

## BOARD REPORT

October 18-19, 2016

### Subject: Volunteer Development Project

**Report by:** Tony Oyenarte and Rich Garbinsky, Co-Chairs; Volunteer Development Committee

**Volunteer Development Committee:** Project Co-Chairs: Tony Oyenarte, Rich Garbinsky, Members: Andrea Yenter, Arielle Rogge, Rick Garcia, Sterling Leija and Staff Liaisons: Susan Yoder, Jazmin Albarran, Michele Branconier and Hasim Dawkins.

**Relevant Policy/By-Law:** GP-12 Board Linkage with Ownership and EL-9 Treatment of Members and Volunteers

**Background:** Following a successful Volunteer Summit in October 2015, the short-term Volunteer Development Committee was appointed to:

“Develop a robust volunteer cultivation, recruitment, training, support, and recognition program for the association, specifically the question we were charged to answer was — What volunteer development plan for the entire association will best meet the needs of the volunteers and the organization — and allows for numerous varied ways for people to volunteer, both long-term and short-term?”

The Committee developed anticipated outcomes and recruited four work groups to:

- Build upon the research and assimilation work done in 2014 regarding volunteer development and engagement in the association; to create a continuous, reliable, and enduring plan for the cultivation, recruitment, training, support, and recognition program for the association.
- Specifically, the four work groups were tasked with:
  - Volunteer Cultivation and Recruitment Work Group - Develop plans/ideas/templates for association-wide (and customizable locally) volunteer cultivation and recruitment.
  - Volunteer Orientation and Training Work Group - Develop association-wide (and customizable locally) volunteer orientation and training.
  - Volunteer Engagement and Support Work Group - Develop plans for regular communications and opportunities for networking for volunteers in like positions across the country; and develop plan/ideas/template for other opportunities for support to volunteers.
  - Volunteer Recognition Work Group - Develop association-wide (and customizable locally) volunteer recognition opportunities – and work with the existing national awards committee.

### Final Recommendations

#### Volunteer Development Committee

- Revise and update Local Council of Leaders Guiding Principles to reflect current ACA operational structure.
- Create an enduring Volunteer Development and Engagement Committee to support the work of association volunteers.
- Adopt the recommendations from each of the Work Groups.

#### Cultivation and Recruitment Work Group

**Work Group Members:** Ricardo Garcia, Chair, Bill Tubbs, Annie Warner, Andy Shlensky, Amanda Block, and Hasim Dawkins, Staff Liaison

#### Proposed Outcomes:

- That volunteer cultivation and recruitment resources of the American Camp Association be customizable to fit with the values and culture of each Local Office.

- That there is a national campaign and call to action that causes youth development professionals to volunteer with ACA — the campaign should intrigue professional's belief and cause them to become a part of the American Camp community. Campaign Name Ideas: "We are Camp", "Camp Strong", "Join American Camp", and "Camps Join ACA"!

#### **Brief of Final Recommendations:**

- Create a list/menu of casual and connected opportunities/initiatives
  - Develop online listing of opportunities in the resource center and local office web pages.
  - Share volunteer job description templates in the online resource center
- Create volunteer recruitment and cultivation resources
  - Identify and feature benefits of volunteer positions
  - Create link where people can plug into the big picture
- Craft a value proposition and communication strategy to reach targeted volunteer categories.
  - Volunteer matching form launched Spring 2016
  - "I am an ACA Volunteer" video
  - "Become a Volunteer" business cards

#### **Orientation and Training Work Group**

**Work Group Members:** Sterling Leija, Chair, Maggie Braun, Tim Nielsen, Diane Tyrrell, W. Patrick Smith, Liz Ortenburger and Michele Branconier, Staff Liaison

#### **Assigned Tasks:**

- Orientation videos
- Training videos
- Ongoing training "How to Orient and Train" portion of the toolkit
- Training on Volunteerism Trends
- Training on volunteer/staff relationships
- ACA Staff Training on working how to work with volunteers

#### **Brief of Final Recommendations:**

- Create a "Welcome to ACA" video for all ACA Volunteers to connect them to ACA and provide them with a brief orientation of the organization.
- Develop a continuum of training for the various volunteer positions in the field from an "ACA 101" video to a guide for Local Council of leaders (LCOL) chairs to effectively manage their responsibilities.
- Create a variety of Learning Activities, opportunities and resources for volunteers to access (i.e. video, webinar, infographics, etc.)
- Governance volunteers on-boarded and trained under the direction of the Board of Directors.
- Create learning activities that are sensitive to the demographics of the volunteers being trained. (i.e. millennials).
- Develop training for both staff and volunteers on successful staff/volunteer partnership models.
- Ensure all resources and tools should be easily accessible (and easy to find) for volunteers and staff.

#### **Engagement and Support Work Group**

**Work Group Members:** Andrea Yenter, Chair, Andrea Yenter, Chair, Kim Aycock, Brian Crater, Mark Orens, Steve Sudduth, Carla Weiland and Susan E. Yoder, Staff Liaison

### **Brief of Final Recommendations**

- Provide opportunity for quarterly LCOL Chair virtual meetings of LCOL Chairs that share the same staff; and an annual virtual meeting of all LCOL Chairs and Affiliate Presidents in years where there is not an in person gathering of this group (such as the 2016 Volunteer Summit). (In addition to any meetings of the National Council of Leaders.)
- Provide opportunity for all “like volunteer positions” to meet annually, virtually.
- Create option for LCOL Chairs and Affiliate Presidents to connect easily through the online resource center.
- Create a “Volunteer Resource Center.”
- Create regular cycle of every three-years in-person meeting of the Board of Directors, LCOL Chairs and Affiliate Presidents.
- Take advantage of people already being together at ACA National and Regional Conferences to convene in-person meetings of those LCOL Chairs, Affiliate Presidents and other “like position chairs” in attendance where possible.
- Create an enduring Volunteer Development and Engagement Committee to support the work of association volunteers

### **Recognition and Awards Work Group**

**Work Group Members:** Ariella Rogge, Chair, Kurt Simer, Daniel Shore, Betsy Smith, John Dovic, Cathy Scheder, Sarah Shea and Jazmin Albarran, Staff Liaison.

#### **Assigned Tasks:**

- Develop association-wide (and customizable locally) volunteer recognition opportunities
- Online ways to thank volunteers
- Consider ACA volunteer SWAG

### **Brief of Final Recommendations**

Three phase approach

#### Phase I

- Each local office identifies a volunteer to oversee recognition and awards for their local area
- Local volunteer “thank-yous” occurs annually
- Survey volunteers “Why I Volunteer for ACA”

#### Phase II

- Quarterly recognize volunteers in newsletters (ACA Now and Local offices) – “Why I volunteer...”
- Create informal and formal recognition packets for LCOLs to use
- Secure award/recognition nominations through each field office webpage
- Awards presented that recognize the volunteer at their level of involvement – casual, connected or committed. These awards may mirror the National Awards.
- Create on-line tool-kit to support volunteer recognition.
- Provide swag/recognition options for local offices to utilize

#### Phase III

- Develop measurement tool to assess volunteer engagement/recognition efficacy
- Develop “Culture of Gratitude”
- Assess system for tracking volunteer hours and contribution.

american **CAMP** association®

**Board Action Requested:** Accepting the report including its recommendations and referring it to the CEO for implementation.