learning environment.

Volunteer Recruitment

Specific volunteer recruitment needs in the room were shared, specifically

Research and share and help coordinate volunteer opportunities for high school children who are required to perform a minimum of 25 hours of community service

Find creative ways to attract more Latino/Latina residents for volunteers.

Find creative ways to recruit more male volunteers.

Find creative ways to recruit younger volunteers especially teen volunteers.

Find creative ways to recruit working people (non-retired) and families for volunteers.

Background Checks

Lot's of comments about the time invested to process background checks, some for a fee, many free of charge. Challenge is twofold; first that DHS background checks can take up to

three months to process and some volunteers are required to submit to multiple background checks to volunteer in more than one agency.

Closing Comments

Tell us one thing that would help you be more effective at your job and help you have more fun...Almost unanimous was the key learning statement. One volunteer place, one volunteer site to collect, share and collaborate.

OPTIONS

1. Keep the status quo, continue to manage the volunteer community into the future as it has been in the past.
2. Create a virtual volunteer center that includes a central location for listing all volunteer opportunities, training opportunities for volunteer managers, and a list-serve to access best practices and on-line discussions.
3. Establish a chapter of NOVAA or DOVIA, or create a new venue for monthly volunteer managers to meet, collaborate, and experience lunch time learning sessions.
4. Create a volunteer action center with a part or full time Executive Director and a part time Americorps/Vista staff that will actively engage the community in volunteering, training volunteer leaders, and coordinating community volunteer events.
5. Create a non-profit center that would oversee volunteer management activities, but would also focus on funders, board member recruitment and development, as well as executive leadership training and development.

RECOMMENDATIONS AND NEXT STEPS

Recommendations

Selecting Option 1 would cause Jackson County to fall further behind and stay in a state of volunteer fragmentation and frustration.

Jackson County would benefit from a vision of establishing either a volunteer action center or non-profit resource center, but a vision that would be built on incremental steps.

Begin with creating a virtual volunteer center in partnership with the non-profit community leaders, that meets the needs and desires of volunteer managers and utilizes available local resources. Central Oregon Volunteer Connect in Bend has an amazing web site built with United Way software that is worth looking at.

Create a platform both virtual and in person where volunteer managers could meet on a regular basis for networking, training, sharing best practices would be a significant added benefit.

As funding and needs continue to rise, build in the direction of either a non-profit resource center or a volunteer action center that more fully and effectively engages volunteers, the business community, schools, funders, and donors. The former Pacific Non-profit Network, of which the annual

conference is a remaining legacy, is a blueprint for a resource center. And the Central Oregon Volunteer Center has a model that most closely matches the urban/rural culture of Jackson County.

Funding sources for Oregon volunteer centers include strong business support as donors or fee for service, foundation grants and nominal membership fees. All center sites visited are currently receiving United Way financial support.

Next Steps

Expand the conversation to include feedback from Southern Oregon Funders that meet on a bi-monthly basis.

Consider reconfiguring the strategic planning group for shared volunteer services with the Commission on Children and Families to include members from the business, funding, regional education, and/or higher education communities.

Investigate the Hands-On network and levels of membership for potential affiliation.

Find an enthusiastic community champion and sponsor for what ever decision is made, to build a foundation for success and to minimize the potential for failure.

APPENDIX

INTERVIEWEES:

During the process of gathering data for this feasibility study, the consultants interviewed the following Community Leaders.

Kathy Bryon – Gordon Elwood Foundation
Don Bruland – Rogue Valley Council on Governments
Peter Buckley – State Representative
Kathy Garrett Canape - Kids Spree
Karen Clarke – Southern Oregon University
Ellen Craine – The Rose Mentoring Circle
Dee Anne Everson – United Way of Jackson County
Dave Gilmore – County Commissioner
Marj Jameson – The American Red Cross
Dan Murphy – Community Works
Becky Snyder – Rogue Valley Manor Community Services
Bill Thorndyke – Medford Fabrication
Polly Williams – Carpenter Foundation
Tom Cole – Kids Unlimited
Mary Curtis Gramley – Family Nurturing Center
Kathleen Joy – Oregon Commission for Voluntary Action and Service
Evelyn Kinsella – RVCOG Food & Friends
Cameron McCandless – Mediation Works
Beth Unuerzagt – Oregon ASK/CCRN

Focus Group Attendees

Community Works – Anne D’Amato and Amanda Bans
Jackson County library Services – Carrie Prechtel
Living Opportunities – Jim Gochenour
Lifespan Repite – Pam Swisher
Magdalene Home – Tricia Pendergast
Maslow Project – Mary Knepp
Retired and Senior Volunteer Program – Dannette Jones
Rogue Valley Youth for Christ – Chem O’Hara
Rogue valley family YMCA – Debbie Rose
Rose Circle Mentoring Center – Ellen Craine
SMART – Julie Brimble
Southern Oregon ESD Migrant Education – Megan Heuberger
St Mary’s – Michael Wing
United Way – Diane Mathews
WinterSpring Center Transforming grief and Loss – Lucinda Weatherby

SITE VISITS:

Central Oregon Volunteer Connect

Central Oregon not-for-profit agencies had talked about creating a volunteer center for many years. For several years groups did organize an annual Volunteer Fair. The current attempt began in the spring of 2009, when Jim Schell with Partnership to End Poverty implemented a national United Way program entitled, "211". This program set up a telephone help line for not-for-profit agencies. As he worked with the agencies he became passionate about establishing a volunteer center and invited 5 other agency directors to form a steering committee for the project. The agencies included: Neighborhood Impact, United Way, Volunteer Insights and the Commission on Children and Families. The committee conducted personal interviews to assess the need. 90% of the agencies surveyed said there was a need. 45% indicated that they would be willing to pay to support a center. By summer of 2009 the steering team grew to 15 members, which included a county commissioner, a city council member and several business partners. The steering committee asked Volunteer Insights, which had an existing 501 (c) 3 and had been in business for six years, if they would host the project. The Volunteer Insights Board agreed. To fund the project the group received: \$15,000 from Partnership to End Poverty, \$15,000 from a Collins Family Foundation grant, \$2,500 from Oregon Volunteers, \$2,500 from the Deschutes County Commissioners, \$1,000 from BendBroadBand and \$725 in private donations. The Volunteer Insights board expanded. An Americorp Volunteer was hired in September 2009, as the Project Coordinator, and a 0.5 FTE, Project Director was added in November 2009. The Executive Director, Betsy Warriner is a volunteer who previously directed Volunteer Insights. The website went live on January 4, 2010 and the project was launched on Martin Luther King Day, January 18, 2010, with a "Day of Service" involving 300 volunteers helping 28 organizations in 6 communities scattered over 3 counties in Central Oregon.

The project called Volunteer Connect consists of four programs. The first is a program to recruit and match volunteers who want an "Ongoing" volunteer experience, modeled after the former Portland Volunteer Center. The second is a program for volunteers who want a "One Time Project", modeled after Hands on Portland. The third is for "Corporate" volunteers, modeled after United Way. The fourth is called "Service Learning", which links student volunteers to projects that are connected to their school curriculum, modeled after the former Volunteer Insights. The project uses an interactive software program called "Volunteer Solutions" to recruit and match interested volunteers. The software was originally developed for United Way at the national level. The company that developed the software is now a private, for-profit, third party vendor. (This was the only software available at that time). Volunteer Connect pays \$3,000 per year and shares the software with United Way in Deschutes County. The software is complex to learn, but supplies detailed reports to track telephone and e-mail hits.

The mission of Volunteer Connect is to link volunteers with opportunities to serve in Central Oregon. It envisions a region and a world sustained and nourished by educated, compassionate leaders. Volunteer Connect is made possible by a collaboration with the Partnership to End Poverty, and local schools, colleges, non-profit, and community partners who are all a part of their Central Oregon Network.

Volunteer Connect is housed in a 200sq ft office suite at 115 NW Oregon Ave, Suite 26 in Bend OR 97701. It serves Crook, Deschutes and Jefferson Counties. Currently they have 75 not-for-profit and public agencies profiled on the website and have matched 200 volunteers. Their goal is 100 organizations and 300 volunteers by May 1, 2010. On July 1, 2010 they will begin charging partner organizations \$50.00 a year to help offset the costs of the website, but there is no membership fee, because their 501 (c) 3 bylaws define a non-membership corporation. BendBroadBand is donating 300, 30-second spots/month directing viewers to the website. In addition to recruiting and matching volunteers, Volunteer Connect offers volunteer management workshops, and seeks to make the volunteer experience more meaningful to the volunteer through a series of "reflections." There is a nominal fee for the workshops. The Board will begin a Strategic Planning process on April 8, 2010.

Volunteer Connect offers no other shared services. At one point they considered offering to coordinate background checks, but the Board voted against doing this because of the legal exposure.

The staff considers the volunteers as clients, and the organizations as partners. Although they do not have a dollar figure, they believe the 75 partner agencies are saving money in advertising to recruit volunteers. They know that one local environmental agency saved a 1.0 FTE staff person.

The staff plans to solicit feedback through satisfaction surveys for both the volunteers and the partner organizations.

During this process, the steering group learned to leverage resources and collaborate with other organizations. They learned that you need leaders with passion to move a project ahead, and that groups should not be intimidated by passionate leaders. They learned that a new project needs a good bookkeeper. Volunteer Connect has a contract with a bookkeeping firm. They learned that there was a perception in the community that there was not a need for volunteers because volunteers were all going to a small number of large organizations but there were not enough volunteers for specific projects.

If Volunteer Connect did not exist, the staff believes that residents interested in volunteering would be "putzing around" trying to find a volunteer opportunity that met their personal interest and availability. There would be no "Day of Service" opportunity every Martin Luther King Day and that the community building would suffer without such an opportunity.

Hands-On Greater Portland

Hands-on Greater Portland is a 501 (c) 3 volunteer organization (with a board that meets four times a year), in operation since 1996. The hands on model that they implemented was primarily event focused. In 2003 they merged with Volunteer Works, a volunteer center run by the county and focused more on matching longer term/ongoing volunteer opportunities with appropriate volunteers. With the merger they became a blended volunteer action center. The space that they occupy is rented to them well below market rates, by a board member who runs the company that is housed along side them.

Today Hands-on Greater Portland has 9 paid staff, 3 Vista volunteers and 1 volunteer staff member, retired from the federal reserve who has stepped into the role of Accounting and Finance. They have trained 90 volunteer leaders who are available to oversee the volunteer events. Each month the organization is responsible for scheduling and managing on average 120 events. A cornerstone of a hands on event is the reflection time at the completion of the assignment, allowing the volunteers to voice and process their thoughts and feelings. It is the leader's role to ensure that the volunteers have a high quality experience.

Their business model includes a \$40.00 fee for service for each volunteer a corporation wants to offer the community organization in need. They also receive funding from foundations, fund raising events and donations.

They estimate that their volunteer activities are geared 80% to episodic events and 20% to ongoing needs for partner non-profit organizations. They offer a searchable data base, annual recognition events for their volunteers, training and technical assistance.

They are highly enthusiastic about the Hands-on model and the benefits of aligning with a national organization.

LB Vision

LB Vision is a Hands-on Network volunteer center servicing primarily Linn and Benton Counties. Within the counties, the two major population centers are Corvallis with a population of approximately 50,000, that includes about 20,000 students and Albany with a population of 46,000 and that number includes 25,000 students. Those statistics were provided by the Executive Director.

LB Vision was conceived in the fall of 2000 by a group of volunteer managers who had begun meeting on a regular basis. They identified a need to clarify and describe the volunteer positions that each agency was currently recruiting. The concept evolved from a binder filled with position descriptions to an on-line site to access that information. The facilitator of the group was RSVP Director Beth Fox who heads the volunteer center today.

Originally, the LB Vision had Linn Benton Community College as its sponsor who provided office and meeting space. When space became tight, that sponsorship transitioned to Community Services Consortium who provides no financial, facilities or administrative support.

Today, LB Vision has approximately 135 organizations using the volunteer web site to recruit volunteers to their respective organizations. The number was actually higher in the past, but two years ago, they began charging most web site users an annual \$25.00 web maintenance fee. Some of the organizations/agencies chose not to continue to use the site. There is no charge for organizations that are comprised of 100% volunteers.

There is a training component to LB Vision, Beth was trained in the Betty Stallings volunteer management process.

The head of the volunteer center, Beth Fox, allocates about two hours per week to support the volunteer center. In addition, they have three staff supporting the LB Vision:

1 paid volunteer coordinator ~ 16 hours/week
1 paid program coordinator ~ 3 hours/week
1 unpaid IT support 1- 2 hours/week

Mid-Willamette Valley Volunteer Center

Mid Willamette Volunteer Center in Salem, covers Marion, Polk and Yamhill counties and has been in operation for two and one half years. A group of 50 volunteer managers, members of mid-valley volunteer association (NOVAA), came to the conclusion that they wanted a volunteer center and started researching. They researched and determined that there were two prevailing models, a volunteer center and a volunteer action center. The traditional volunteer centers focus on matching volunteers with ongoing/longer term assignments, the volunteer action centers focus on coordinating short term or episodic volunteer events.

The group decided to create a hybrid model volunteer center and affiliate with the Hands-on network. Khela Singer-Adams was selected as the Executive Director. Khela had been the service learning guru at a local college.

They are housed inside United Way's Office space. Originally the space was designated as an in-kind donation to the volunteer center but it was so successful, they have become a United Way initiative.

In addition to the Executive Director they currently have a staff of 5; 3 Americorps volunteers and 2 Vista volunteers. The Vista volunteers are more involved with capacity building and the Americorps volunteers are more involved with direct service delivery. The funds for the Vista volunteers were matched by the Hands-on network and a MMT provided the matching funds for the Americorps volunteers.

Currently they receive 1/3 of their funding from United Way. Other grants are from the NW Health foundation, OCF, MMT, Spirit Foundation, small local foundations and donors. They are planning to initiate a fee for service similar to Greater Portland Hand on Network helping businesses to structure volunteer events.

They are proud of the growth of the volunteer center with no territorial issues, and 180 partner organizations. They feel that they are not competing for grants with their partners because they are applying for very different reasons and the \$ they receive positively impacts all of them in some form or fashion. They are creative, reaching out to underserved communities, organizing events for rotary clubs, community service hours for youth offenders, as well as organizing homeless youth to participate in community gardens, street cleaning and other neighborhood volunteer events.

It is the feeling of the Executive Director that a good portion of their community are young to middle age who do not have the time to commit to long term volunteer programs but are willing to participate in shorter assignments and events.

The challenge of not being their own 501-3 is dual reporting requirements to both the United Way and the Hands-on Network folks.

Jackson County Commission on Children and Families

Follow Up Survey

Organization Name: _____

Organization Address: _____

Participant Name: _____

Organization's annual budget: \$ _____

Number of paid staff: _____

Number of volunteers: _____

Number of volunteers added in the last 12 months: _____

Estimated number of volunteers to be added in the next twelve months: _____

Background Checks

Name of organization that conducts your background checks & their contact information:

Cost per background check: \$ _____

Number of background checks completed in the last twelve months: _____

Estimate of number of background checks in the next twelve months: _____

Would you change your background check provider for

Lower cost?	Yes	____	No	____
Improved efficiency?	Yes	____	No	____
Improved effectiveness?	Yes	____	No	____

Volunteer Recruitment

Do you use external resources to recruit volunteers? Yes ____ No ____

If yes, please describe _____

What is your annual cost to recruit volunteers? \$ _____

Volunteer Management/Coordination

Do you have paid staff to manage/coordinate volunteers? Yes ____ No ____

What % of the paid staff's time is spent managing/coordinating volunteers? _____%

Translate that % into a dollar amount (% pd staff salary + benefits) \$ _____

Do volunteer managers receive volunteer management training? Yes ____ No ____

Do you think that your staff needs volunteer management training? Yes ____ No ____

What is your annual cost for volunteer management training? \$ _____

Do you have any Americorps volunteers on staff? Yes ____ No ____

Volunteer Orientation & Training

Do you provide orientation and training to new volunteers? Yes ____ No ____

What is your annual cost for new volunteer training & orientation? \$ _____

Do you provide ongoing training to existing volunteers? Yes ____ No ____

What is your annual cost for ongoing volunteer training cost? \$ _____

Volunteer Recognition and Retention

Do you offer recognition and retention programs for your volunteers? Yes ____ No ____

If yes, please describe _____

What is your annual cost for recognition programs? \$ _____

What is your annual cost for retention programs? \$ _____

Volunteer Data Base Management

Do you use a data base management system to help track volunteer's

Time & Attendance? Yes ___ No ___

Mileage? Yes ___ No ___

Training? Yes ___ No ___

Other? Yes ___ No ___

Describe Other: _____

What is your annual cost associated with data base management? \$ _____

Would you be willing to change your data base management system for

Lower cost? Yes ___ No ___

Improved efficiency? Yes ___ No ___

Improved effectiveness? Yes ___ No ___

IT Technical Assistance

Do you have in-house support for software/hardware issues? Yes ___ No ___

Do you use an external vendor for software/hardware support? Yes ___ No ___

What is your annual cost for software/hardware support? \$ _____

Insurance

Does your organization carry insurance to cover volunteers? Yes ___ No ___

Type of insurance coverage:

Worker's Compensation Yes ___ No ___

Liability Yes ___ No ___

D&O Yes ___ No ___

Other Yes ___ No ___

Describe Other: _____

What insurance carrier do you currently use? _____

How many volunteers are covered? _____

What is your annual premium cost for volunteer coverage? \$ _____

Level of satisfaction with current insurance provider: _____

