



Silicon Valley Volunteer Assessment Project

REPORT OF FINDINGS

April 8, 2011

ACKNOWLEDGEMENTS

Project Funding Provided by:

Adobe Systems, Inc.
Applied Materials Foundation
Cisco Systems, Inc.
Kaiser Permanente San Jose Medical Center
Kaiser Permanente Santa Clara Medical Center
Pacific Gas and Electric Company
Symantec Corporation
Silicon Valley Community Foundation
Synopsys, Inc.

Project Steering Committee:

Jaime Barclay, Symantec Corporation
Erin Brennock, Synopsys, Inc.
Ellen Clear, Silicon Valley Community Foundation
Skye DeLano, Fresh Lifelines for Youth
Darcie Green, Kaiser Permanente San Jose Medical Center
Emily Harrison, County of Santa Clara
Jennifer Hernandez, IBM Corporation
Rita Holiday, Intel Corporation
Carole Leigh Hutton, United Way Silicon Valley
Lisa Jafferries, Kaiser Permanente Santa Clara Medical Center
Siobhan Kenney, Applied Materials Foundation
Marguerite Lee, Cisco Systems, Inc.
Julia Love, The Volunteer Center
Anjali Mehta, Fresh Lifelines for Youth
John Power, The Volunteer Center
Kim Reeves, United Way Silicon Valley
Alisha Rodrigues, United Way Silicon Valley
Margaret Tamisiea, Adobe Systems, Inc.
Samantha White, Pacific Gas and Electric Company

Project Volunteers:

Julie Dunkle, Intel Corporation
Judy Levy, Levy Consulting
Margaret Southerland, Strategic Philanthropy Advisors, LLC

TABLE OF CONTENTS

Executive Summary	Page 4
Overview of Findings	Page 4
Recommendations	Page 6
Assessment Project Methodology	Page 9
Business Focus Group and Survey Findings	
Highlights	Page 9
Focus Group Findings	Page 10
Survey Findings	Page 10
Nonprofit Community Focus Group and Survey Findings	
Highlights	Page 18
Focus Group Findings	Page 18
Survey Findings	Page 19
Volunteer Survey Findings	
Highlights	Page 30
Survey Findings	Page 30
Appendix	
The Volunteer Center Serving San Francisco and San Mateo Counties	Page 35
United Way Silicon Valley	Page 37
Steering Committee	Page 38
Business Participants	Page 39
Nonprofit Participants	Page 39
Volunteer Participants	Page 40
Key Community Leader Participants	Page 42
Focus Group Facilitators and Project Volunteer	Page 42
Business Focus Group Notes	Page 42
Nonprofit Focus Group Notes	Page 50
Business Survey Questions	Page 58
Nonprofit Survey Questions	Page 68
Individual Volunteers Survey Questions	Page 78

EXECUTIVE SUMMARY

Beginning in June 2010, The Volunteer Center Serving San Francisco and San Mateo Counties and United Way Silicon Valley formally partnered to assess how best to preserve volunteer referral and build capacity in volunteer utilization and mobilization within the nonprofit and business communities of Santa Clara County.

The two agencies have undertaken a study consisting of surveys, focus groups, and interviews to determine the viability and variety of long-term volunteer services in the County and to make recommendations regarding the most cost-effective way to deliver the resources and services requested by the community. Findings are summarized in the Overview and enumerated in greater detail below.

The goal underlying the recommendations noted below is to create a viable, sustainable and responsive method of providing volunteer services to Santa Clara County residents, businesses and nonprofit organizations by taking into account the degree to which these stakeholders have indicated they will avail themselves to utilize or provide these services, and the potential for revenue models driven by that stakeholder support.

The Volunteer Center and United Way Silicon Valley gratefully acknowledge the support of the Steering Committee in providing the financial wherewithal, advice, and community connections to make the project possible.

OVERVIEW OF FINDINGS

There is overwhelming opinion that Santa Clara County needs a central resource to promote volunteerism. Ninety-six percent of corporations and 84 percent of nonprofits that participated in the study indicated it is “important” or “very important” that such an entity exist.

However, probing the subject further and challenging assumptions, perceived needs versus actual practice, and availability of financial resources, potentially innovative new solutions emerged but not evidence to support the traditional notion of a full-service volunteer center in the near-term. The data suggests creating a new model for obtaining volunteer-related services and acquiring access to resources, volunteers and volunteer opportunities currently offered by existing regional and local entities.

Across sectors, examples of highly desirable services include: board training, development and matching; youth-friendly volunteer options/projects; volunteer project management training; volunteer recruitment, retention and recognition; employee group volunteer service trips and projects; and volunteer project management training for employees.

Corporations specifically called for a “concierge” service that brokers existing resources and vets opportunities for employee volunteers, with an expanded nonprofit pool and the ability to execute more group service projects. They want board matching, support for their executives, disaster response training, and opportunities to work collaboratively with other corporations on team service projects.

Nonprofits want: greater access to and stronger partnerships with corporations; better alignment in employee volunteer wants with nonprofit needs; networking opportunities with volunteer managers in the corporate sector; and the ability to have ongoing information sharing among their peer nonprofit and corporate volunteer professionals. They told us they needed more skilled/professional service volunteers, particularly during the workday. They also need financial assistance and in-kind resources in order to

meet the challenges associated with increased demand by corporations for “team-building” group volunteer projects. In addition, they expressed an interest in learning how to evaluate their volunteer programs and group projects in order to determine if they are contributing to their organizations’ mission and strategic goals. Lastly, a significant majority believes they would benefit from assistance with volunteer recruitment of corporate employee volunteers and others—but far fewer indicated interest in learning best practices in volunteer engagement.

Neither corporations nor nonprofits gave high priority to needing to build their own program capacity or in innovating volunteer program design or management practice. They were not interested in out-sourcing functions beyond current levels, as they do not believe they have, or will have in the near-term, the financial resources to expand their own entity’s volunteer activities. Among corporations, there is general hesitancy to “pay to play” for volunteer opportunities or to pay for any outside services unless the financial return (ROI) can be quantified and communicated effectively within their respective organizations to their senior leadership. At the same time, many companies currently partner with one or more external vendors and agencies to support their employee volunteer programs, and pay fees to do so in many cases.

Nonprofit volunteer managers expressed light interest in formal training or consultative advice, but overwhelmingly acknowledged they needed “assistance” in volunteer recruitment and retention while nonprofit executive directors believe their professional volunteer managers could benefit from training. But only 20 percent had paid for these services in the past, and fewer still—14 percent—had funding in their current budgets to pay for them in the near-term.

There was no interest among corporations or other private or public funders in making a one-time or ongoing investment in general operating funds for a new “brick and mortar” volunteer center given current budget constraints. There was, however, recurring interest, particularly among corporations, in a membership organization with dues that would entitle members to a menu of benefits—mostly for services not already available to them—which they could utilize as needed on an annual basis. Furthermore, there was interest in a more seamless coordination of existing resources, and greater collaboration among existing member organizations or periodic joint meetings or events.

The study found that volunteers currently find service opportunities through traditional methods and online from existing services including VolunteerMatch. Access to opportunities is not evidently a problem, however, there is growing interest in board service and skills-based opportunities. These findings are in line with national trends and quite understandable given Silicon Valley’s educated workforce. Opinion was evenly split among volunteers as to the need for more personalized matching than what is already available. Only a small minority would pay for such services.

Individuals who currently volunteer with local nonprofit organizations are actively engaged in the community and donate both their time and financial resources. In fact, the more time they spend volunteering with a nonprofit and getting to know its leadership and seeing the effectiveness of its programs, the more connected they feel with the organization. This relationship development only occurred when the individual felt that their time spent volunteering was utilized effectively by the nonprofit and their contribution was also recognized.

Thus there is a compelling argument to be made for the value and ROI of volunteer program training and consultation in Santa Clara County. The reasoning is that as more nonprofit organizations’ volunteer programs are improved by adopting best practices, volunteer opinions of their service experience will increase and so will their cash donations and in-kind volunteer contributions.

The question that still remains concerns that overwhelming opinion that Santa Clara County needs a central resource to promote volunteerism. Who will that be? Our study concludes that it may have to be many.

RECOMMENDATIONS

The Volunteer Center Serving San Francisco and San Mateo Counties and United Way Silicon Valley have analyzed the data and opinions collected over the course of the study to date and suggest that the following initial recommendations are indicated:

1. No Full-Service Volunteer Center Located in Silicon Valley

The majority of study data does not support the creation of a new full-service volunteer agency in Santa Clara County, and at this time we concur.

Although some businesses and nonprofits were interested in the services and resources traditionally provided by a local volunteer center, only a third of businesses surveyed and less than 20 percent of nonprofits indicated they have, could, or would fund a broad array of services available to the general public. Thus the creation of a new agency does not appear to be financially viable in the long term, even if it were initially underwritten by a local foundation or group of funders.

Instead, the study indicates there is both need and potential support for something new:

2. Staffed “Concierge” Service & New Web Portal

We recommend creating and piloting a staffed Santa Clara County-based “concierge” service. Businesses expressed an interest in a concierge service model, which would give them access to an individual, or agency that could help facilitate the gathering and sharing of information as well as answering their specific questions regarding their own employee volunteer programs and individual employee requests. Equally important, nonprofits need to connect in a meaningful way with corporations and the concierge would act as their advocate.

We recommend developing a locally branded, comprehensive web portal to help Santa Clara County businesses and nonprofit organizations connect with one another and share information related to volunteerism and their volunteer needs. We feel strongly that it is not a good use of resources to duplicate services already offered by agencies operating within Santa Clara County. Therefore we expect the online portal would facilitate referrals to local agencies that can help with training, project management, and other specialized services. The online site would unite existing resources/services: United Way Silicon Valley; HandsOn Bay Area; Taproot Foundation; Entrepreneurs Foundation; Silicon Valley Community Foundation; Bay Area Corporate Volunteer Council; Center for Excellence in Nonprofits; Compass Point; and others and, allow corporations and nonprofits to find more/stronger partners through sharing of more relevant “profile” information than exists anywhere today. We envision a portal with limited information available free-of-charge to the general public along with member-supported, members-only functionality.

We envision that support staff located in Santa Clara County will maintain the website, answer users’ questions by email and phone, and make referrals through a seamless network of participants. Information for the members-only site would be gathered and kept current. We recommend having the portal actively managed by an individual who is knowledgeable of the Silicon Valley community, employee volunteer programs, and local nonprofit organizations. The Volunteer Center Serving San Francisco and San Mateo Counties could serve as the agency overseeing the creation and maintenance of this portal and in providing the full-time support staff that would be remunerated through a to-be-determined fee structure.

3. Determine and Test a Tiered Membership Revenue Generation Model

The research suggested underwriting services in #2 above through membership dues/fees that could be based on a specific dollar amount per employee or by some other calculation to be determined. Another option for paying for the creation and maintenance of the portal and concierge service is to charge the users an annual fee and/or request additional compensation for specific services. Revenue generated would offset costs of direct services to members and maintenance of the members-only and general public areas of the portal/website.

In addition, there is ample opportunity to target specific services already available elsewhere in the Bay Area to Santa Clara County businesses and nonprofits:

4. Board Training and Matching Services

We recommend extending and marketing board matching and training services to South Bay companies and nonprofits. There is a tremendous growth opportunity as interest is high among businesses and nonprofits alike and existing activity to meet demand is low. Board matching and training services may fit into the menu of services available under a membership structure described in #2 and #3 above, or purchased à la carte. We recommend creating partnerships with entities already offering board matching or board training, even if in a limited scale, such as the Silicon Valley Chamber of Commerce's Leadership San Jose Program and the Hispanic Foundation. We further recommend exploring the possibility of The Board Match event in San Jose in 2012.

5. Expand Access to Training, Networking and Information Sharing for Nonprofits

The nonprofit community was not united in the belief that their organizations needed or could strongly benefit from assistance with volunteer program structure to develop and implement best practices in volunteer engagement; in training for volunteer program professionals; and in training for staff to work directly with volunteers and the business community. A sizeable majority of nonprofits did acknowledge that they lacked the bandwidth to engage, supervise and retain volunteers as well as recruit new board members and train them on their roles and responsibilities, and expressed a desire to do so.

Nonprofits identified a need for information and readily available resources, online, in order to allow for self-education about best practices in volunteer program structure and delivery. Many of these resources are currently available online, both free and fee-based, and while potentially cost and time saving options for staff, nonprofits are not capitalizing on utilizing these resources.

We believe in-person training is necessary to address the components of their programs identified as areas for improvement: volunteer recruitment, retention and recognition. Classroom style interaction allows for sharing best practices among participants and direct, practical feedback to resolve current programmatic issues.

It was the opinion of the business community, individual volunteers, and our two agencies that in fact the nonprofit community could benefit greatly from such training, which also provides a deeper connection with other nonprofit professionals working in the field of volunteer management—another priority identified by nonprofit professionals.

We recommend that training for nonprofit organizations be provided through existing channels (classes offered by The Volunteer Center through Compass Point), promoted in partnership with other South Bay agencies such as the Silicon Valley Council of Nonprofits, United Way Silicon Valley, and Center for Excellence in Nonprofits.

We suggest expanding membership of the Bay Area Corporate Volunteer Council and Nonprofit Volunteer Leaders Council in Santa Clara County. (Membership in BACVC and NVLC may be a benefit to “concierge” subscribers in #2 – 3 above.) We further recommend convening both councils jointly to facilitate cross-sector partnerships and understanding and, to connect Santa Clara County-based organizations to national and statewide efforts to educate nonprofits and corporations on the “service enterprise” concept. The Volunteer Center, working with CaliforniaVolunteers through a federal Volunteer Generation Fund grant, expects to be ready to train nonprofits to become service enterprises by the end of 2011. Research shows a very clear return on investment (ROI) among service enterprise organizations and as a result encourages greater investment in volunteer management.

6. Consider a Silicon Valley-based Council of Advisors

Approximately 450 people participated in the Silicon Valley Volunteer Assessment Project, including 13 leaders who served on the Steering Committee, and our goal is to keep as many of these stakeholders engaged in the ownership of this work and in the project’s eventual outcomes.

We recommend creating a multi-sector Santa Clara County-based council of advisors consisting of select community leaders; leadership from intermediary/management support organizations; heads of employee volunteer programs; executive directors of nonprofit organizations with programs serving County residents; and individual volunteers. These council members, number to be determined, would meet on an annual, or as needed basis to monitor progress on the various volunteer initiatives contained in this report. We recommend that United Way Silicon Valley be the convener of this council.

ASSESSMENT PROJECT METHODOLOGY

The Volunteer Center Serving San Francisco and San Mateo Counties and the United Way of Silicon Valley conducted three online surveys, four focus groups, and one-on-one interviews with over 450 people representing businesses with Santa Clara-based offices; nonprofit organizations providing programs and services in Silicon Valley; volunteers; and key community leaders. A cross-sector Steering Committee of thought-leaders in the field of volunteerism deliberated on the study approach and results, offering expert guidance and aiding decision-making along the way.

BUSINESS FOCUS GROUP AND SURVEY

Highlights

- All companies that participated in the Assessment Project have a formal Employee Volunteer Program (EVP) and are members of the Bay Area Corporate Volunteer Council (BACVC) and/or the Corporate Community Relations Consortium (CCRC).
- Respondents are desirous of a collaborative solution that brings together existing resources in Silicon Valley.
- All companies want to calculate the Return on Investment (ROI) of their EVP, demonstrate its cost effectiveness, and apply these measurements to any membership entity that they belong to in support of their volunteer programs.
- Businesses want to expand their existing nonprofit network within Santa Clara County as well as have local organization's needs and capacities profiled so they can match their EVP goals and program offerings with nonprofits' capacities.
- Companies are willing to underwrite large group projects, but they need the local nonprofits to be able to support such efforts.
- There is interest in having access to and being able to refer employees' custom requests to a centralized resource such as a Volunteer Concierge Program or an online portal that would provide more than a list of current volunteer opportunities.
- Respondents felt their company would benefit from board matching/training assistance as well as from skills-based volunteering.
- EVP leadership is aware of the need for greater collaboration and discussion within the business and nonprofit communities related to employee volunteerism and other community-related support.
- Business leaders are intrigued about the prospect of having their employees participate in large-scale community volunteer events that bring together many companies.
- There is potential interest in purchasing a membership or paying fees to an entity or organization that provides support to their EVP in any of the ways already mentioned.

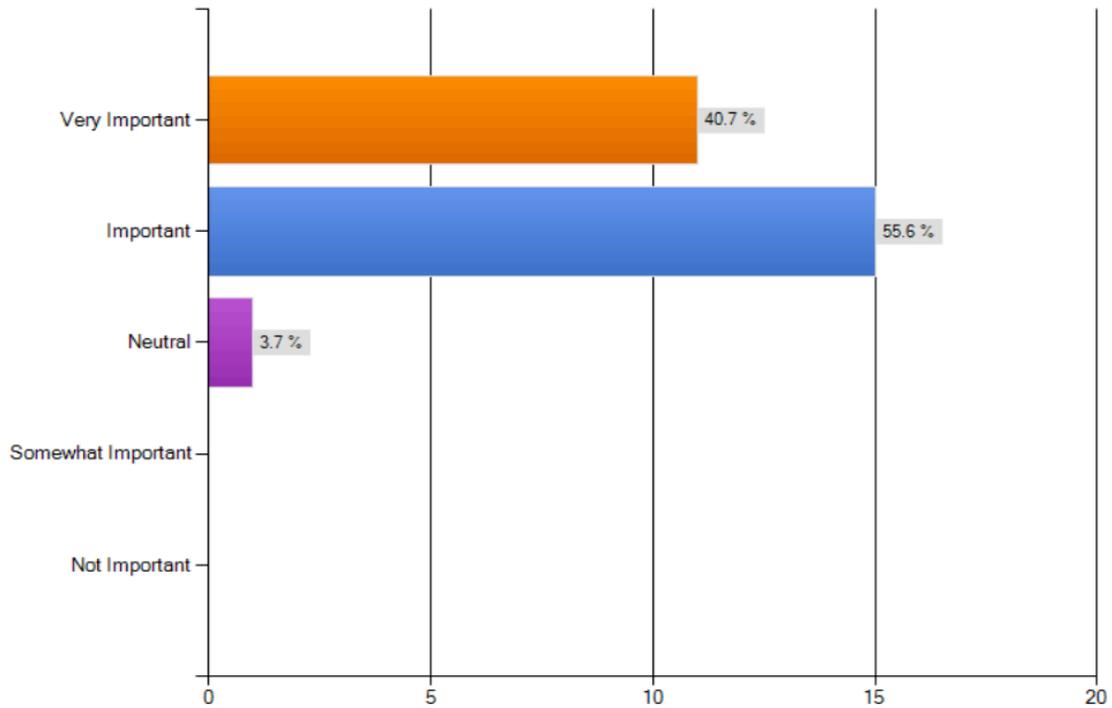
Focus Group Findings

- Local businesses take their role in the community seriously and are engaged and invested in improving all of its facets. They all want to be viewed as good corporate citizens.
- Companies are interested in a collaborative solution that offers volunteer-related services and resources to the entire Santa Clara County community.
- Business leaders want to support the community through group volunteer service, financial support, disaster relief, and in placing their executives and staff on local nonprofits' boards of directors.
- A high priority for many companies is training their executives and staff in the broad understanding of what is required of nonprofit board service and how to be an effective board member.
- There is a great deal of interest in a service or formalized program that would allow companies to match their executives and staff with local nonprofits looking to fill an opening on their board of directors or with skills-based volunteer opportunities.
- Additional collaboration and discussion between companies and nonprofits is both desired and needed in order to strengthen volunteerism and expand its benefits to local organizations and the community.

Survey Findings

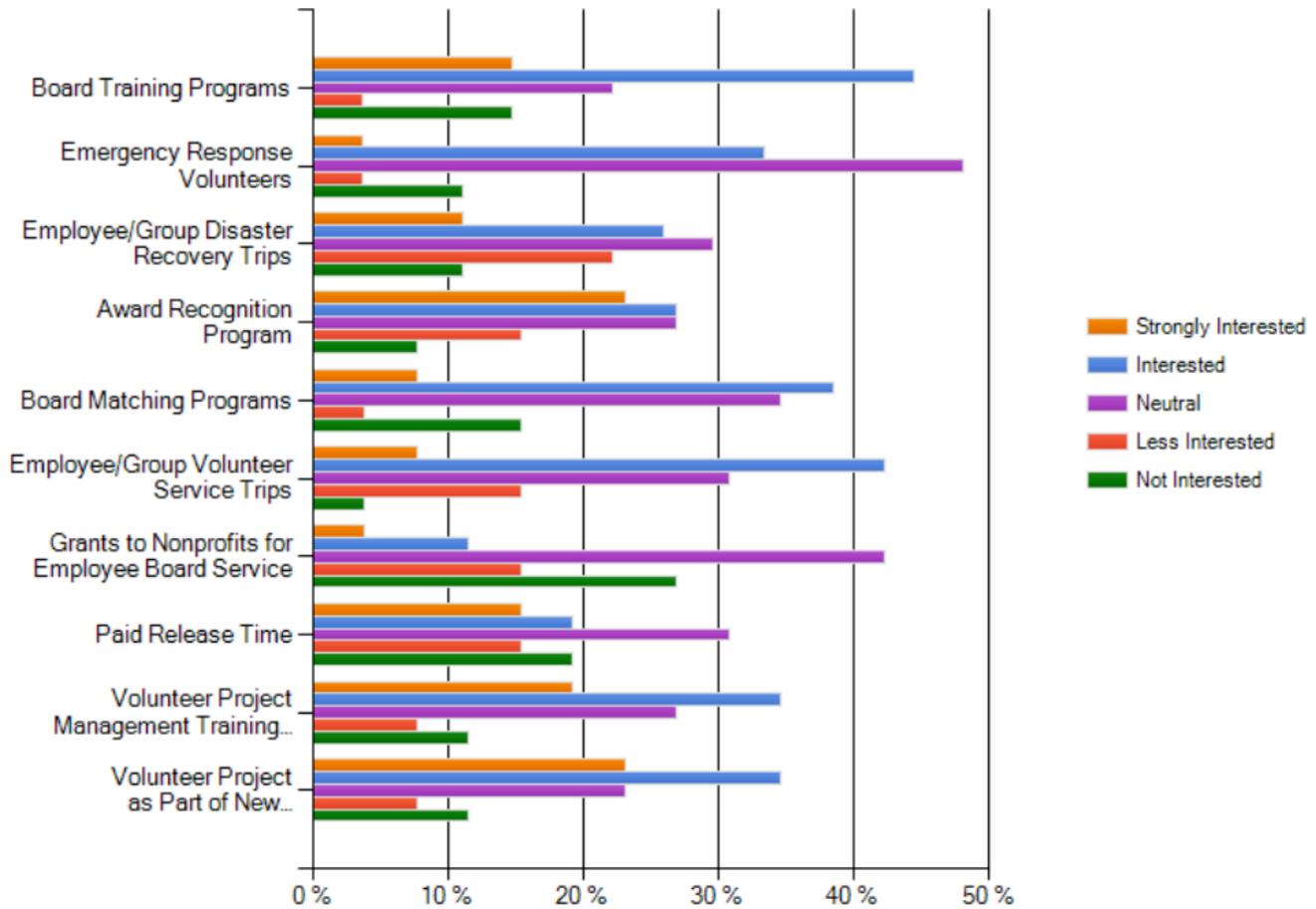
- There were 27 company respondents to the online survey, all of which have a business presence in Santa Clara County.
- Thirty-three percent of respondents work for companies that have between 1,501 to 3,000 employees in the Bay Area while 37 percent work for companies with over 3,001 employees.
- The EVP is housed within Community Relations in 48 percent of company respondent's organizational structure, while almost 15 percent manage the program through the company's foundation.
- Twenty-four of 25 companies have at least one person on staff that is responsible for managing or supporting the EVP although not all positions are full time.
- Eighty-two percent of respondents oversee employee volunteerism outside of Santa Clara County in addition to their local responsibilities.
- All respondents but one felt that it was either "very important" or "important" for Santa Clara County to have a resource available whose mission was to promote volunteerism and support nonprofits in engaging volunteers. Only one corporation out of 27 respondents is neutral on the importance of Santa Clara having a resource promoting and supporting volunteerism.

How important is it for Santa Clara County to have a resource promoting volunteerism and supporting nonprofits in engaging volunteers?

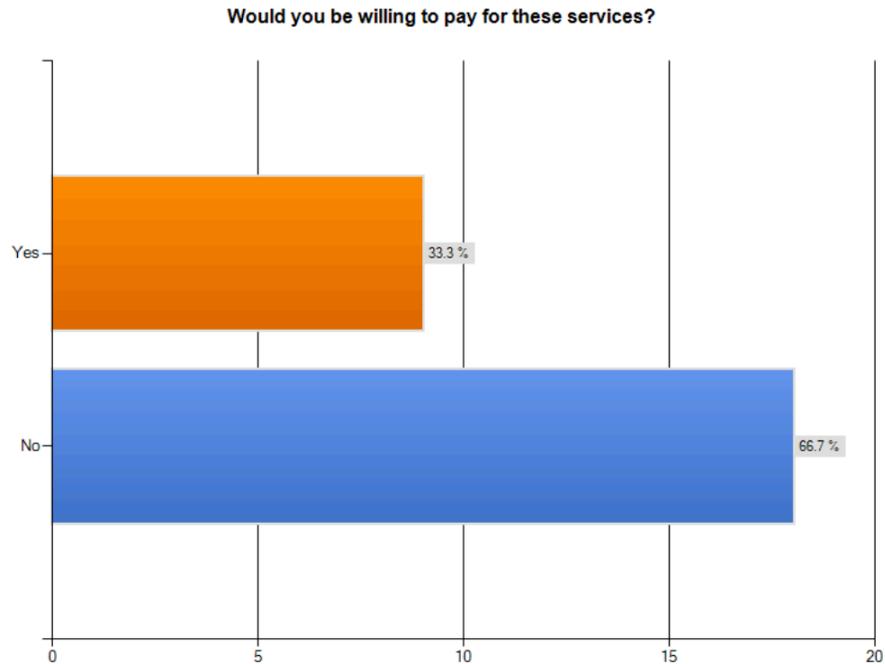


- Five companies provided comments to the question about how important it is for Santa Clara County to have a resource promoting volunteerism and supporting nonprofits in engaging volunteers. Three of the comments were related to the economic downturn and they highlighted the growing need for volunteers to support the community and help those in need during this challenging financial environment. The other two comments noted that there were existing agencies in the county that were already providing some degree of volunteerism-related services and resources.
- Companies were asked if they wanted to grow or expand their EVP program, and if so, in what capacity. The following chart maps their interest areas.

Please rank your interest in developing these areas below.



- Respondents were also able to provide names of other resources or support they felt would be useful to their corporation or EVP. Examples included the following: how to work collaboratively with other corporate groups on determining best practices for regional volunteering; retiree volunteer programs; group projects; a “catalog” of volunteer opportunities in the area including number of volunteers needed and the dollar commitment supporting such projects; the legal issues related to EVPs and board service; and assistance with international volunteer programs for employees working outside the U.S.
- When asked if the corporation would be willing to pay for these services, 67 percent or 18 of the 27 respondents said, “no.” Reasons given were related to financial constraints.

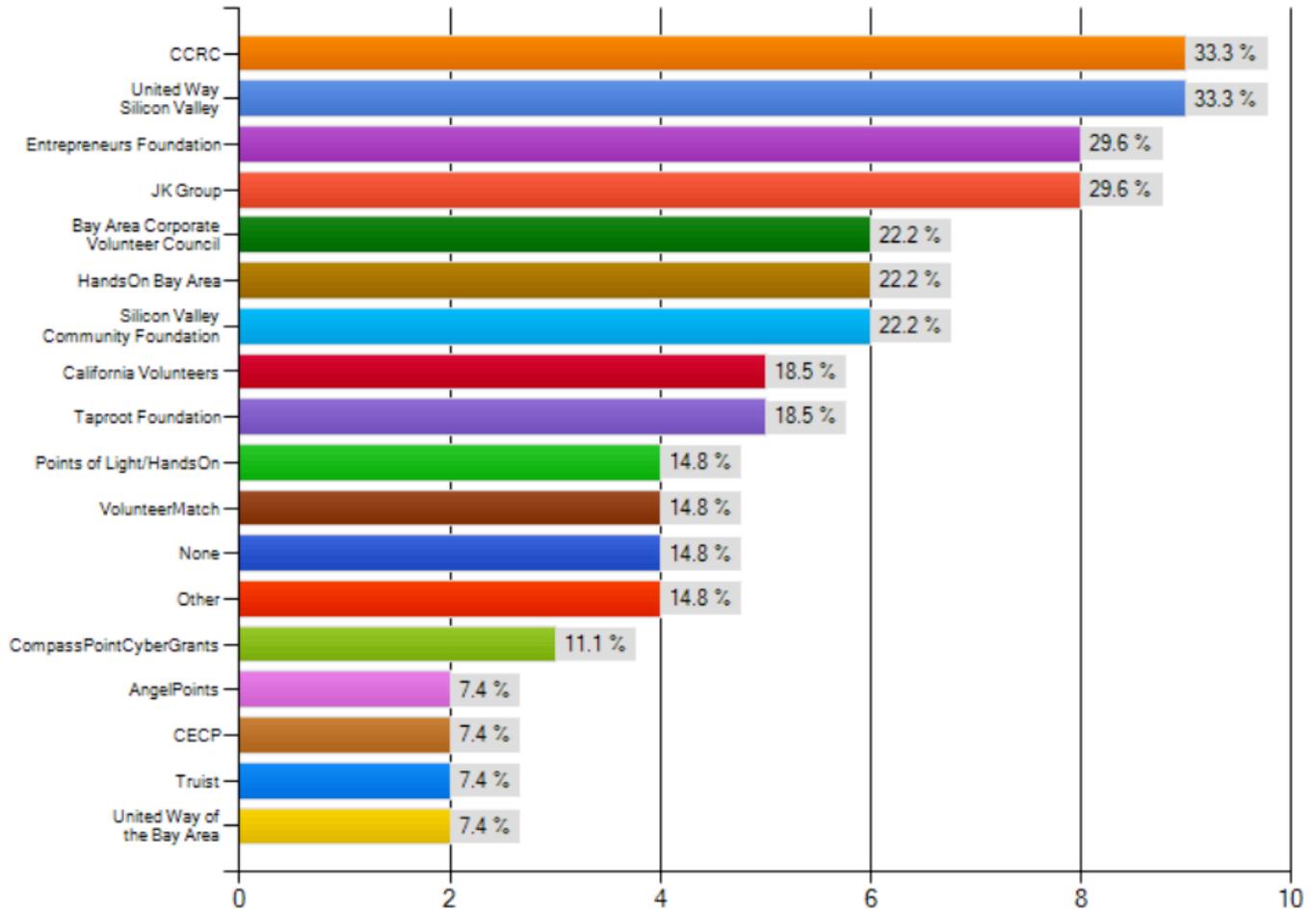


- While the number of corporations who did not want to pay for services was greater than those who did, it was interesting to note that almost all were already partnering with external agencies and vendors to provide support or program assistance with their EVP.

Examples of how these services are used: for tracking volunteer events; managing Dollars for Doers programs; matching gift and team project grants; identifying resources and opportunities for community engagement; benchmarking; planning and coordination of volunteer projects; networking; and sharing best practices with peers.

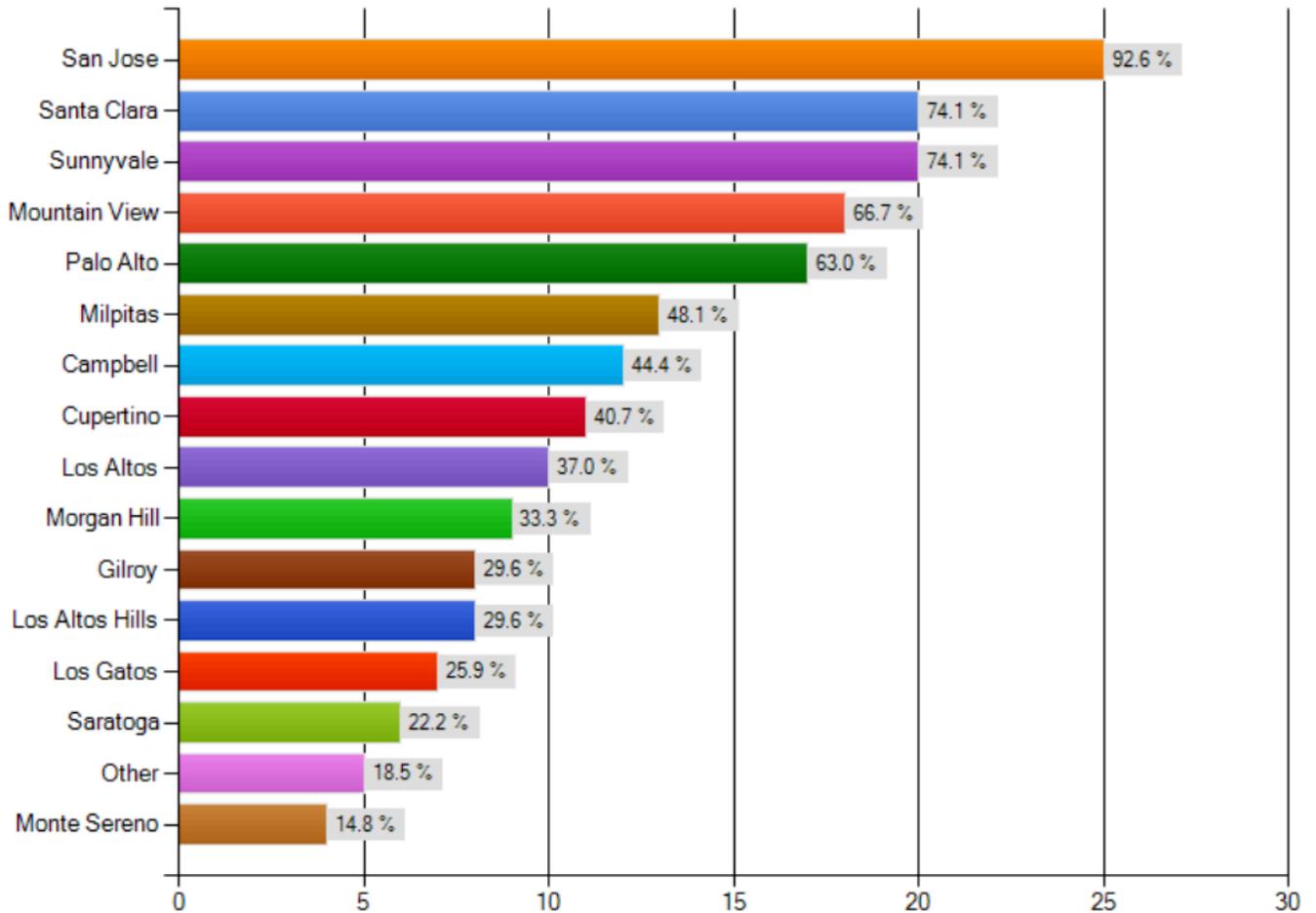
Many of these external resources, as noted in the chart below, charge fees for such services and support. This is undoubtedly why many companies seem unwilling to pay for similar or duplicative services that could be offered by a new resource in Santa Clara County.

Do you partner with external vendors/agencies to support your employee volunteer program? If so, please check all that apply.



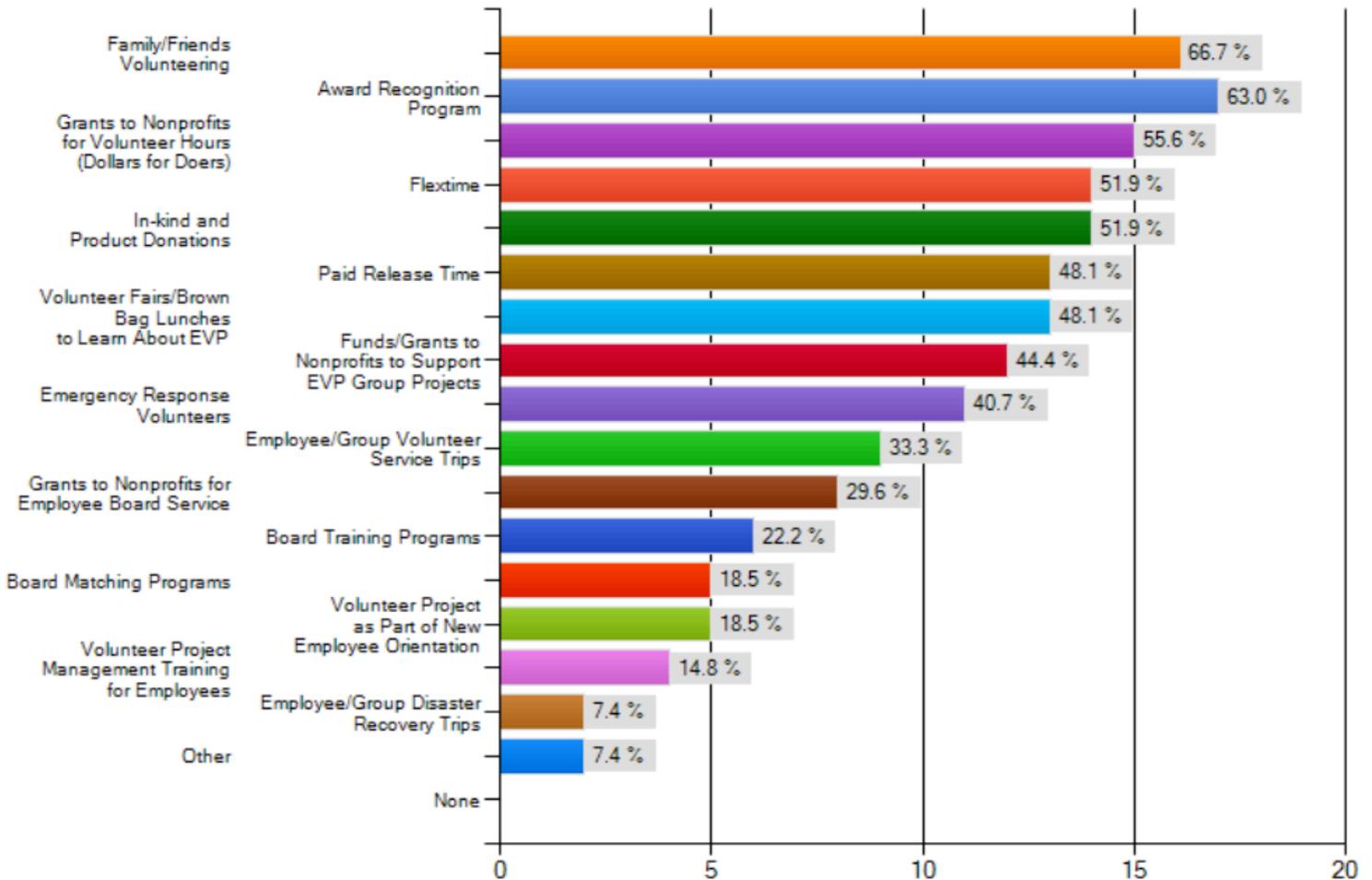
- Local corporations partner with Bay Area-based resources as well as with national organizations.
- External vendors and agencies listed in “Other” include Family Giving Tree; One Economy Digital Connectors; Shelter Network; and Silicon Valley Education Foundation. Names of local nonprofit organizations were also provided.
- Although company employees volunteer in communities throughout Santa Clara County, the top four locations are San Jose, Santa Clara, Sunnyvale, and Mountain View.

Where do your employees volunteer in Santa Clara County? Please check all that apply.



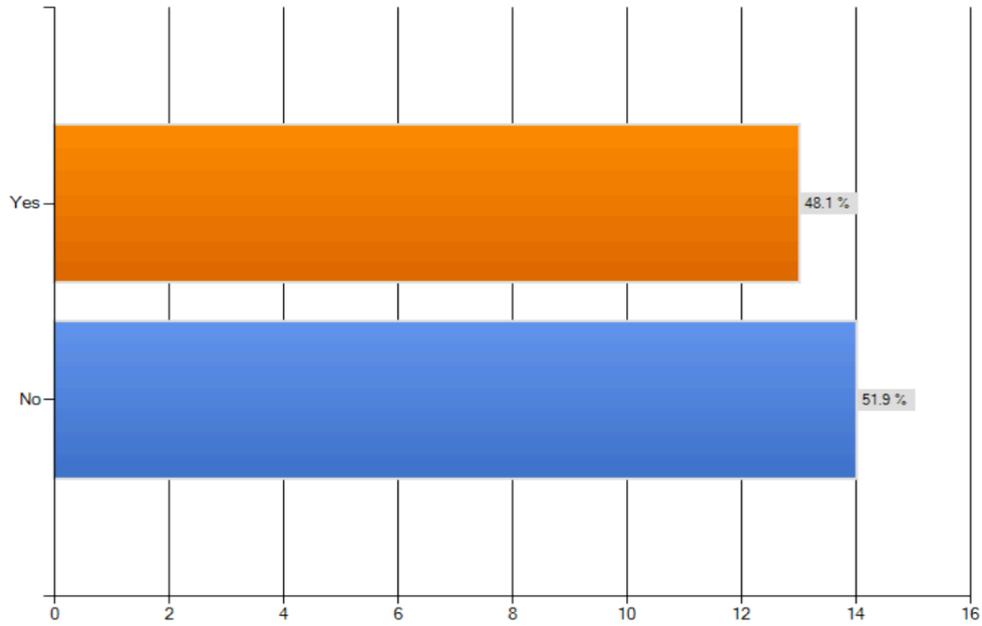
- Companies have many different methods and criteria for determining the focus of their EVP and even how they support the community and which nonprofits they work with and support.
- Companies also have different internal policies and programs in place to support their EVP. Two thirds of the respondents' companies support friends and family volunteering. This means that many businesses seek volunteer projects that can provide service opportunities for children and youth volunteers.
- Seventeen companies have award recognition programs for their employee volunteers and one is in the process of developing a program. The goal of these programs is to support and encourage volunteerism by highlighting the good works of employees actively engaged in the community in the hopes it will inspire other staff members to follow their peers' examples.
- Flextime and paid release time is an important tool that many companies use to support employee volunteering. The benefit for local nonprofits is that volunteers can help with programs during the workday and not just on the weekends and evenings. This is extremely beneficial to nonprofits that used skills-based volunteers.

**What internal policies or programs are in place to support your employee volunteer program?
Please check all that apply.**



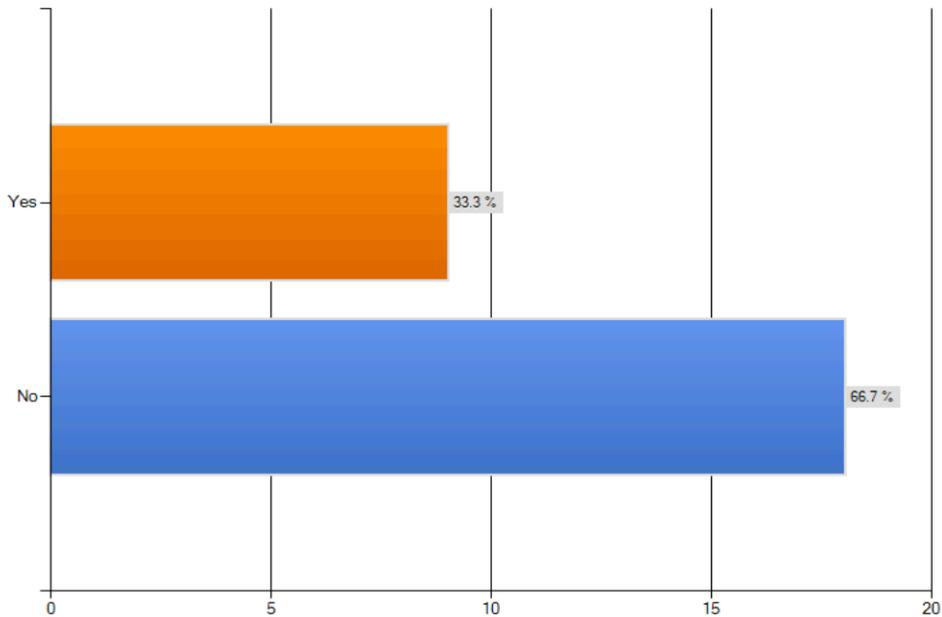
- Presently only six companies have board training programs and only five have board-matching programs.
- The chart above shows the breadth of respondent companies' EVP programs. Not only do local businesses help local nonprofits through employee volunteer projects, but they also provide funds and grants to support group projects, employee board service, and in recognition of employee volunteer hours. Many corporations provide in-kind product donations to local organizations. All of these highlighted programs typically require support from external vendors and agencies.
- Companies were asked if they needed support from external resources or agencies in growing or developing any aspect of the EVP. The results were almost evenly divided, with 13 companies affirming that they needed support while 14 companies stating that they needed no additional help managing their program.

Do you need support in growing or developing any of the above areas at your company?



- Companies were also asked if they would be willing to pay for any services that would help their EVP program. Two thirds of the respondents or 18 of the 27 companies surveyed said “no.”

Would you be willing to pay for these services?



- While local corporations noted that they were interested in developing various aspects of the EVP and almost half noted that they would need support in order to grow their program, two thirds of respondents are unwilling to pay for such services.

Nonprofit Community Focus Group and Survey Findings

Highlights

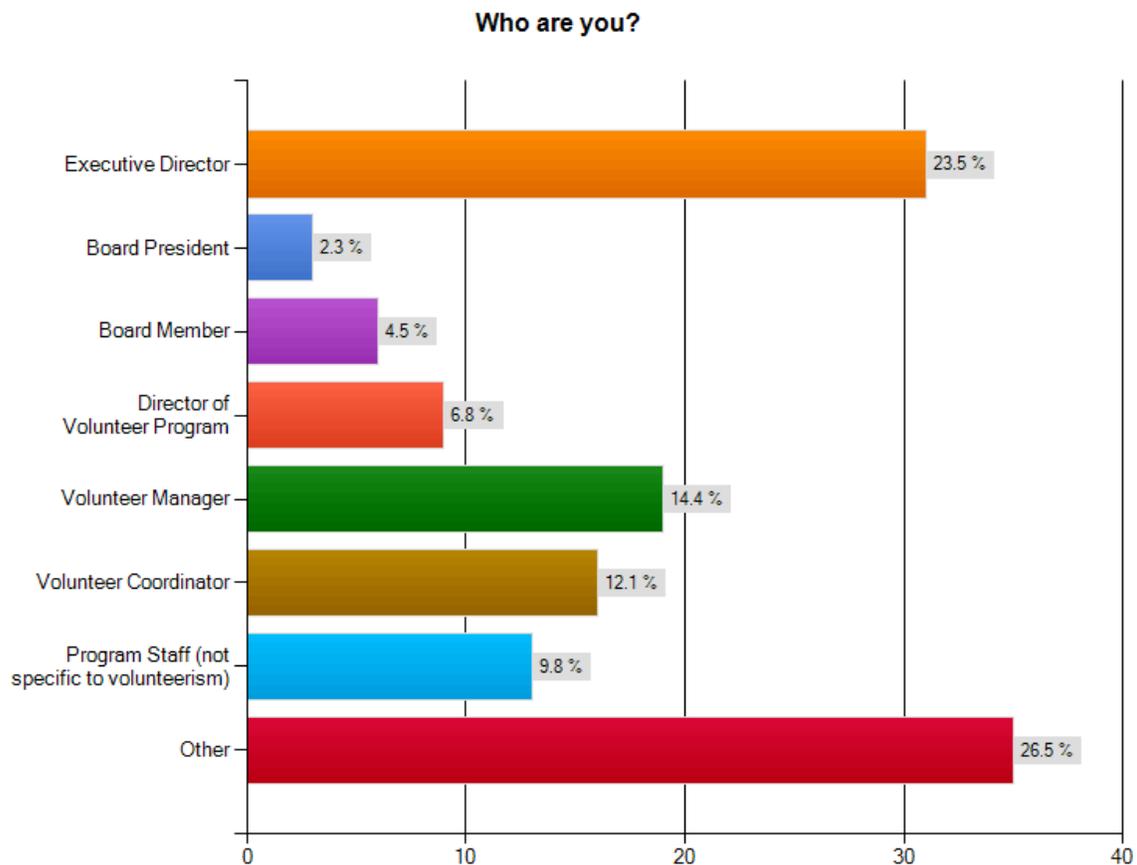
- Respondents are desirous of a collaborative solution that brings together existing resources in Silicon Valley.
- Nonprofit volunteer programs are often overwhelmed by requests for group volunteer project from corporations. Organizations would like to express their ability or inability to handle volumes of volunteers as well as communicate their need for skilled and or ongoing volunteers.
- Nonprofits are interested in a database, network, or online portal that provides the ability to share information between nonprofits and local corporations about their respective volunteer and community involvement program structures and needs.
- Nonprofit leaders would welcome the opportunity to meet with local corporate leaders and the heads of their EVP programs.
- There is a concern about agencies offering a duplication of volunteer-related services such as board recruitment and development, networking etc.

Focus Group Findings

- Nonprofits view the use of volunteers as a smart business practice that is essential to business operations, and are interested in figuring out how to evaluate and perform an ROI assessment of their volunteer engagement efforts.
- Nonprofit leaders and volunteer program personnel believe that volunteers are as important to delivering on the mission as other support functions that are funded, and that volunteers are the conduit to relationship building between nonprofits and the community.
- Networking with peers in the nonprofit sector and colleagues in the for-profit sector is a high priority for nonprofits for information sharing, relationship building and obtaining resources.
- Nonprofits view training for volunteer management professionals as important, but funding for professional development in this area is typically limited. Most view their need for training and assistance to be in volunteer recruitment, retention and recognition, but do not identify the structure and systems of their volunteer efforts as core areas for assessment and development.
- All of the nonprofits indicated their volunteer programs lack funding and resources for most aspects of their work including: staffing, daily management of volunteers (both volunteer program staff and non-program staff who work with volunteers), on-boarding (screening), recognition and materials. Budgeting for work with volunteers is unsystematic and somewhat arbitrary.
- Additional collaboration and discussion between companies and nonprofits is both desired and needed in order to strengthen volunteerism and expand its benefits to local organizations and the community.

Survey Findings

- One hundred thirty two nonprofits completed the online survey. All of the organizations are either based in Santa Clara County or are Silicon Valley chapters of national agencies.
- The survey asked all respondents to identify his or her role with their nonprofit organization. The chart below shows the responses.

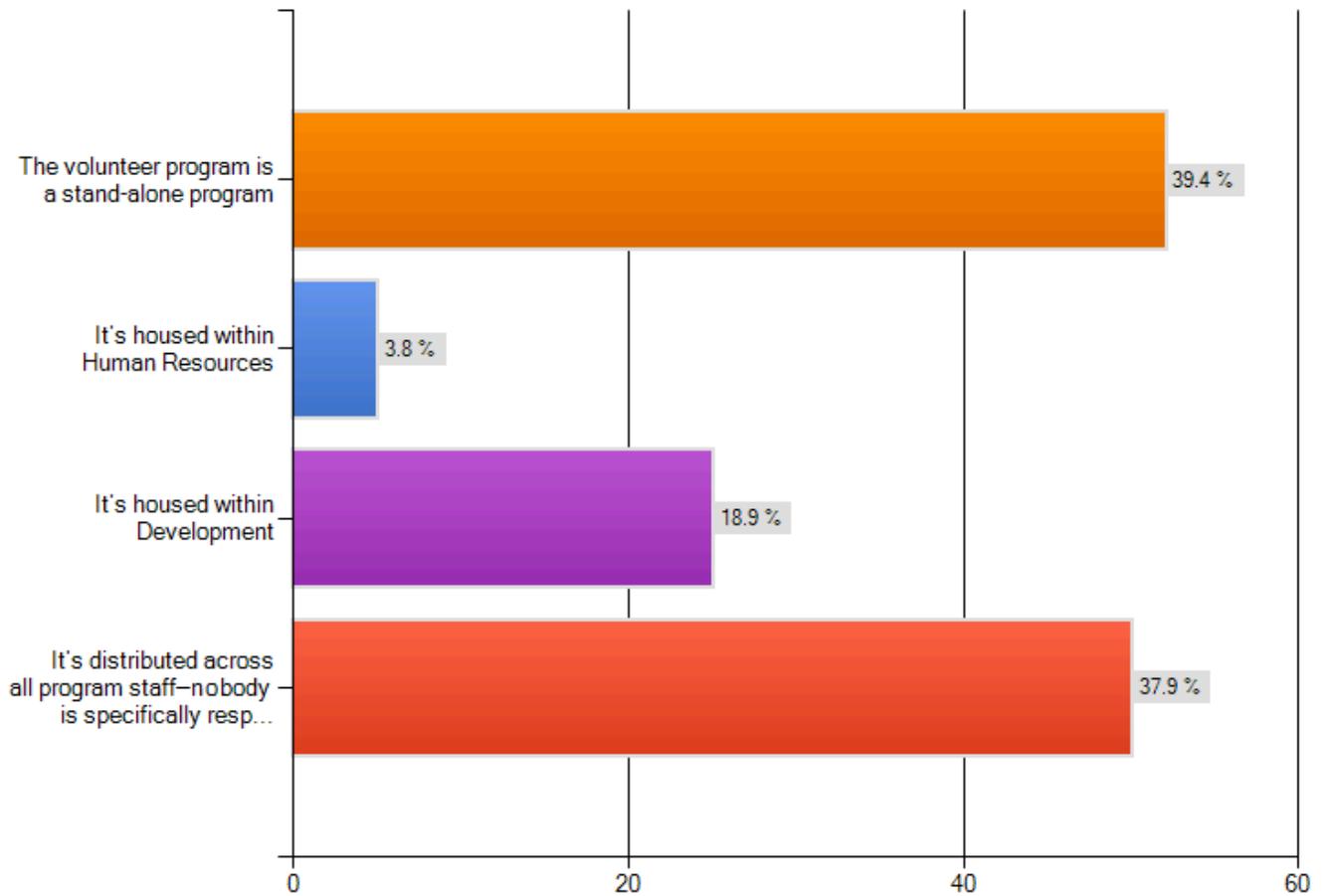


- Respondents represented many different leadership and staff positions. Forty-four people of the total pool of 132 respondents hold volunteer-related positions (Director of Volunteer Programs, Volunteer Manager, and Volunteer Coordinator) in their organization, representing over 33 percent of the responses to the question.

If their role or title within the organization was not listed, the individual could choose “other” and were then able to write in a response of their title. These titles included special events manager; chief development officer; disaster volunteer; museum services manager; director of a program and volunteers; and administration manager.

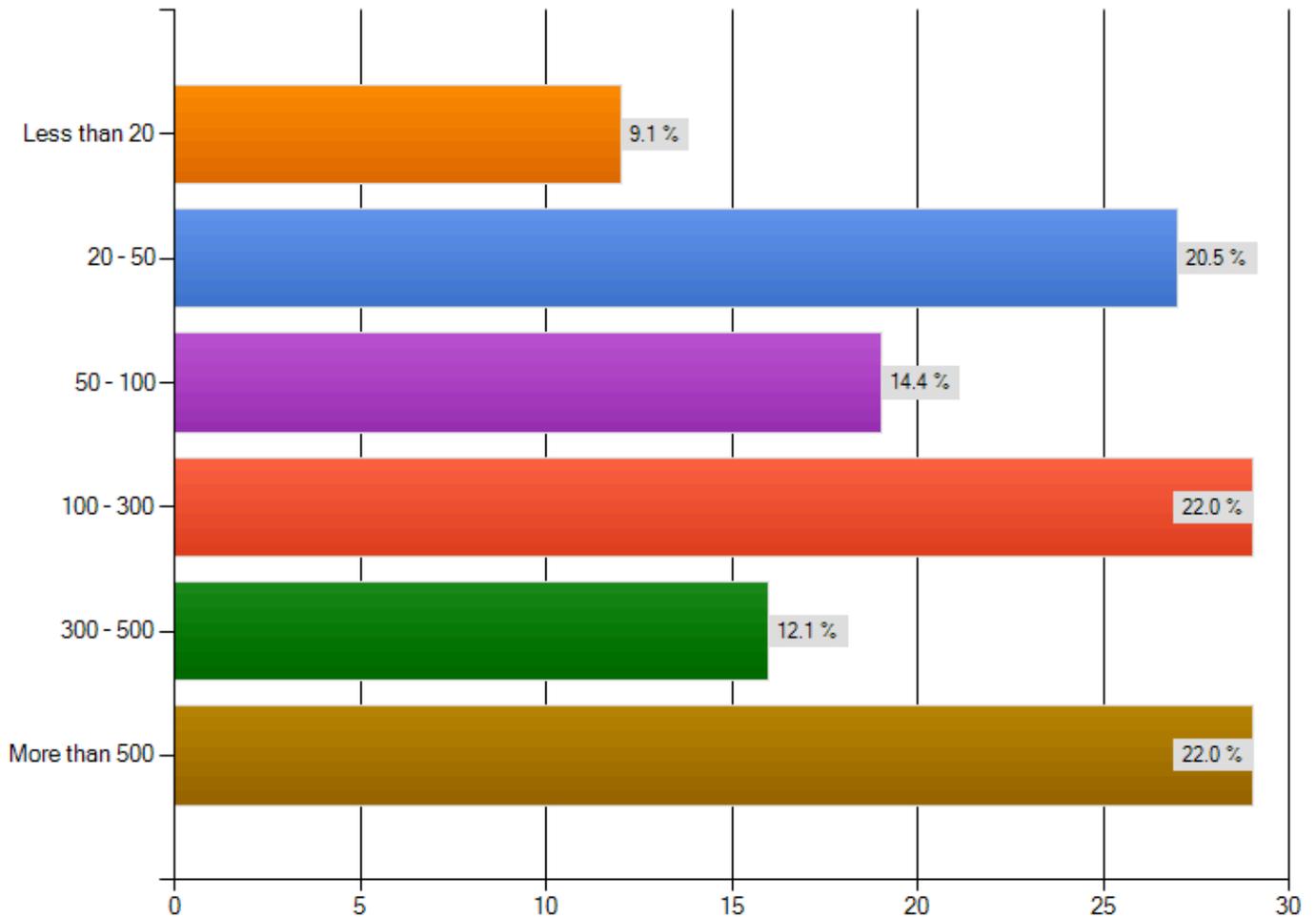
- Fifty-two organizations, or over 39 percent, have a formal volunteer program headed by a staff member. The following graph is provided as a resource.

Who has the responsibility for volunteer recruitment and management within your organization?



- Fifty local nonprofits that recruit and utilize volunteers do not have a program staff person who is specifically responsible for volunteer engagement. Twenty-five organizations view volunteerism related to development and fundraising.
- All respondents' nonprofit organizations welcome volunteers and the total number of individuals who volunteer annually for them and their programs vary greatly. The two largest response categories were 100 to 3000 volunteers or more than 500 volunteers, tied with 29 organizations each or representing 22 percent of the 132 responses.

How many volunteers does your organization engage on an annual basis?



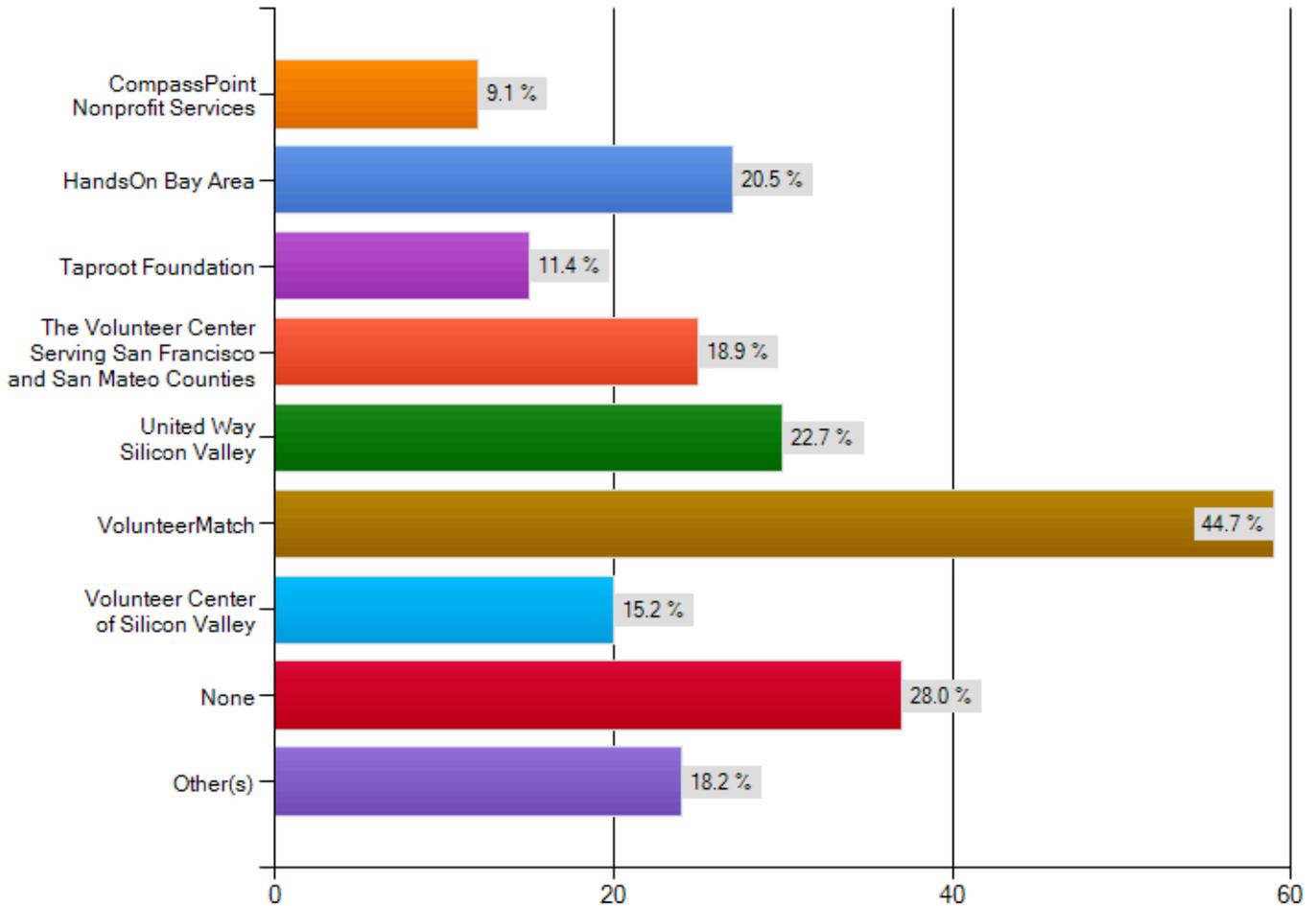
- Local organizations have many programs and organizational policies in place to support volunteers. All of the survey respondents answered the question and were asked to check as many answers as applied.

These options included:

- Volunteerism is included in the organization’s mission statement: 21 percent
- The organization has a vision statement for volunteer engagement: 20 percent
- A codified policies and procedures manual exists for working with volunteers: 38 percent
- Volunteer job descriptions are fully developed and in writing: 50 percent
- Volunteers are integrated throughout the organization at all levels: 64 percent
- There is a volunteer recognition program/plan including recognition for board service: 56 percent
- Volunteer engagement is tied to the Development Department: 30 percent
- Volunteers are evaluated on performance based on their job description: 17 percent
- Volunteers are evaluated on performance based on their job description: 53 percent
- Recordkeeping practices are in place to track volunteer information and hours: 63 percent
- None of the above: 12 percent

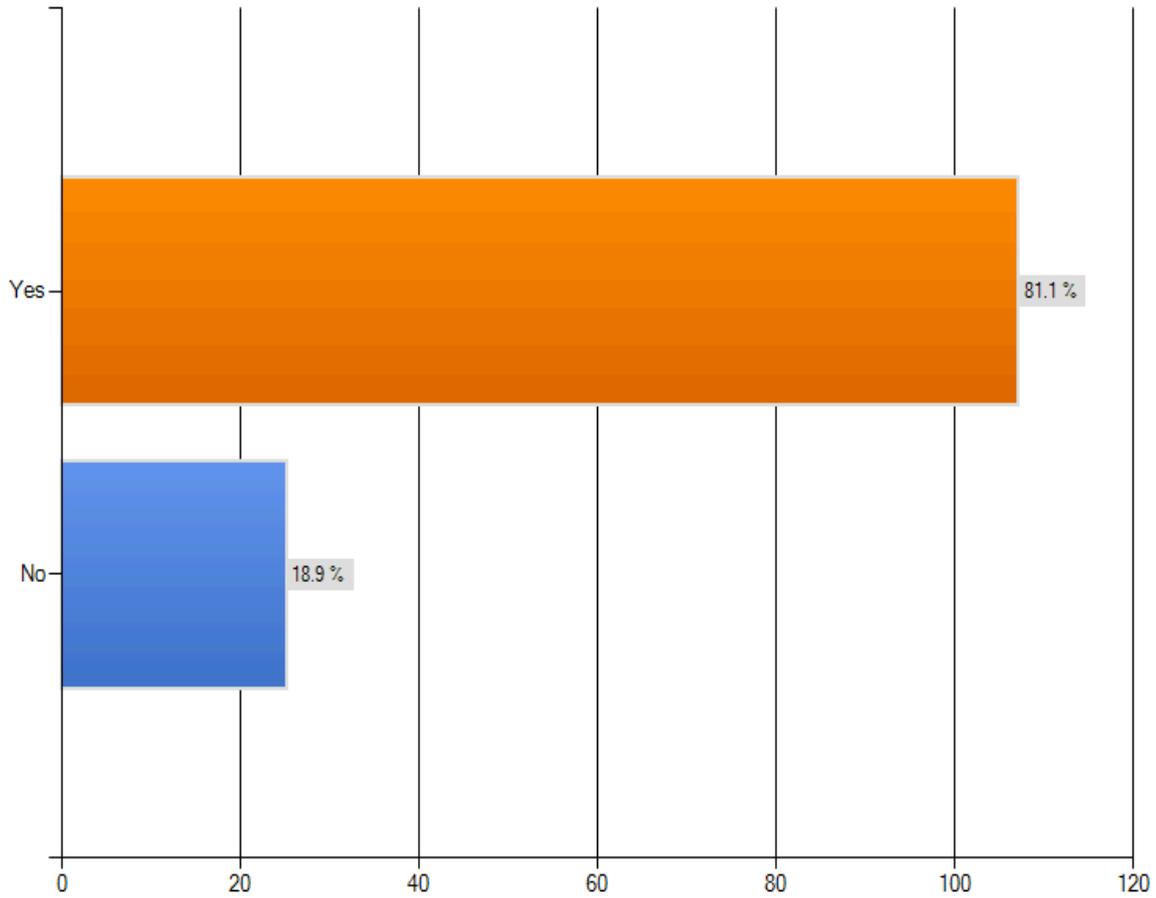
- Thirty-seven nonprofits have never used an external agency to support their volunteer program while 95 organizations have used the services of at least one of the seven agencies and resources listed in the survey question. Respondents who checked “other” listed One Brick; RSVP; National Charity League, Craigslist, and several Bay Area universities.

Have you used/do you get outside volunteer program-support? If so, please identify what organizations have been helpful. Please check all that apply.



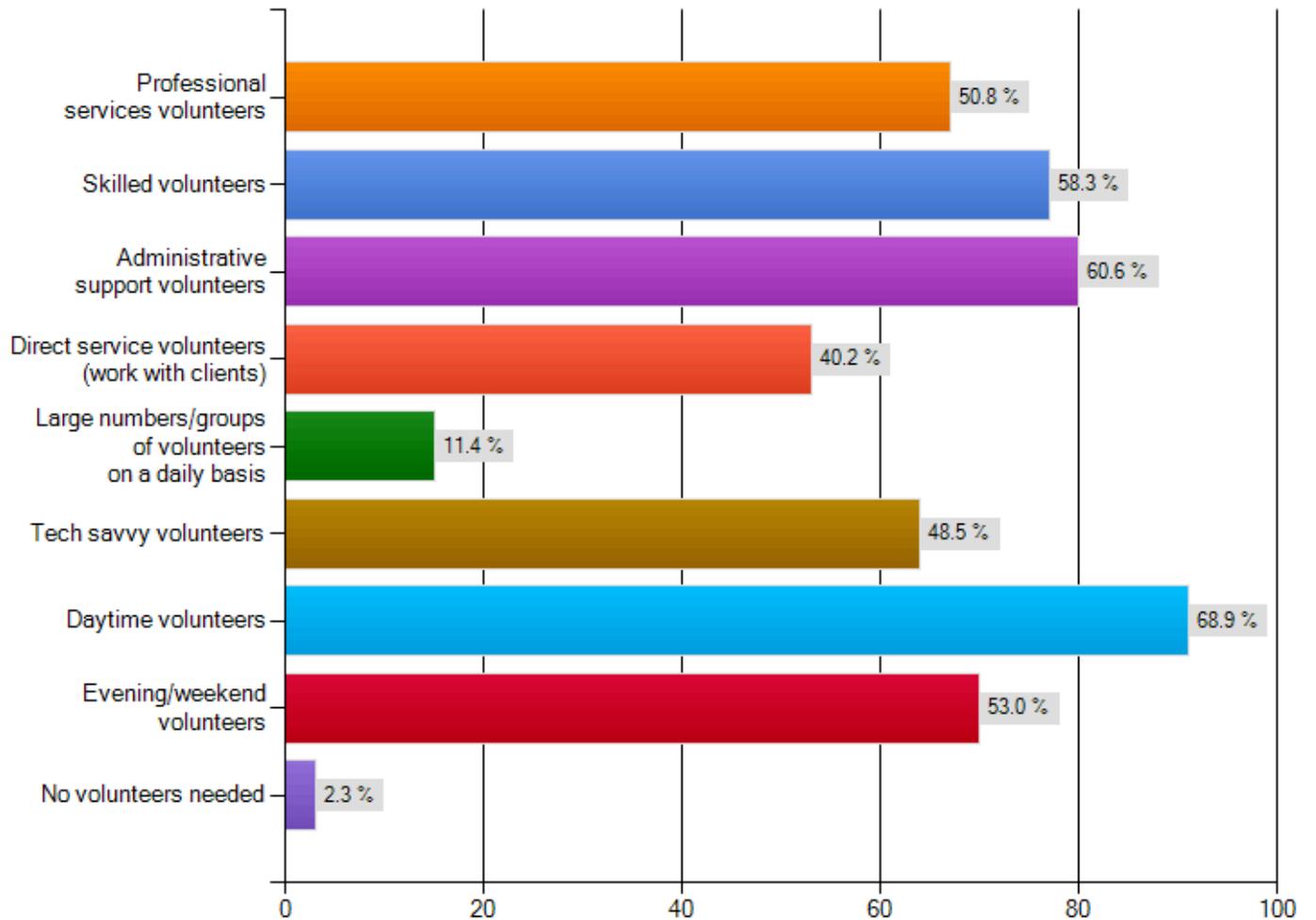
- Nonprofits stated that they used outside volunteer program support for many different reasons. A sampling of the responses include the following: volunteer recruitment, referrals, and training; computer support; board recruitment and development; donations; contract services; and web site design.

Do you currently need support for your Volunteer Program?



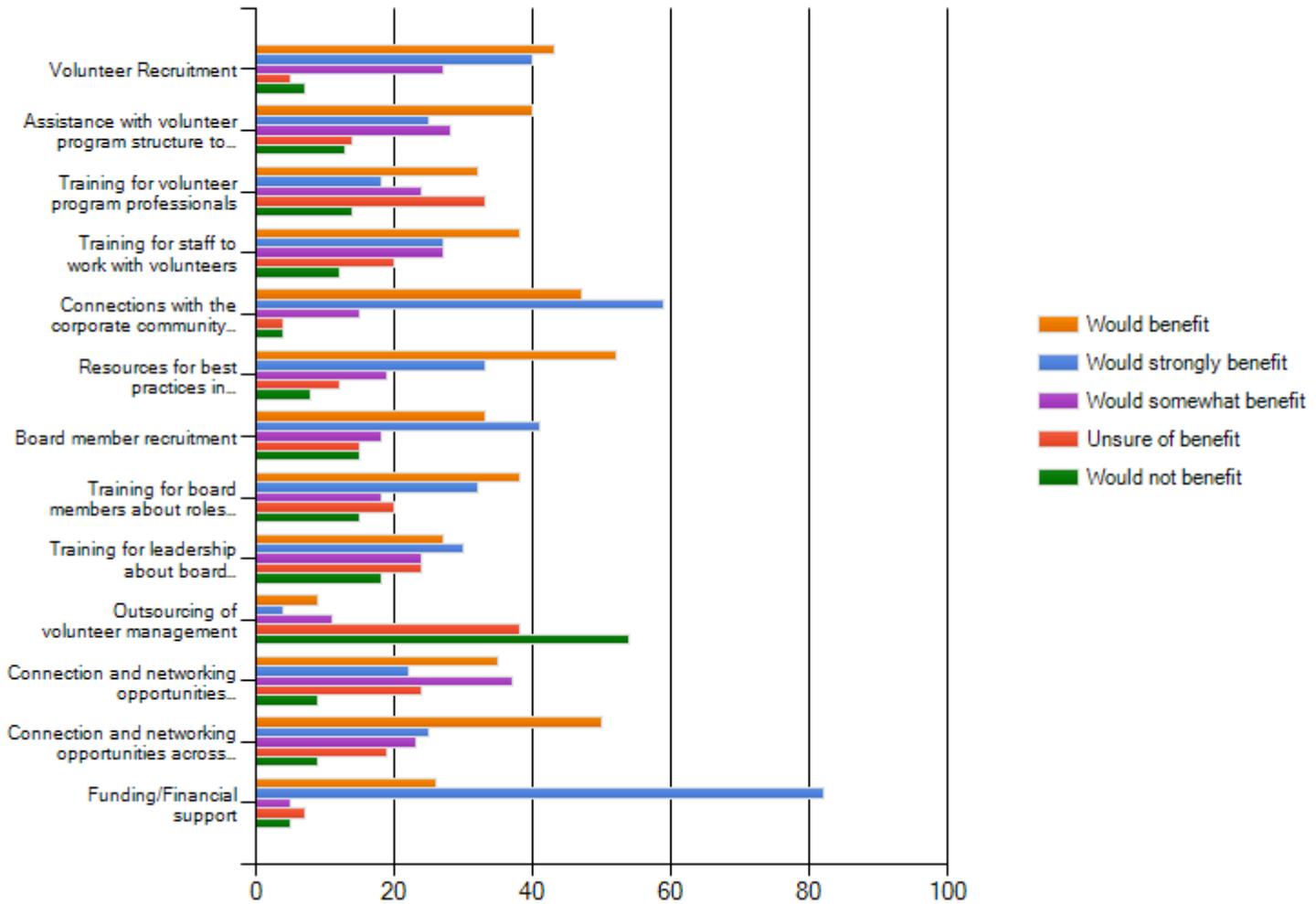
- One hundred and seven respondents indicated that they need support for their organization's volunteer program. Support for volunteer programs may consist of any of the following: funding, services, staff and/or volunteers.

What kind of volunteers do you need? Please check all that apply.

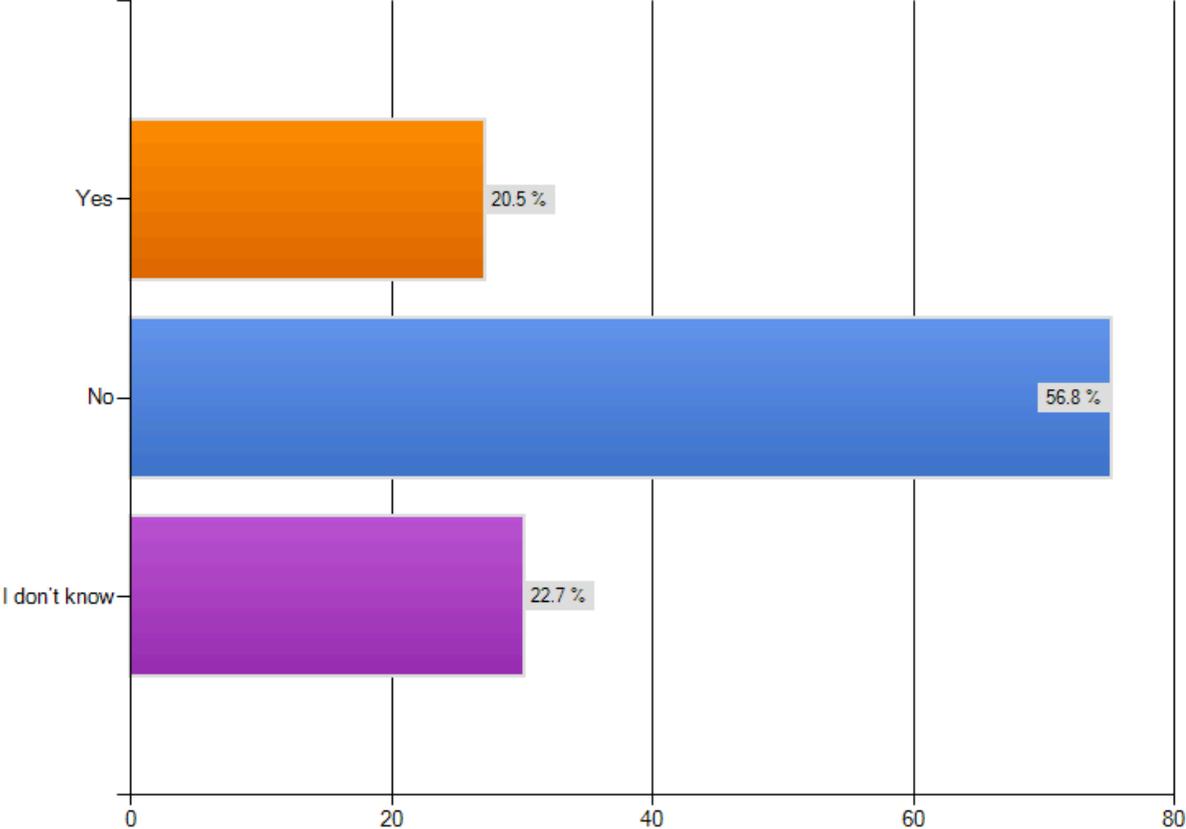


- Seven nonprofits also checked “other” which included volunteers interested in working with children or youth; high school volunteers; and those with specific skills related to building maintenance such as carpenters, plumbers, electricians, and tile layers.

What kind of services/support would most benefit your organization? Please rank importance.

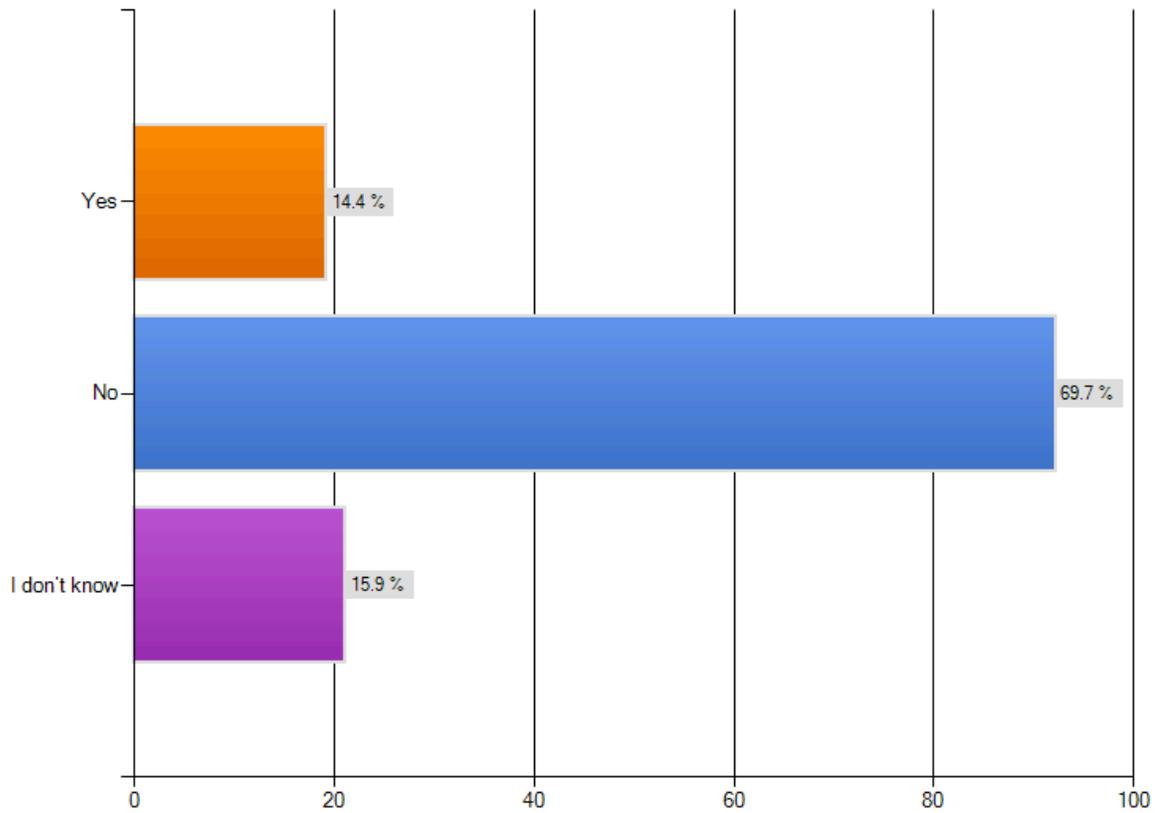


Have you paid for any of these services in the past?



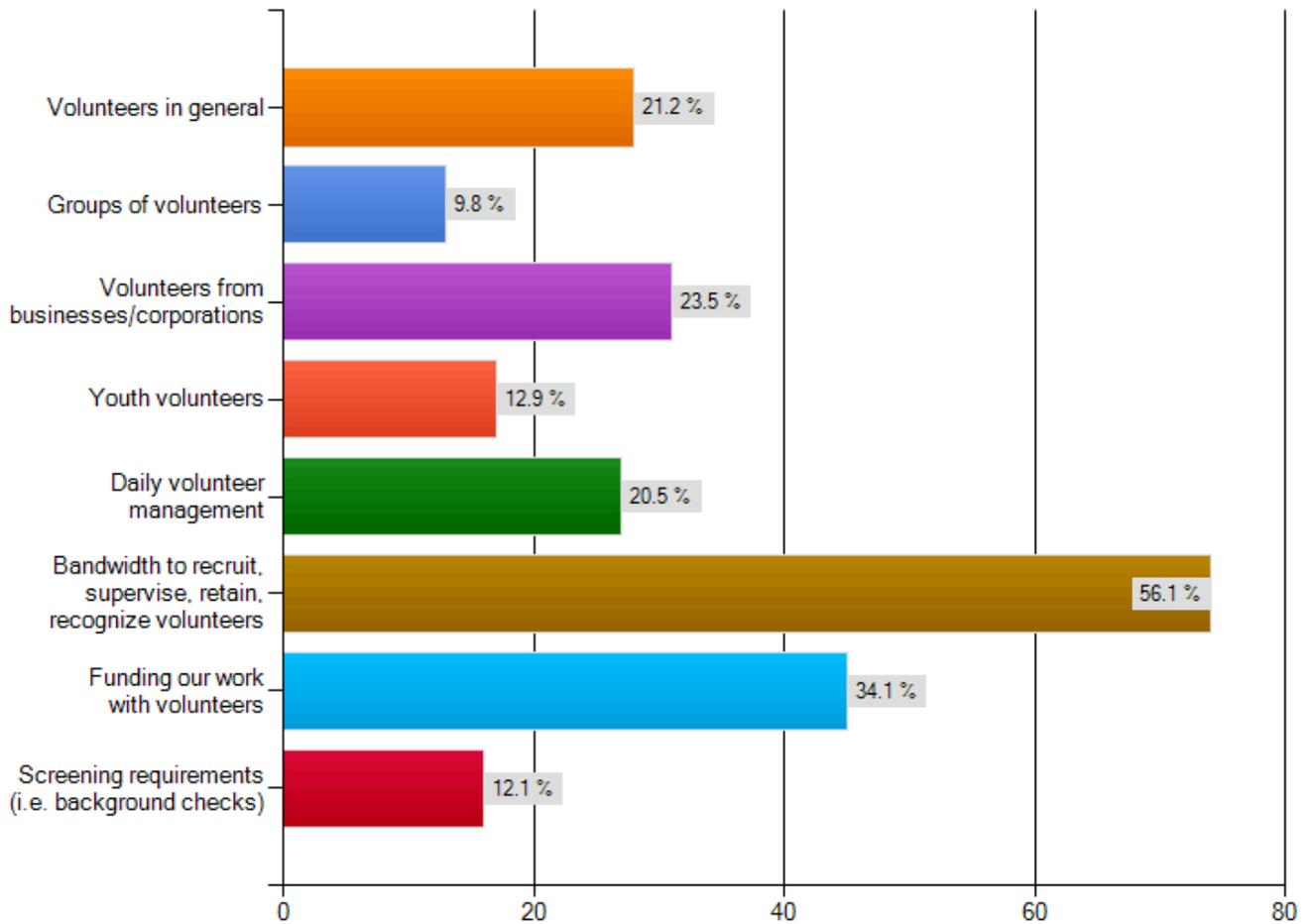
- Examples of services nonprofits stated they had paid for included the following: training for board members; consultants; training for volunteer program professionals; and organizational assessment for volunteer program development.

Do you have funding to pay for any of these services included in your budget today?



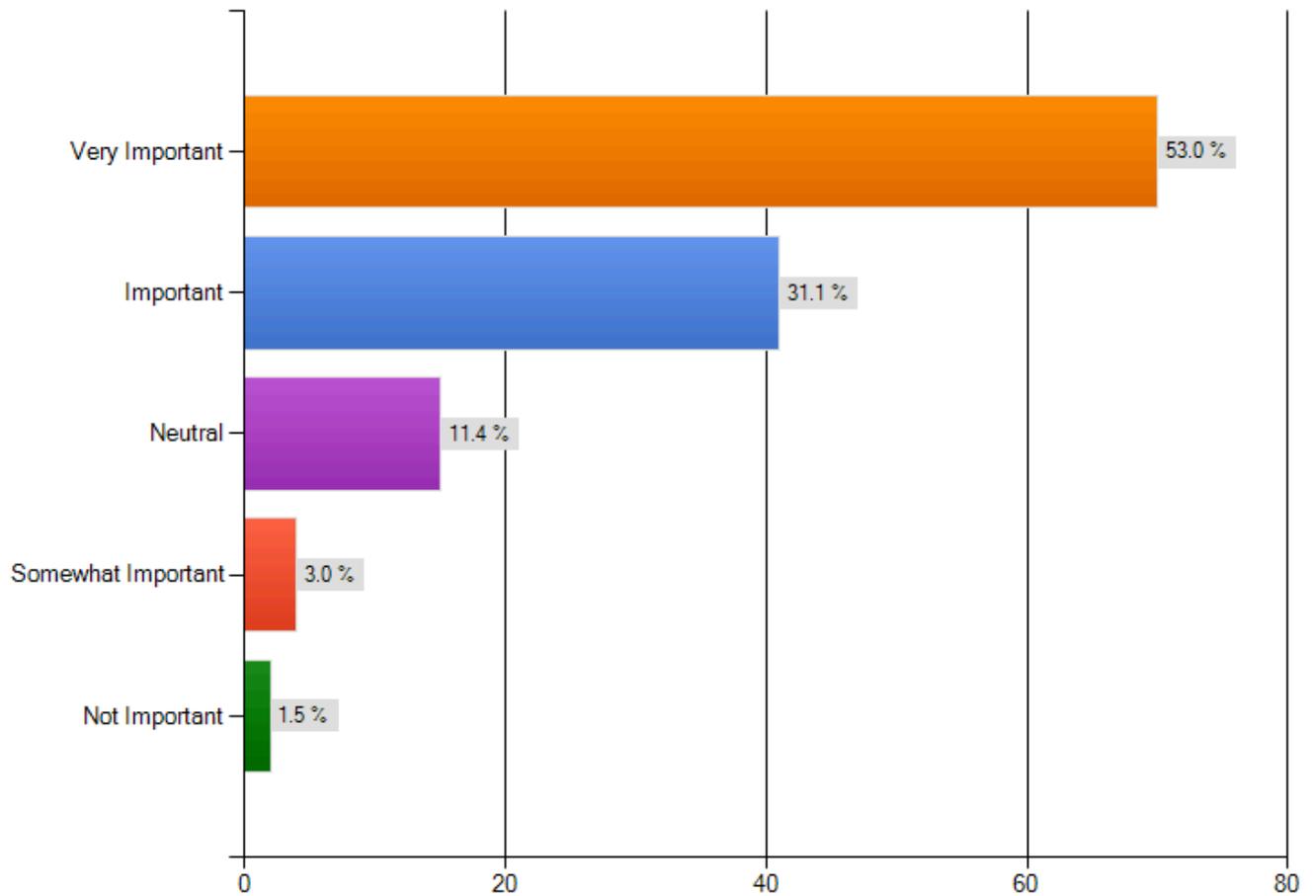
- Only 19 organizations have budgeted for services and the most common earmark for these funds is for board training or related to volunteer recruitment, training or recognition.

What are the biggest challenges for your organization's work with volunteers?



- Many nonprofits highlighted challenges that can be summarized by one respondent's quote: "recruiting the right people for our volunteer needs." Many organizations noted they need skilled volunteers and help with recruiting. The largest challenge, as noted by 74 nonprofits, is having the time and staff required to recruit, supervise, retain and recognize volunteers.

How important is it for Santa Clara County to have a resource specifically devoted to promoting volunteerism and supporting nonprofits in engaging volunteers?



- One respondent noted; “Managing a volunteer program is integral to our success and we need resources, support, best practices, and a way to share volunteers and other assets with non profit and for profit organizations in Santa Clara and San Mateo counties.”
- Another organization stated; “There is potential for a large volunteer force in the Silicon Valley and it would make it easier if they had one place to go to get all of the information and opportunities available in one place.”

Volunteer Survey Findings

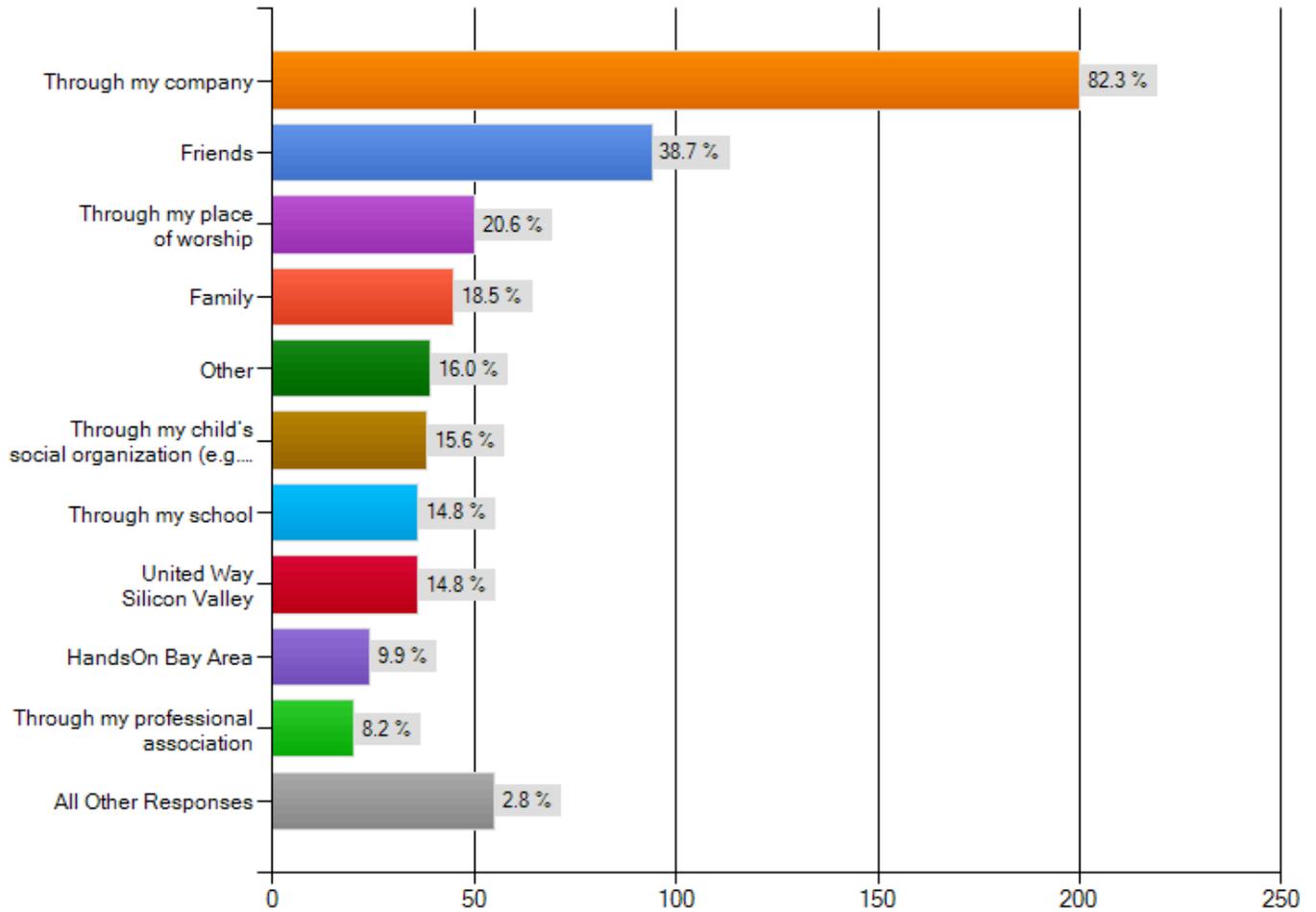
Highlights

- We struggled to connect with volunteers (outside of employee volunteers) and non-volunteers alike; this could point to the result of not having an entity promoting volunteerism in the County, attracting volunteers to register and receive regular updates. (Note: by comparison The Volunteer Center has a database of 10,000 names from which to solicit feedback.)
- Our sample overwhelmingly found volunteer opportunities through their workplace/employer that is skewed due to reliance on two primary employers to solicit feedback; but volunteer individual experience with volunteering outside workplace can be assumed representative.
- Online information helps volunteers, but is not the driver behind taking action and actually connecting to opportunities.
- Volunteers split on perceived need/desire for personalized matching; are united in their disinclination to pay for such a service, even for Board matching.
- Volunteers are a solid source for financial contributions to nonprofits in addition to volunteer help.

Survey Findings

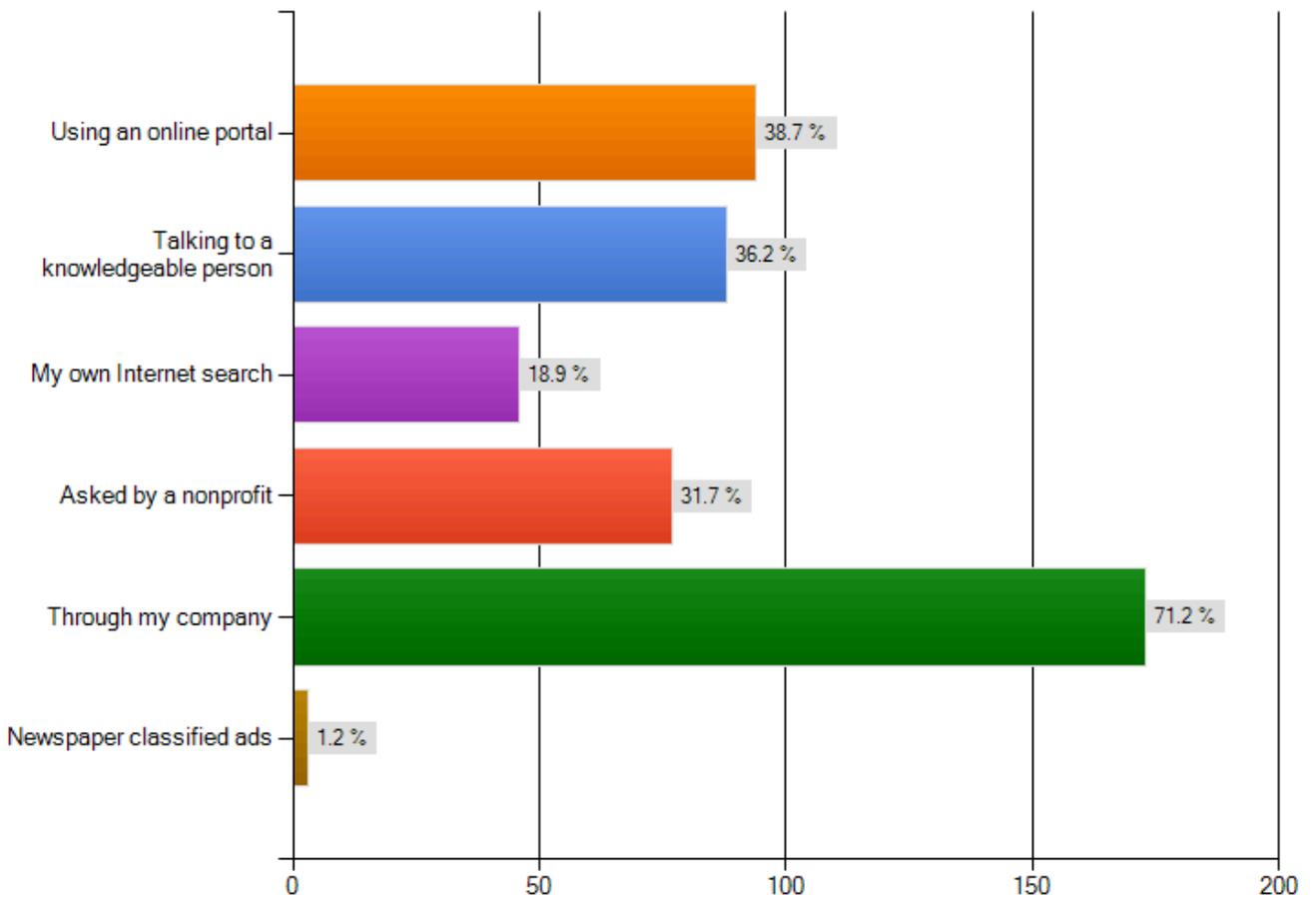
- Two hundred and forty-one people completed the online nonprofit survey, and of this group, 33 percent reside in San Jose.
- The highest percentage of total individual volunteer respondents were employed by Intel Corporation (34.2 percent) followed by Cisco Systems (32.1 percent.) The remaining 41.1 percent of respondents came from 47 different employers while 3.2 percent were unemployed or retired.
- Almost 98 percent of the respondents have volunteered in the past 12 months.

How do you find volunteer opportunities? Check all that apply.



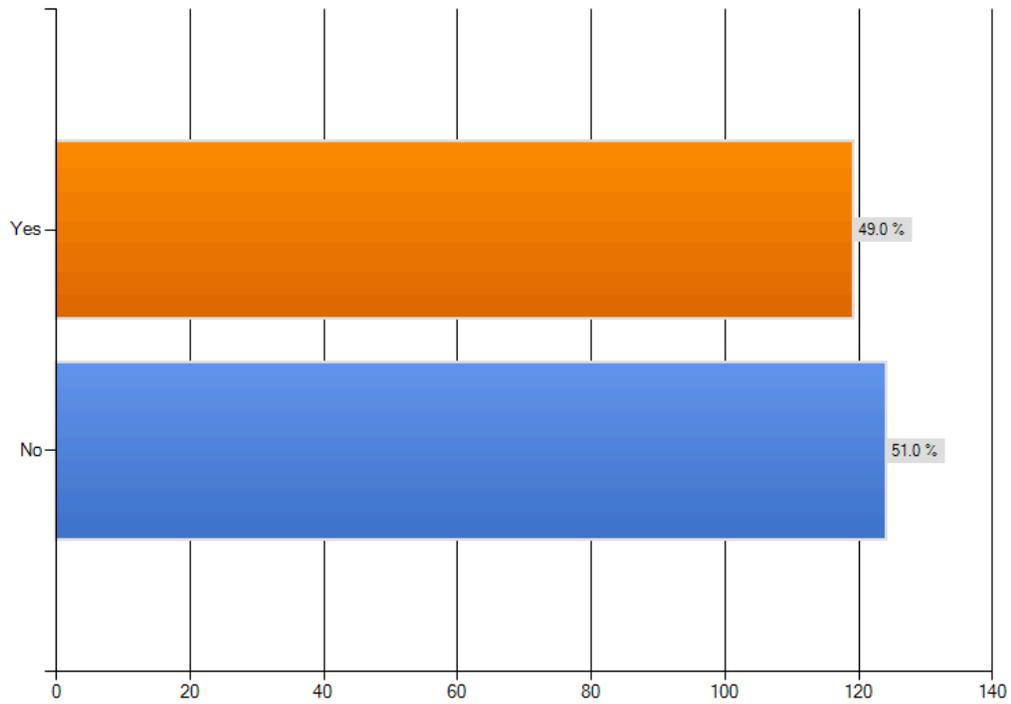
- Two hundred of the 241 people who responded to the online survey stated that they find volunteer opportunities through their place of work.
- One hundred and thirty nine respondents stated that they often learn about opportunities for service through friends and family.
- Individuals also noted that they also find volunteer opportunities from the following sources, which is combined in the chart above in the “All Other Responses” category: Craigslist; Idealist; Taproot Foundation; The Volunteer Center; OneBrick; social organizations; neighborhood association; their alma mater; and the NAACP.

What is your preferred means of searching for volunteer opportunities? Check all that apply.



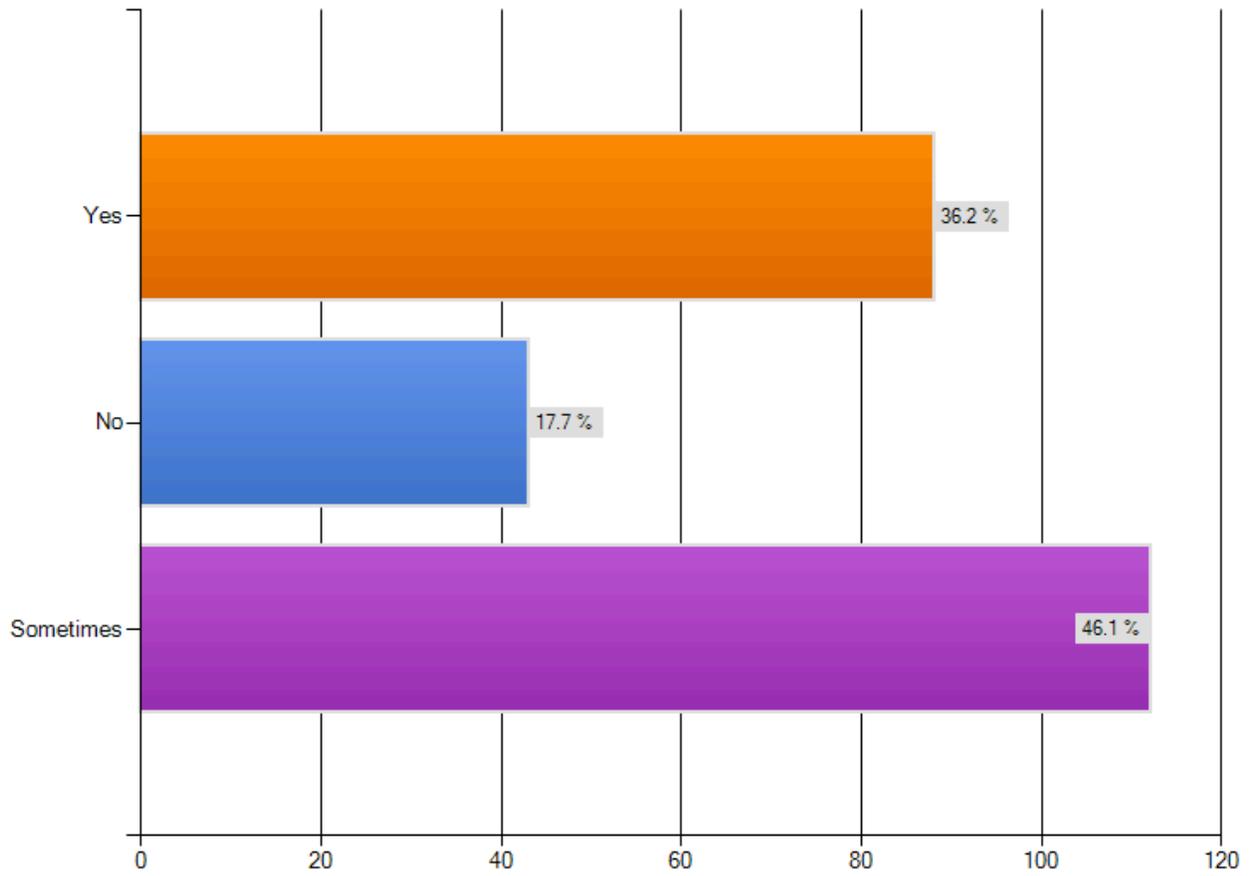
- Individual volunteers are comfortable using technology as noted by the 130 responses for using the Internet (search or portal) as a preferred means of searching for a volunteer service opportunity. Only three respondents stated that they check newspaper classified ads.
- Respondents also noted another preferred way of locating a service project are through their church or children’s school.

Would you be interested in being personally matched to a volunteer opportunity?



- The answer to the question was almost evenly split, with 119 people stating that they would be interested in being personally matched to a service project while 124 people said, “no.”

Do you donate to the nonprofits you volunteer with?



- Only 43 individuals, or 18 percent of the total respondents, never make a financial contribution to the nonprofit organizations they serve through volunteering.

APPENDIX

THE VOLUNTEER CENTER SERVING SAN FRANCISCO AND SAN MATEO COUNTIES

The Volunteer Center has served a critical role in fostering volunteerism in communities in San Francisco and on the Peninsula for 64 years, and is a nationally recognized leader in volunteerism, moving the field forward through innovation and collaboration.

Volunteer Services: The Volunteer Center receives an average of 24,000 visitors to our website each month. About 40-45% of them search volunteer opportunities, resulting in more than 800 individual volunteers referred to actual opportunities each month—that means that over 900 local agencies receive volunteers from The Volunteer Center during the year. Prospective board candidates receive training on board service or customized matching services and our Board Match event introduced over 700 candidates to more than 100 nonprofits seeking board members. The Volunteer Center provides vocational counseling to people with disabilities, particularly mental illness, placing them in volunteer jobs as a way to transition into work and The Volunteer Center's Youth Outreach Program engages youth, especially disadvantaged youth, by using volunteering as a way to build confidence, job skills, job readiness, provide work experience and career exploration, while setting them on a lifelong path of service.

Nonprofit Consulting & Training: The Volunteer Center understands that finding volunteers is only part of the equation; nonprofits must have the ability to use them well and provide meaningful experiences to keep them returning, and growing as voluntary leaders. We build nonprofit capacity to do so through training, consulting and the Nonprofit Volunteer Leaders Council. Hundreds of nonprofits look to The Volunteer Center to give counsel and advice on a range of volunteer recruitment and management challenges—in addition to daily consultations with partner nonprofits, recent custom consulting projects include: a training for staff and AmeriCorps volunteers to overcome barriers to working with volunteers for Habitat for Humanity, "Working with Youth Volunteers" training for Mid-Peninsula Housing Corporation, a complete volunteer program assessment, priority-based road map of recommendations and hands-on assistance with implementation of recommendations for Project Homeless Connect, and corporate sponsorship and volunteer engagement plans for the BizWorld Foundation, United Way of the Bay Area (in process), and Volunteers for Outdoor California (in process).

Corporate Community Involvement: The Volunteer Center has, since 1988, led the nationally recognized Bay Area Corporate Volunteer Council with an active membership in 2008 of 38 companies. Through our leadership of the BACVC we engage businesses in supporting the nonprofit sector through employee volunteering and advise them on how to tie those efforts to their philanthropic goals, corporate social responsibility strategies and business success. The Bay Area Corporate Volunteer Council helps its members stay in the middle of corporate community involvement initiatives, including cross-industry information sharing and networking among community relations professionals. The Volunteer Center provides corporate consulting services that include: customized trainings, volunteer team leader development, employee development through board service, senior executive board matching services and strategic development of the company's community involvement program including benchmarking and assessment services. Recent clients include: PG&E (board matching and strategic development services), The Clorox Company (strategic development services) Gap Inc. (board

matching and training), Norcal Waste Systems, Inc. (volunteer team leader development), Synopsys (strategic development of the company's community involvement program and volunteer team leader development), Adobe (customized training about cross-sector trends in volunteerism), and Walmart.com, Salesforce.com, Rivet, Sun Microsystems and Wells Fargo (employee development through board service).

Consulting Team:

John Power

As Executive Director of The Volunteer Center, John leads an organization that for over sixty years has nurtured respected and long-standing relationships among the Bay Area's business, government, nonprofit and volunteer communities. John also provides expertise in volunteer program development and management, business volunteer engagement strategies and practices, and community building through service. John first joined The Volunteer Center in 1999 to lead its Corporate Services, and has since been instrumental in advancing the national movement to connect businesses that see the value in building partnerships across sectors with community organizations that have the capacity to deliver meaningful returns.

Prior to joining The Volunteer Center, John served for nearly a decade on the staff of San Jose Congresswoman Zoe Lofgren, as her Deputy District Director and a chief policy advisor in health and human services, housing & homelessness, immigration, the environment and civil justice. He managed field operations, overseeing volunteer recruitment and deployment in Lofgren's, debut campaign for Congress.

An avid volunteer, John is currently a member of the Board of Directors of Goodwill Industries of San Francisco, San Mateo & Marin, and on the statewide Volunteer Centers of California Board. He received his bachelor's degree from the University of California at Berkeley and an MBA from Santa Clara University.

Julia Love

Julia is a consultant and the Associate Director of The Volunteer Center. In addition to oversight of The Volunteer Center's Consulting and Training Practice and Volunteer Services, Julia leads the Bay Area Corporate Volunteer Council, which was named CVC of the Year by the Points of Light Foundation in 2007. In this capacity, she is regularly tapped by leading corporations as a consultant on the strategic development of their employee involvement programs.

Julia has spent her 15-year career in the nonprofit sector helping connect nonprofits to the resources they need to succeed. Her program development and management experience includes work with boards of directors, executive development trainings, and collaboration development, both with corporate and nonprofit organizations. Julia Chairs the National Corporate Volunteer Council Advisory Council for Points of Light & Hands On Network. She served for six years on the board of Little Brothers – Friends of the Elderly. Julia earned her bachelor's degree at the University of California at Berkeley and received her Masters of Nonprofit Administration from the University of San Francisco.

Jill Blackburn

Jill is a consultant and the Consulting and Training Manager of The Volunteer Center. In addition to managing the day-to-day operations of The Volunteer Center's Consulting and Training Practice, Jill delivers The Volunteer Center's standardized and customized trainings; leads her team in consulting contract efforts for nonprofits and businesses alike; and leads the newly launched Nonprofit Volunteer Leaders Council—a professional association for nonprofit volunteer program leaders.

Over thirteen years ago, after her studies at the University of Pittsburgh, Jill moved to the Bay Area and worked in the private sector. Her move to the nonprofit sector over eight years ago involved volunteering and then working as a consultant to The Volunteer Center, providing assistance on the annual corporate

fundraiser. Jill joined The Volunteer Center as lead staff on volunteer outreach and internal volunteer management and has since developed an expertise to include volunteer program assessment, development, implementation, management and service capacity building for both nonprofit organizations and employee volunteer programs in the business sector.

UNITED WAY SILICON VALLEY

Established in 1922, and known today as United Way Silicon Valley, UWSV is an independent, locally operated non-profit charitable organization governed by a volunteer Board of Directors. Its mission is to improve people's lives by mobilizing the caring power of the community. United Way's financial support empowers its partner agencies to provide care to more than one million people yearly.

Santa Clara County, once considered the model for economic prosperity, today faces significant economic turmoil as well as confounding social dilemmas. Homelessness, youth at risk, eldercare, disaster relief, substance abuse and safe, dependable and affordable childcare are just a few of our community's critical issues. The large and growing number of affected individuals and families places unprecedented burdens on an already strapped human care service delivery system.

UWSV helps to address those issues and others in a variety of ways:

- Its annual workplace fundraising campaigns raise millions of dollars for their partner agencies and local programs annually. Augmenting the workplace giving initiative are direct mail solicitation and leadership giving programs.
 - Allocations received by agencies from United Way Silicon Valley are significant in that they are unrestricted. This means they can be used for general operating expenses rather than focused on specific programs—as is the case with most other funding agencies receive.
 - Their experienced volunteers ensure that agencies receiving funds are fiscally sound, that their programs address critical needs in the community and that they are non-profit, tax-exempt charities providing services at reasonable cost to the people with greatest need.
- UWSV also provides services directly to people who need help:
 - Emergency Assistance Network, which helps individuals in crisis find assistance through one or more of the member agencies.
 - 2-1-1, a comprehensive 24/7 telephone and web information and referral service for the entire county (www.211scc.org).
 - Financial Stability Partnership coordinates the county's Earned Income Tax Credit program and coordinates the Bank On San Jose project teaching the unbanked how to bank.
- Working to achieve its new vision for the future, UWSV is building the capacity to perform other value-adding roles in the regional community:
 - Conduct comprehensive community health and human services needs assessments to identify gaps in services and then marshal community resources to meet those needs.
 - Be a strong advocate. We are positioning the United Way to become the recognized leader and spokesperson on community needs in Silicon Valley.

Consulting Team:

Carole Leigh Hutton

Carole Leigh was named President and CEO of United Way Silicon Valley in February 2008. Prior to joining United Way, Carole Leigh was vice president and executive editor of the San Jose Mercury News. She had previously served as vice president of news for Knight Ridder, leaving when the company was sold in June 2006. Earlier, she was publisher and editor of the Detroit Free Press, a former Knight Ridder newspaper in Detroit, Michigan. Carole Leigh also has extensive experience in the non-profit arena, having actively served on the Board of Directors of seven organizations. She was a founding member of the Women’s Leadership Forum Board of Directors in Detroit and a member of the Board of Trustees of the Community Foundation for Southeastern Michigan. Carole Leigh, who has lived in San Jose since 2005, graduated from Michigan State University with a bachelor’s degree in journalism and has participated in numerous professional development activities, including Community Leadership San Jose (Class XVIII).

Kim Reeves

In December 2007, Kim became the Senior Vice President of Resource Development at United Way Silicon Valley. After receiving BA and MA degrees in Political Science from George Washington University and West Virginia University respectively, Kim commenced an 18-year career with Xerox Corporation in which she held various positions in both sales and service throughout the U.S. Upon leaving Xerox in 2002 Kim joined United Way Silicon Valley for a five month period as a volunteer focused on New Business Development. During this time she acquired a passion for non-profit work and in 2003 began her career with United Way as Manager of Workplace Campaign for Orange County United Way in Irvine, CA. During Kim’s tenure in Orange County she was promoted to various positions, the last being Vice President, Investor Relations.

Alisha Rodrigues

After receiving a Bachelor of Science degree in Sociology from Santa Clara University, Alisha joined United Way Silicon Valley (UWSV) in September 2007. As United Way's Volunteer Engagement Specialist, Alisha oversees all of UWSV’s volunteer programs including coordinating corporate volunteer projects, maintaining the Volunteer Solutions database, and planning and executing national days of service locally. Alisha also helps coordinate one of United Way Silicon Valley’s affinity groups, Young Leaders United, by providing opportunities for young donors to become more involved in the community through leadership, networking, and volunteer opportunities. Having been born and raised in Santa Clara County, Alisha has a lot of passion for our local community and has worked with a number of nonprofit agencies prior to joining the United Way team including YMCA of Santa Clara County, the Child Abuse Prevention Center, and Sunday Friends.

STEERING COMMITTEE

Jaime Barclay
Symantec Corporation

Skye DeLano
Fresh Lifelines for Youth

Emily Harrison
County of Santa Clara

Erin Brennock
Synopsys, Inc.

Darcie Green
Kaiser Permanente San Jose
Medical Center

Jennifer Hernandez
IBM Corporation

Ellen Clear
Silicon Valley Community
Foundation

Rita Holiday
Intel Corporation

Carole Leigh Hutton
United Way Silicon Valley

Marguerite Lee
Cisco Systems, Inc.

Kim Reeves
United Way Silicon Valley

Lisa Jafferries
Kaiser Permanente Santa
Clara Medical Center

Julia Love
The Volunteer Center

Alisha Rodrigues
United Way Silicon Valley

Siobhan Kenney
Applied Materials
Foundation

Anjali Mehta
Fresh Lifelines for Youth

Margaret Tamisiea
Adobe Systems, Inc.

John Power
The Volunteer Center

Samantha White
Pacific Gas and Electric
Company

BUSINESS PARTICIPANTS

Adobe Systems
Agilent Technologies
American Medical Systems
Applied Materials
Bank of America
Bank of America
Brocade
Cisco
Intel Corporation

Kaiser Permanente Santa
Clara
LiveOps, Inc.
Microsoft
National Semiconductor
Pacific Gas and Electric
Company
Rambus
Salesforce.com

Symantec Corporation
Synopsys, Inc
Tech CU
Underwriters Laboratories
VeriSign Inc.
VMware
Wells Fargo

NONPROFIT PARTICIPANTS

AACI
Achievekids
Advent Group Ministries
African American Community Service Agency
Alum Rock Counseling Center
American Cancer Society
American Ice Theatre
American Red Cross Silicon Valley Chapter
Arts Council Silicon Valley
Asian Law Alliance
Azahar Dance Foundation
Bay Choral Guild
Bill Wilson Center
Boys & Girls Clubs of Silicon Valley
Breakthrough Silicon Valley
Breast Cancer Connections
BUILD
California Community Partners for Youth
Cambodian American Resource Agency
Children's Discovery Museum
City of San Jose Parks and Recreation
City Year
College Track

Community School of Music and Arts
Community Services Agency of Mountain View
and Los Altos
Community Solutions for Children, Families and
Individuals
Computer History Museum
DanceVisions
Dancing Sun Foundation
de Saisset Museum
Environmental Volunteers
Family & Children Services
Girls For A Change
Goodwill of Silicon Valley
Grail Family Services
Hidden Villa
History San Jose
Jewish Family Services of Silicon Valley
Kara
Kidango
Live Oak Adult Day Service/Cupertino
Lytton Garden
Martha's Kitchen

MESA: Mathematics, Engineering, Science and Achievement
 Mid-Peninsula Housing Services Corporation
 Midpeninsula Regional Open Space District
 Mission Chamber Orchestra
 Mission City Opera
 Montalvo Arts Center
 MOUSE Squad of California (MSCA) Student Tech Leadership
 Movimiento de Arte y Cultura Latino Americana
 One Economy Corporation
 Opera San Jose
 Opportunity Fund
 Oriki Theater
 Outlet - CHAC
 Pacific Autism Center for Education
 Palo Alto Art Center Foundation
 Parents Helping Parents
 Peninsula Youth Theatre
 Project Access
 RAFT
 Rainow Women's Chorus
 Resource Area for Teaching
 Sacred Heart Community Service
 San Francisco Shakespeare Festival
 San Jose Choral Productions
 San Jose Institute of Contemporary Art
 San Jose Jazz
 San Jose Public Library
 San Jose Repertory Theatre
 Santa Clara County Asian Law Alliance
 Santa Clara Valley Performing Arts Association
 Santa Clara Valley Science & Engineering Fair Association
 Save The Bay
 School Health Clinics of Santa Clara County

Science Buddies
 Second Harvest Food Bank of Santa Clara and San Mateo Counties
 Self-Help for the Elderly
 Shady Shakespeare Theatre Company
 Shelter Network
 Silicon Valley Campaign for Legal Services
 Silicon Valley Center for Nonprofits
 Silicon Valley Education Foundation
 Silicon Valley FACES
 Silicon Valley Gay Men's Chorus
 sjDANCEco
 South Valley Quilt Association
 Stanford Blood Center
 Sunnyvale Community Services
 Symphony Silicon Valley
 Teatro Vision
 The Expanding Your Horizons Network
 The Health trust
 The Leukemia & Lymphoma Society
 The Role Model Program
 The Salvation Army Santa Clara County
 The Tech Museum
 TheatreWorks
 Triton Museum of Art
 Tuolumne River Trust
 Vista Center for the Blind and Visually Impaired
 West Bay Opera
 West Valley Community Services
 Winchester Orchestra
 Young Audiences of Northern California
 Yuva Bharati
 YWCA of Silicon Valley Rape Crisis Center
 YWCA Silicon Valley
 YWCA Support Network
 Zohar Dance Company

VOLUNTEER PARTICIPANTS

Chris Abbey
 Becky Abella
 Jenna Abeyta
 Johnny Acfalle
 Lisa Achua
 Angela Adamczyk
 Erica Agiewich
 Evelyn Aguon
 Cyndy Ainsworth
 Norman Ajlouny
 Josh Asdf
 S. Asmar

Catherine Aspiras
 Charles Atkinson
 Caroline Ayre
 Sandi Baba
 Christy Bachich
 Chain Banwait
 Nirav Barodia
 Linda Beaujon
 Karen Beavers
 Linda Beller
 Ricardo Benavidez
 Vicki Berchem

Deepti Bhatnagar
 Dalia Blevins
 Lori Blum
 Sherri Boatman
 Jim Brennan
 Carlotta Brown
 Teri Buckmaster
 Dan Burke
 Carlos Camino
 Floy Campbell
 Rebecca Carson
 Alejandra Carvallo

Cheryl Cash
Dawn Cereghino
David Chai
Yi-Ju Chen
Robert Chin
Allen Chiu
Leemin Chong
Bruce Chou
Millie Clark
William Clay
Sue Colla
Caroline Cornely
David Cortesi
Rebecca Counihan
Lynda D'Angelo
Jennie Dao
Zeina Daoud
Carla Davis
Lvannia De Alba
Carey DeAngelis
Skye DeLano
Ivy Depner
Joycelyn Dorsey
Don Doyle
Julie Dunkle
Kaustabh Duorah
Lee Dustrud
Terry Edwards
Juliette Eichler
Desiree Elder
Ruben Esquibel
Kevin Fagan
Brent Fellows
Tom Fenster
Ericka Ferguson
Shawn Fernandez
Shaun Fought
Nelly Fregoso
Christopher Frey
Nate Fuler
A. Gaillard
Charissa Gant
Paul Garneau
Daniel Garrison
Neela Gentile
Adele Gershater
Christine Gigliotti
Stacy Giordano
Amelia Giusti
Greg Goebel
Nathalie Goricanec
Julie Goschy
Sarah Gregory
Nancy Gruspe

Sara Happe
Linda Harris
Caitlin Hatzenbuhler
Debbie Hein
Ann Hepenstal
Lee Hicks
James Holland
Garrett Holthaus
Kathryn Howland
Maggie Huang
Sabina Lyengar
Jene Jaeger
Madhu Janga
Lori Jensen
Deepika Kadimcherla
Kim Kalune
Bonnie Kao
Andy Keates
Sheryl Kelly
Kelley Ketchmark
Lauren Kettner
James Keyes
Phyllis Kizer
Jennifer Knickerbocker
Laura Knight
Darryl Kojima
Michelle Kolota
Linda Kriegbaum
Sathish Kuttan
Christine Lahann
Eric Larsen
Peter Laughlin
Marilee Lazar
Denise Leader
Marguerite Lee
Michael Lee
Robert Lee
Karen Lewis
Grason Littles
Sylvia Lobo
Che Lopez
Ruth Lopez
Leslye Louie
Lawrence Luk
Lynee Luque
Anita Mallol
Vida Martsolf
Adam Mason
Chara Mathur
LJ McGeever
Gene McHone
Kyung Min
Robert Min
Anna Mirsky

Manooch Mohsenian
Rebecca Monroe
Paulette Moore
Jennifer Murrill
Yelena Myulberg
Regan Nanbara
Dinah Nazario-Owens
Julaine Neff
Roger Nelson
Kerri Neschleba
Ken Ng
Hoa Ngo
Joseph Nordlinger
Kim Nutini
Joel Obille
Lynda Ogilvie
Jane Oglesby
Greg Okada
Leslie Orlando
Xuemei Ouyang
Debbie Padilla
Marlene Padilla
Rebecca Pagaza
Judy Paulson
Jasmina Pavlin
Eric Petrich
Nicole Pierce
Kaile Pierre
Steven Quan
Elba Ramirez
Sridharan Ranganathan
Maureen Rebozzi
Andrew Reeber
Rick Reed
Tim Reimers
Craig Robson
Carolina Romero
Carlos Rosario
Karen Ryan
Michael Sanchez
Mike Sanchez
Gary Sandercock
Sandra Sanfilippo
Dorothy Claire Santos
Tim Schmidt
Susan Scown
Scott Sherratt
Rishi Sinha
Vladimir Skliba
Aaron Smith
Martha Smythe
Rodney Soo
Ithamar Sorek
T. Srinivasan

Elizabeth Stetson
Jun Su
Marika Sykora
Mangesh Tamhankar
Dawn Tamone
Richard Terrell
Paul Thayne
Roger Thiede
Lyn Thompson
Aileen Tokuda
Lawrence Tom
Rita Torres

Sofia Toscano
Marc Townsend
Debra Tucker
Karen Tyler
Greg Underhill
Madan Venugopal
Michelle Vilchis
Anna Von
Jason Wang
Shawn Wargo
Laura Whitlach
Marnie Willhoft

Wendy Winter
Peggy Wolf
R. Wong
Sheri Wysocki
Amy Xiao
Pei-yang Yan
Karen Youmans
Lisa Young
Fred Yu
Andy Zorio
Susan Zucca

KEY COMMUNITY LEADER PARTICIPANTS

Emmett Carson
The Silicon Valley Community Foundation

Joe Pon
The James Irvine Foundation

Patricia Gardner
Silicon Valley Council of Nonprofits

Rev. Chuck Rawlings
The Council of Churches of Santa Clara
County

Carl Guardino
Silicon Valley Leadership Group

Jeff Sunshine
The David and Lucille Packard Foundation

Rick Holden
San Jose Leadership Council

FOCUS GROUP FACILITATORS AND PROJECT VOLUNTEER

Julie Dunkle
Intel Corporation

Judy Levy
Levy Consulting

Margaret Southerland
Strategic Philanthropy
Advisors, LLC

BUSINESS FOCUS GROUP NOTES

September 8, 2010

Scheduled 10:00 am started at 10:07 am ended at 12:00 pm

Present:

Rita Holiday
Intel Corporation

Steve Beitler
Agilent

salesforce.com
Ross Dakin

Michelle Proulx-Schuette
Verisign

Marguerite Lee
Cisco Systems, Inc.

Sean Rosas
LiveOps

Staff:

Julia Love
The Volunteer Center

Kim Reeves
United Way Silicon Valley

Rebecca Pagaza
United Way Silicon Valley

Facilitator:

Judy Levy
Levy Consulting

Welcome from facilitator Judy Lee. She thanked everyone for being here to find ways on how to support volunteerism in Silicon Valley. This focus group is to go deeper in the conversation other than a survey.

Kim Reeves provided an overview of the project and how it came about because of the loss of the Volunteer Center of Silicon Valley. We needed to do a real assessment. Conclusion would be to find a sustainable model to support volunteerism in Santa Clara County. This is a six-month process. Julia said the underlying theme is that we are not presuming we know what is needed in SCC.

Any questions? No questions

Objective of the meeting today is to focus on what's needed here in Santa Clara County.

1. Why does your organization support volunteerism, what is your organization wanting to accomplish?
 - Reputation and bottom line, external measurements and recognition
 - Great visibility
 - Best places to work recognition
 - Employee retention and recruitment
 - Positive awareness and perception
 - Corporate cultural internally
 - Builds team cohesion, helping to make a positive change in an external environment
 - Builds positive moral
 - Making an impact
 - Accomplish this at minimal cost and still get these returns
 - At the Executive level wants to give back to the community
 - It's the right thing to do and it's good for business
 - Builds leadership
 - Builds community building
 - Awareness
2. Award recognition programs: Would like to use?
 - 5 out of 6 = 83%
 - Different ways to engage volunteerism and how they can make a difference
 - It's good to be recognized
3. Emergency response volunteers: Would you use?
 - 6 out of 6 = 100%
 - Supports disaster relieve
 - Works in tandem with American Red Cross
 - Provides grants matching funds
 - Volunteer hours
 - Allow donations that won't cap the corporate match
 - Give partner grants and discounted services
4. Board support – matching and training: How many would be interested in Board matching?
 - 5 out of 6 = 83%
 - Get Executives on the Board, Tier 1 funding is provided what would help me to work with an organization that would align with our needs. Tier 2 would be management level – an organization would be interested in supporting. Tier 3 – staff would like to sit on a Board.

- Yes Board matching would be helpful
 - If we had a more formalized program, ability to match employees.
 - Board match to financial dollars makes more sense.
 - Idea: pro-bono volunteering hourly rate to go up from \$10 -\$100
5. Would you need support?
- I would like a more formal Board program or pro-bono program
 - The Volunteer Center does this type of board matching program
 - Training for employees, what constitutes being a good board member, what is the outcome? Helps the employees see how this fits with the employee's needs and interest.
 - Have an online course for board training
 - Having the employee understand that when they are on a Board they are representing your company
 - Having the employee understand why a nonprofit would want them for them as an individual or for them to strengthen the relationship between the nonprofit and the company
 - Ongoing training maybe a yearly refresher.
6. How could this entity support you?
- To vet the organizations
 - Support a roundtable nice forum between nonprofits and board membership
 - Needs clear outcomes
 - What would success look like, how are we going to measure
 - To articulate these issues and provide the information for both sides to move forward.
 - Measurable outcomes
7. Employee volunteer groups: How would this entity make this more useful?
Do you use flextime? There is no policy
We used this question as a little bit of benchmarking.
Where are your gaps?
- To create compilations of project opportunities, maybe a website that is updated
 - Consolidation of the volunteer projects
 - Authentic relationship with the nonprofit, needs of nonprofits first and then corporate
 - Specific needs for volunteer projects, time frame, hours how many people
 - Provide meaningful volunteer experiences
 - A database that would provide volunteer opportunities
 - More opportunities for young children to volunteer with their families
 - Building an alignment with other organizations such as California Volunteers on a national level
 - A list of national organizations would be helpful
 - More diversity groups volunteering opportunities providing more resources
 - Resource sharing
 - Sharing best practices
8. Would your organization pay for or support this? How would your organization fund this?
- Metrics for ROI what's the business and the social impact
 - Identifying relationships
 - We have to prepare individuals on how we do this how we fund a collaborative effort
 - Pre-empt as many questions or objections as you can
9. How would it be appealing?
- Taking a stand and being a leader.
 - What is this entity going to provide to us?
 - What is this entity going to help us do better or what we don't do now.

- Good way to build good public relations
- Building a model
- Being a trendsetter
- Help smaller companies
- Provide metrics

10. Where is the interest?

- Maybe a membership, you can include training in the membership
- Not interested in funding for operations
- We want to fund programs
- The value of being apart of this organization
- Managing a corporate volunteerism professional
- This puts value in the nonprofit that provides volunteer management

11. Would you have say on what nonprofits could be involved in the training?

- Yes.

We would look at the volunteer coordinator and their ability to drive volunteerism. This entity would do the vetting. You could sell the membership by distributing the knowledge. Investing in the entity the risk goes away. Would need nonprofits to join the collaboration, finding out their needs. It would be interesting to hear from nonprofits on how these ideas sounded

12. Are there volunteer services in other communities you would like to see replicated here?

- Training on how to do the project management
- Volunteer concierge, centralized resource
- Resource directory online – all the nonprofits and what they do (facts)
- Outsourcing to would be helpful
- A project that all corporations could collaborate around, have media there, and pay a fee. It has to be cost effective.
- Working on one specific issue

13. What would you consider a cost effective project amount?

- Depends on the project – like a sustainable project that has a different investment.
- The needs in the community and how it aligns.
- It matters on the value of the project
- Baseline \$25 - \$50 per employee
- The membership model gives the members more flexibly on how to deploy their dollars
- Maybe the approval cap like \$2,500
- Would pay for a project that is greater than us
- Collaborating with other members in the membership model

14. If this entity communicated to you what the cost of doing business is, would that be helpful?

- I think that would be a great piece of information you could share
- Yes
- Putting something together with a realistic cost is good, helps us to benchmark
- Tiered level membership would be good
- Measurable outcomes is important

September 9, 2010
Scheduled 10:00 am started at 10:01 am ended at 12:05 pm

Participants:

Jaime Barclay
Symantec Corporation

Lisa Jafferries
Kaiser Permanente Santa
Clara Medical Center

Jeff Rangel
Applied Materials

Sara Davis
Adobe Systems

Theo Olson
Synopsis, Inc.

Staff:

Julia Love
The Volunteer Center

Kim Reeves
United Way Silicon Valley

Rebecca Pagaza
United Way Silicon Valley

Facilitator:

Julie Dunkle
Intel Corporation

Welcome from Kim Reeves – Thanked everyone for being here to find ways on how to support volunteerism in Silicon Valley. This focus group is to go deeper in the conversation around volunteerism that was first asked in the survey. Kim provided an overview of the project and how it came about because of the loss of the Volunteer Center of Silicon Valley. We needed to do a real assessment. Conclusion would be to find a sustainable model to support volunteerism in Santa Clara County. Julia said the underlying theme is that we are not presuming that we know what the end answer to this is. We don't know what is needed in SCC. We need to know the needs in the community.

Julie Dunkle – welcome

Introductions: were made

No questions were asked

Julie started the discussion session.

1. What is your company looking to accomplish through its community engagement strategies? (i.e. impact in the community; internal goals; employees/bottom line impact etc.)
 - Being a good corporate citizen
 - Employee retention (pride)
 - Cross functional, working in different teams not silos
 - Education opportunity to help people understand what's going on in the community
 - Maximizing the employees interest raise awareness and celebrate
 - Good for business – positive from the recruitment and retention, external branding and awareness with blogs, creating a cultural at work
 - Improving social condition in the community
 - Team building
 - Employee loyalty
 - Shared experiences at meaningful history and tradition
 - Visibility to the executives = equalizing
 - Within the department team building
 - Giving the employees a choice to volunteer
 - Networking
 - Energy
 - Sensitive issues to be delicate when asking for volunteers. Different motivational aspects

2. Wish List
 - Companies should give people time to volunteer, especially for hourly paid employees
 - Having more dedicated time around messaging, sharing stories to inspire others to step up peer to peer
 - Policies and structures could cause issues as well
 - Wish culture should enable volunteering
 - A resource that would connect an employee to a project using their skill sets
 - Skills based phase I and skills based Phase II projects
3. What types of services would support your effort to help you do more with volunteerism.
 - A forum
 - A call from CEOs to implement other CEOs
 - The self service element to reach others externally, needs a toolkit, online system or portal to connect employees to interest, tool and resources to the employee and volunteer, then connects to the internal tracking tool that is being used by the company's database
 - Volunteer coordinator
 - Knowledgeable about NPOs list individual opportunities and large group opportunities
 - Phone matrix press 1 recreate online?
 - Offering training sessions for project team leaders
 - Ability to match interest with the groups or volunteers
 - Virtual online training session, Live meetings
 - Needs to be a positive experience if there is a concierge service
 - Have the NPOs post opportunities or have a site manage through a center where they post, a centralized space (website updated)
4. Let's say we create this portal with all the NPOs posting the opportunities. What happens next?
 - Having a resource such as a tool online and in person training
 - Training on how to lead
 - How to get involved
 - Skills based
 - Connecting with NPOs
 - How teambuilding becomes effective
 - Matching goals to experience
 - What's the impact you want what would make it a more meaningful experience
5. How would this tool be different from others like volunteer match and idealist.org?
 - Don't use volunteer match it's too expensive
 - Online tools can be expensive
 - Don't find them to be helpful it's not robust
 - Having a person you can talk to would be helpful and customizable
6. Do you feel you know the NPOs in the area?
 - Yes but we usually go to the same places.
7. Would it be helpful to have this entity find new NPOs and vet them?
 - Yes and knowing who's open to taking on a big event or project.
 - Return on investment ROI
 - Grants and the question would be in the application but no guarantee they will get the grant
 - The NPOs need to be reasonable, what can you manage, be clear with roles and jobs and be honest
8. Have we surveyed what the NPOs needs are?
 - Yes

9. Are your volunteer projects only aligned with interest that your company's interest areas are?
 - Yes,
 - Dollars for doers
 - You can give and volunteer to any organization you would like, but can't send a broadcast message to other colleagues about your interest and pushing your agenda
 - Employee driven

10. Do you do any sort of safety training? Would you like to see this on the list of customizable services?
 - Not normally but one specific project we did
 - In many cases the nonprofit does it
 - Yes it would be a benefit and useful

Comments: There is a sense of is it my thing or is it for my company when referencing Board membership.

11. How many of you have board training?
 - Very little, it's dependant on if it's Executive level or not
 - A tracking tool would be nice for the Board training prospects

12. Are there any services you are able to access in other communities where your employees volunteer that you would like to access in Santa Clara County?
 - Regional specific needs
 - Martin Kalin in New Zealand
 - Making the capacity available to volunteer
 - Collaboration
 - Give to Asia foundation
 - Hands on network, national network
 - Community foundation network
 - Volunteer network
 - Has an internal site with all different volunteer opportunities, maybe one works in Cupertino but lives in Livermore. Mixing up the pot

13. What funding does your company provide to pay for those services or for volunteerism in general?
 - Has a limited amount of budget on the corporate side
 - Hard for the nonprofits to ask for money for the volunteerism overhead
 - Corporate expense not the foundation
 - Don't engage in the pay to play
 - Recession has hit volunteerism
 - Yes operationally to an organization but not specifically to a volunteering program
 - Yes a pay to play model
 - Yes they can apply to foundation
 - Drives to pay works with Habitat Humanity
 - Has dollars in her budget for t-shirts and promotional
 - Has dedicated staff
 - Very limited budget, working on this area, has a staff person
 - Has a small discretionary budget but food and t-shirts, has a \$5K budget for nonprofit overhead

14. Do you do volunteer recognition?
 - Yes but sometimes they are embarrassed. Then moved to mini grants to the nonprofits they are involved with
 - Lunch or breakfast event to recognize them
 - Give out two community champion awards for volunteering and their leadership, \$1,500 grant to the nonprofit of her choice that aligns with the company

- Jefferson awards, recognize the employee and gives the managers and middle managers insight
- We don't have a formal program specifically. There's one for the giving program but not volunteer or food drive but now has combined the giving and food drive and volunteering. This helps them connect the program.

15. Volunteer Center has an annual award event externally. Would this be something that you would like here in the Santa Clara County?

- "Yes" from one person

16. Jeff asked the following question.

How do we collaborate with other companies that will be the key event? What if there was one event that everyone went to?

- A broker event model to be in that network and support that network.
- A keeper of the event that would drive attention to that vehicle.
- Funding local network benefit all in Santa Clara County.

17. What would you want this event to do for you to help you out?

- A connection to an organization
- Concierge services
- Would like to know what nonprofits are doing and who needs us and what they are doing. Having them clearly identify opportunities
- Being aware of the trends
- Vetting the nonprofits
- A local nonprofit database of which ones would allow volunteerism not just a list of all the nonprofits in the area
- SJ Field guide
- Volunteer guide quality experiences database, dynamic not published
- Seal of approval

18. Would you be interested in some type of a membership? A collaborative effort that would fill in the gaps.

- Yes if it's a collaborative effort instead of reinventing the wheel, bring the puzzle together
- Would like NPOs to feel they have entry into this groups

Spoke briefly about the Volunteer Center of Silicon Valley. How would this entity be different and learn a lesson of what failed?

19. What else would you like to tell us?

- Still want employees to have a vehicle to go to find volunteer opportunities
- Send them off on a wild goose chase when he sends them to sites
- 10 dos and 10 don't
- Training and the collaboration with peers from the corporate and nonprofit helps the whole field
- Board match model in San Jose
- Great opportunity with timing because of the economic situation encourage engagement

20. Last question: Was this a good use of our time?

- Yes thoroughly enjoyed it agreed worth our time.

NONPROFIT FOCUS GROUP NOTES

Observations from Jill Blackburn, The Volunteer Center:

- The group was diverse in: experience, role within their organization, type of organization/volunteer program and typical daily interaction with volunteers.
- There was some difficulty in keeping the group from imagining an “entity” or “organization that might provide services and staying focused on what services are needed/what challenges they are currently experiencing.
- The bulk of the conversation focused on working with corporations, the challenges in dealing with an increased demand for “team-building” projects and bandwidth/ability to build and nurture mutually beneficial relationships and corporations.
- Some sophisticated conversations occurred around: better positioning volunteerism at an organizational level; incorporating volunteerism into the mission and strategic planning at the board level; and better understanding what the Return on Investment is in order to make informed decisions about how, when and on what to invest resources for volunteer engagement.
- Overall participants seemed very interested to increase their effectiveness and efficiency in their work with volunteers, and indicated a need for assistance to do this.

September 2, 2010

Attending:

Nayna Patel, Hidden Villa

Patricia Chiapellone, six years at Alum Rock Counseling Center, Inc.

Mollie Tobias, two years at City of San Jose (Parks and Recreation)

Richard Konda, 33 years at Santa Clara county Asian Law Alliance

Trish Dorsey, 14 years at Goodwill of Silicon Valley

Paul Stanfield, just over a year at West Valley Community Services

Maryanne McGlothlin, almost five years at Family & Children Services

Audrey Wong, four years at Arts Council Silicon Valley

Lynelle Bilsey, Shelter Network

1. My nonprofit needs assistance in...

- Volunteer recruitment – 5 out of 8 attendees
- Volunteer program structure – 3 out of 8 attendees
 - Volunteer work at our nonprofit is:
 - On an ad-hoc basis
 - Non-structured
 - Unfocused
 - Inefficient
 - Not coordinated or managed by just one person or position
 - Our structure is haphazard
 - We turn people away because we don't have the staff available to work with volunteers
- Training for volunteer program professionals – 4 out of 8 attendees
- Training staff on how to work with volunteers – 3 out of 8 attendees
- Resources & best practices – 5 out of 8 attendees
 - Would like training regarding:
 - Effective social networking usage in volunteer recruitment
 - Volunteer retention
 - Volunteer record keeping
 - Currently tracked by hand
 - Would like technological solution.

- Best practices as related to engaging volunteers outside of direct services
 - Screening volunteers
 - Supervising volunteers
 - Would like to learn best practices through information sharing with other nonprofits with similar challenges
- Connections with corporate community – 6 out of 8 attendees
 - Would like assistance:
 - Getting corporations to send small groups or individual volunteers (because not all nonprofits have the capacity to house/manage large groups)
 - Helping corporations understand that not all nonprofits can assist with done-in-a-day events, some nonprofits need more of a commitment to justify the resources to support large corporate projects
 - Increasing flexibility of large corporate volunteer groups (20+)
 - Saying “no” to corporate volunteer groups without risking potential funding
 - Getting corporations to provide services in exchange for nonprofit mobilization of corporate volunteers (use of print center, tech, resources)
 - If corps can donate computers, software, hardware in addition to people hours to help nonprofits mitigate costs out of capacity
 - Finding/creating volunteer opportunities when corporate groups are available to volunteer
 - On weekdays, during business hours
 - Would like a clearing house:
 - Where corporate community posts volunteer wants and nonprofits to post volunteer needs
 - That details what specific corporations are looking for (i.e., type of opportunities, size of groups, interest area, who to contact at each corporation
 - For Santa Clara County that is a locally-focused solution to Volunteer Match
- Board support – 4 out of 8 attendees
 - Assistance is needed for diversity in board recruitment
 - Board roles and responsibilities
- Outsourcing volunteer management – 1 out of 9
 - Would like a resource for corporations to set-up volunteer projects before the corporation contacts the nonprofits
- Funding/financial support – 7.5 out of 9 attendees
 - Would like a resource that provides:
 - An employee giving campaign (non-United Way) to fund volunteer engagement
 - Corporate assistance with fundraising events (people, \$, facilities)
 - Sponsorship or access to sponsors for volunteer recognition events
 - Funding support for volunteer recognition or to set-up/enhance volunteer programs
- Networking – 8 out of 9 attendees
 - Looking for a resource to provide:
 - Face-time with other nonprofits for
 - Collaboration
 - Strengthening programs
 - Best practices from other nonprofits
 - Talking to corporations about where their money goes into supporting the community
 - Problem solving across nonprofits, because everyone’s doing something right and also needs assistance in certain areas
- Miscellaneous Commentary
 - Career development in Volunteer Sector – 8 out of 9 attendees
 - Would like a resource to help volunteer program stay on the cutting edge of trends

- Succession planning for institutionalized volunteers – 3 out of 9 attendees
 - Building depth in the volunteer corps and having a plan for when established volunteer leaders leave the organization
 - Need an organization that does several things well instead of doing a little bit of everything – 1 out of 9 attendees
 - Organization needs to be a conduit for individual volunteers and non-corporate groups as well as corporate groups – 6 out of 9 attendees
 - Volunteer Program infrastructure development, feedback, assessment, recommendations, and training out of consultation – 7 out of 9 attendees
 - Internship out of subsidized employment (AmeriCorps, and others e.g. Calworks etc) because volunteer program out of nonprofit has no money – 4 out of 9 attendees
 - Advice on regulations, legality, liability, what volunteers can be used for, how does the organization protect itself – 4 out of 9 attendees
2. If you have partnered with an external vendor or partners (sample list below) to support your volunteer program, who has helped the most or added the most value and why?
- Maine has a good volunteer program that is state-wide and can be accessed through their state website
 - Provides online resources and webinars
 - Use of The Volunteer Center, VolunteerMatch, Craigslist
 - If you need groups regularly One Brick and HandsOn can be good for managed group projects
3. What are your biggest challenges in engaging and managing volunteers? What sort of support or resources would help your organization overcome these challenges e.g., better mechanisms for on-boarding new volunteers; staff that are trained to supervise volunteers; support from the leadership of the organization (dollars, personnel, policies.)
- Quality control of volunteers
 - Ways of saying thank you
 - Managing Scheduling
 - Volunteer need opposed to nonprofit needs
 - Better online tools
 - Training of volunteers vs. retention length
 - Same orientation for one-day/8-hour volunteers is the same for ongoing volunteers
 - Assessing when and how to change structure of bringing in, interviewing, orienting and training [added/edited by Jill]
 - What type of positions should get what type of one-on-one orientation/training
 - Volunteer agreements as a method of increasing volunteer “seriousness”
 - Online library of volunteer information/best practices/templates/tools
 - Webinars with archive for convenient viewing
 - How do we incentivize volunteers, treat them like first class citizens, not second-class. How do you nurture that relationship and be a place that volunteers want to come to?
 - Nurturing organizational/volunteer culture
 - How do you motivate them and keep them motivated
 - What are the tools you need –keeping up with best practices
 - Incentivizing
 - Staff training about volunteers and how to work with them
4. Are there volunteer opportunities you have that you haven’t been able to fill? What are they? Why do you think you haven’t been able to fill them?
- Staff not understanding that some volunteers/volunteer groups are not brought on because of volunteer program/staff capacity
 - Organizational capacity/space/equipment
 - Inability to use volunteer skills in organization

- Volunteer wanting to do higher-level work when administrative work needs to be done
 - Space/equipment/time constraints
 - Needs to work top-down and bottom-up
 - Through strategic planning process?
 - Identify needs in advance
 - Integration to take advantage of opportunities and forward requests that the org doesn't have capacity to fulfill to predetermined organizations
 - Creation of volunteering clubs to support volunteers
 - Engaging volunteers to manage volunteers within the program
 - Training or resource of volunteer team leaders who can be farmed out to nonprofits
 - Volunteer team leader skill-building training
 - Volunteer need doesn't fit volunteer want
 - Managing flow of volunteers throughout year
 - Turning away volunteers today you may need tomorrow
 - Unemployment rate
 - Desired site location does not match with actual need [added/edited by Jill]
5. How do you fund the work you do with volunteers? Have you been able to pay for support services or training for your staff to learn more about volunteer management in the past?
- Three organizations discussed how they fund the work of their volunteer program
 - One full-time volunteer coordinator, budget about \$1,500/year spread throughout programs for volunteer fairs/marketing/supplies
 - Budget for volunteer appreciation, postage, training, funding comes from admin
 - Five hundred dollars to spend on a volunteer appreciation event for 400 people - \$1.25 per person
 - Volunteer manager plus other duties
 - This year volunteer event will be for 700 people, don't know what budget will be yet.
 - Volunteer budget primarily used to cover fee-based volunteer screening [added/edited by Jill]
 - Development
 - Program where volunteers are placed funds volunteer program
 - No real funding to speak of
 - Haphazard
 - No funding/structure specific to work with volunteers [added/edited by Jill]
 - Nine of 9 agreed they would be more successful with more funds for working with volunteers
 - Nine of 9 indicated that more funding would allow for appropriate staffing levels to manage volunteers [added/edited by Jill]
6. What else would you like to tell us?
- Use of volunteers is a smart business move. Would love to see a tool, consulting that would allow nonprofits to do an ROI assessment of their volunteer program
 - What is the value of the volunteers that nonprofits have had to turn away due to lack of capacity?
 - Put volunteer program/ROI in strategic plan
 - Volunteers are as important to delivering on the mission as other support functions that are funded
 - Volunteers = relationship building between nonprofits and the community
 - Relationship between staff and volunteers and the personalities involved can be the most important thing to successful volunteer program
 - Some volunteers leave when staff leave

September 7, 2010

Scheduled 3:00 PM started at 3:07 PM ended at 5:00 PM

Observations:

Jill Blackburn:

- The group was diverse in: experience, role within their organization, type of organization/volunteer program and typical daily interaction with volunteers.
- Different dynamic than the first group—some strong personalities led the conversation—Judy managed to get others' thoughts heard as much as possible.
- Quite a bit of discussion about not duplicating services that already exist, but within that context identified a clear need for a Santa Clara focused organization to support volunteer recruitment, outreach, marketing to the public about volunteering.
- This group did a lot of information and resource sharing which was one of the things they identified as being important—having a venue to find resources as well as regular interactions with other volunteer professionals for information sharing.

Participants:

Tessa Moore
Betty Nelson
Mary Simon

Fatima Silva
Marcia Yankelitis
Kathleen Lynn

James Gibbs
Harley Christensen

Facilitator:

Judy Levy
Levy Consulting

Staff:

Jill Blackburn
The Volunteer Center

Alisha Rodrigues
United Way Silicon Valley

Rebecca Pagaza
United Way Silicon Valley

Welcome from Judy Levy (facilitator) – gave an overview on the Volunteer Center of Silicon Valley. Steering Committee formed. Focus group is part of a six-month process. Provided an overview of the process.

Any questions?

Mary asked why the Volunteer Center of Silicon Valley closed. Jill will provide more information after introductions.

Introductions: Judy Levy, Tessa Moore, Fatima Silva, Betty Nelson, James Gibbs, Harley Christensen, Kathleen Lynn, Marcia Yankelitis, Mary Simon, Alisha Rodrigues, and Jill Blackburn.

Mary Simon (RAFT) was very interested in the Volunteer Center structure. Jill answered all her questions and provided an overview of the programs.

Tess provided an overview of what services the Volunteer Center of Silicon Valley offered.

The objective of the meeting today is to focus on what's needed here in Santa Clara County.

1. Volunteer Recruitment:

- 4 out of 8 = 50% would like volunteer recruitment
- Mary clarified her answer. She said if the question was do we need one "yes" do we need another "no".
- James said there are a lot of organizations that do recruitment but not in San Jose. He's looking specifically for organizations that work in San Jose.
- Kathleen would love to have Silicon Valley volunteers.

- Harley said having the volunteers here is critical to them.
2. Is there something missing locally?
 - James – his volunteers are seniors and then he has seniors that need hours. It's important to say what age group, what are the hobbies, where can they be utilized. Specific local volunteers.
 - Mary – doesn't feel that the Volunteer Match is being marketed in Silicon Valley.
 - Tessa – said 40 – 70% of her volunteers come from Volunteer Match.
 3. Questions:
 - Mary – is the purpose of today is to find out if there is a need for a local volunteer organization and if so will it be created?
 - Alisha – yes that's exactly what the assessment is for.
 - Kathleen – Asked what organizations could help the volunteer coordinators,
 4. What resources do you need, systems or structures do you volunteer efforts 6 out of 8
 - Fatima – after 65 hours of training now we need to place them. There's really not a structure. She needs training for her to manage her volunteers.
 - Kathleen – best practices, communication and motivation training. Communications between the organization and the volunteer there is a loss of communication. Needs help on what motivates volunteers.
 - Harley – finding people and having people find us.
 - Mary – can structure mean on how you track these volunteers? She was passionate about follow up
 - Tessa – structure what happens when Volunteer A is interested how you follow up with them to place them.
 - James – He is using an old database called Volunteer works. Needs and easier program that is online that you can track all your volunteers and hours. Looking for prospects, active, non-active, and dismissed. Database management tool needed.
 - Betty – Database management tool and would like more training from other organizations.
 - Tessa – program structure, organization where they do training for volunteer coordinators from the basics to the more advanced training. Looking for a central support would love to see an organization that would take on DOVIA. Directors of Volunteers and Agencies. It's for volunteer managers.
 - Mary – asked if DOVIA could be apart of UWSV.
 - Marcia – Needs someone like a Human Resources Department to interview, do background checks and on boarding. One central place is needed.
 - James – talked about federally funded programs such as CalWORKS.
 - Mary – nonprofits are hurting with the loss of the CalWORKS program.
 - Harley – a good database program is needed. A good tool to keep track of information.

Take away from this conversation:

- There is a need for a central organization to provide training to volunteer professionals.
- A tracking tool is needed preferably one that is online.
- Collaboration between organizations would be helpful.
- The need for more advanced training for volunteer professionals: legality and risk management

5. Training – Volunteer program professional
 - 5 out of 8 = 62% would like training for volunteer program professionals
 - James – some of us are direct contacts to the volunteers. Being able to be trained on how to train others. More training on background checks and cost efficient.
 - Tessa – We should always have extended training. Go to training groups keeping ourselves current with the profession. Having training offered by an organization would be helpful.
 - Kathleen – we have a need to train teachers on how to work with volunteers. Need tools such as a PowerPoint or webinar.
 - Tessa – Betty Stallings author wrote a book “Training busy staff to work with Volunteers”

6. Connections with the corporate community
 - Harley – finding ways to get past gatekeepers. Finding the right person at the corporate level.
 - Mary – RAFT connects with corporations easily. I don’t know how you would engage corporate volunteers for specific volunteer needs such as domestic violence.
 - James – A lot of companies will give money for the volunteers. If there was an organization that had a reputation and name that can go into the corporations and ask and give them a structure of the program.
 - Tessa – she doesn’t use corporate volunteers. A lot of the large companies want to start these types of volunteer programs within their company. Needs someone in the organization that can put together a corporate volunteer database.
 - Kathleen – define what I need to help me fill it. As a group to help each other would be very helpful.

7. Is there a concern if you have to turn down large group of volunteers?
 - Kathleen – she provided an example and said she didn’t know whom to send the corporation to.
 - James – provided a specific example of a large group of volunteers that needed to volunteer in a very quick time frame.

Take away from the conversation:

- Jill – would a relationship with the gatekeeper at corporation be helpful?
- Yes we see value in this. Agenda should be upfront not a hidden agenda to ask for money.

8. Board member training and recruitment
 - 2 out of 8 = 25% would like board member training and recruitment
 - James – it’s getting the people who have the passion in the arts. Getting the Board members the fiduciary responsibility. Bring someone in to do training to the entire Board.
 - Mary – CEN does this type of work and Compass Point
 - Harley – recruitment of individuals of a diverse Board is not an accident. Findings ways to reach diverse groups for Board recruitment would be helpful

9. Outsourcing Volunteer management
 - Not a lot of need for it.
 - There might be a need for scheduling or project management.

10. Funding support around volunteer engagement. Do you have enough funding for your volunteer program to work?
 - 5 out of 8 = 62% would need funding for volunteer program
 - James –would need funding for the appreciation event for the volunteers, volunteer recognition that you can plug into.
 - Harley – need a part time staffer to help with reports.
 - Mary –tracking tool is needed. Take the funds from staff time invest in a tool.
 - James – needs grant funding for technology

- Mary – investing in the structure of a nonprofit for the volunteer programs, a lot of nonprofits spinning their wheels on staffers and not technology

11. Last thoughts:

- Jill – reiterated there is a need for more funding for nonprofits to run volunteer programs.
- Tessa – maybe a corporation would underwrite a recognition event.
- Maybe the organization would be clearing house.

Silicon Valley Volunteer Assessment Project - Business Survey

1. Overview

Earlier this year, The Volunteer Center of Silicon Valley ceased operations in Santa Clara County. This created a void in the county in which local nonprofits, corporations and potential volunteers were left without a centralized repository for volunteer opportunities and engagement. In response to this unfortunate circumstance, United Way Silicon Valley and The Volunteer Center Serving San Francisco and San Mateo Counties responded to feedback from leaders in the nonprofit, corporate and volunteer sectors and commenced a Volunteer Assessment Project funded by both public and private foundations and companies in Santa Clara County.

The objective of the Silicon Valley Volunteer Assessment Project is to determine the appropriate business model for a viable, sustainable and responsive method of providing volunteer services to Santa Clara County residents, businesses and nonprofits. This Project requires input from key stakeholders, which will be collected via surveys, focus groups and 1:1 interviews.

As a stakeholder, we are asking you today to take no more than 10 minutes of your time to complete an on-line survey. Your input is very important to us and will help us determine what an appropriate business model for volunteerism in Santa Clara County should look like.

We ask that you please complete the survey by September 15, 2010. We know that your time is very valuable and we thank you in advance for your contribution to this very important project for Santa Clara County!

Silicon Valley Volunteer Assessment Project - Business Survey

2. Business Volunteer Survey

For the purposes of this survey, an employee volunteer program refers to a planned, managed effort that seeks to motivate and enable employees to effectively volunteer under the sponsorship and leadership of the employer as defined by Points of Light Institute.

* 1. Contact Information

Business Name:	<input type="text"/>
First Name:	<input type="text"/>
Last Name:	<input type="text"/>
Title:	<input type="text"/>
Email:	<input type="text"/>
Phone:	<input type="text"/>

* 2. How many employees does your company have in the Bay Area?

- 1-250 employees
- 251-1,500 employees
- 1,501-3,000 employees
- 3,001+ employees

* 3. How many employees does your company have globally?

- 1-250 employees
- 251-1,500 employees
- 1,501-3,000 employees
- 3,001+ employees

* 4. Does your business have a formal employee volunteer program?

- Yes
- No

Silicon Valley Volunteer Assessment Project - Business Survey

3.

*** 1. Do you partner with external vendors/agencies to support your employee volunteer program? If so, please check all that apply.**

- | | |
|---|--|
| <input type="checkbox"/> AngelPoints | <input type="checkbox"/> Points of Light/HandsOn |
| <input type="checkbox"/> Bay Area Corporate Volunteer Council | <input type="checkbox"/> Silicon Valley Community Foundation |
| <input type="checkbox"/> California Volunteers | <input type="checkbox"/> Taproot Foundation |
| <input type="checkbox"/> CCRC | <input type="checkbox"/> Truist |
| <input type="checkbox"/> CECF | <input type="checkbox"/> United Way of the Bay Area |
| <input type="checkbox"/> CompassPointCyberGrants | <input type="checkbox"/> United Way Silicon Valley |
| <input type="checkbox"/> Entrepreneurs Foundation | <input type="checkbox"/> VolunteerMatch |
| <input type="checkbox"/> HandsOn Bay Area | <input type="checkbox"/> None |
| <input type="checkbox"/> JK Group | <input type="checkbox"/> Other |

Please list others

2. What type of support or services are provided? (Please list all)

*** 3. Within your company's organizational structure, where does your employee volunteer program reside?**

- Human Resources
- Marketing and Communication
- Community Relations
- Foundation
- Legal
- Other

Other department:

*** 4. How many paid staff (full or part-time) manage/support your employee volunteer program operations?**

Silicon Valley Volunteer Assessment Project - Business Survey

*** 5. Where do your employees volunteer in Santa Clara County? Please check all that apply.**

- | | |
|--|--|
| <input type="checkbox"/> Campbell | <input type="checkbox"/> Morgan Hill |
| <input type="checkbox"/> Cupertino | <input type="checkbox"/> Mountain View |
| <input type="checkbox"/> Gilroy | <input type="checkbox"/> Palo Alto |
| <input type="checkbox"/> Los Altos | <input type="checkbox"/> San Jose |
| <input type="checkbox"/> Los Altos Hills | <input type="checkbox"/> Santa Clara |
| <input type="checkbox"/> Los Gatos | <input type="checkbox"/> Saratoga |
| <input type="checkbox"/> Milpitas | <input type="checkbox"/> Sunnyvale |
| <input type="checkbox"/> Monte Sereno | <input type="checkbox"/> Other |

Please list others:

*** 6. Do you oversee employee volunteerism outside of Santa Clara County?**

- Yes
- No

If yes, where?

*** 7. How do you identify or determine which community needs to address or nonprofits to work within these communities? Please check all that apply.**

- | | |
|---|---|
| <input type="checkbox"/> Company determined focus areas | <input type="checkbox"/> Social Media |
| <input type="checkbox"/> Employees | <input type="checkbox"/> Local Partners (i.e. United Way, Volunteer Center, Silicon Valley Council of Nonprofits) |
| <input type="checkbox"/> Executive Management | <input type="checkbox"/> National/State Partners (i.e. CaliforniaVolunteers, Points of Light/HandsOn) |
| <input type="checkbox"/> Community Assessment by Corporate Foundation | <input type="checkbox"/> Local office/site committee determines |
| <input type="checkbox"/> Company's nonprofit grantees | <input type="checkbox"/> None |
| <input type="checkbox"/> Colleagues from other Companies | <input type="checkbox"/> Other |
| <input type="checkbox"/> Media – Traditional | |

Please list others:

Silicon Valley Volunteer Assessment Project - Business Survey

*** 8. What internal policies or programs are in place to support your employee volunteer program? Please check all that apply.**

- | | |
|---|---|
| <input type="checkbox"/> Award Recognition Program | <input type="checkbox"/> In-kind and Product Donations |
| <input type="checkbox"/> Board Training Programs | <input type="checkbox"/> Grants to Nonprofits for Employee Board Service |
| <input type="checkbox"/> Board Matching Programs | <input type="checkbox"/> Grants to Nonprofits for Volunteer Hours (Dollars for Doers) |
| <input type="checkbox"/> Emergency Response Volunteers | <input type="checkbox"/> Paid Release Time |
| <input type="checkbox"/> Employee/Group Volunteer Service Trips | <input type="checkbox"/> Volunteer Project Management Training for Employees |
| <input type="checkbox"/> Employee/Group Disaster Recovery Trips | <input type="checkbox"/> Volunteer Project as Part of New Employee Orientation |
| <input type="checkbox"/> Family/Friends Volunteering | <input type="checkbox"/> Volunteer Fairs/Brown Bag Lunches to Learn About EVP |
| <input type="checkbox"/> Flextime | <input type="checkbox"/> None |
| <input type="checkbox"/> Funds/Grants to Nonprofits to Support EVP Group Projects | <input type="checkbox"/> Other |

Please list others:

*** 9. Do you need support in growing or developing any of the above areas at your company?**

- Yes
- No

Silicon Valley Volunteer Assessment Project - Business Survey

*** 10. Please rank your interest in developing these areas below.**

	Strongly Interested	Interested	Neutral	Less Interested	Not Interested
Award Recognition Program	<input type="radio"/>				
Board Training Programs	<input type="radio"/>				
Board Matching Programs	<input type="radio"/>				
Emergency Response Volunteers	<input type="radio"/>				
Employee/Group Volunteer Service Trips	<input type="radio"/>				
Employee/Group Disaster Recovery Trips	<input type="radio"/>				
Family/Friends Volunteering	<input type="radio"/>				
Flextime	<input type="radio"/>				
Funds/Grants to Nonprofits to Support EVP Group Projects	<input type="radio"/>				
In-kind and Product Donations	<input type="radio"/>				
Grants to Nonprofits for Employee Board Service	<input type="radio"/>				
Grants to Nonprofits for Volunteer Hours (Dollars for Doers)	<input type="radio"/>				
Paid Release Time	<input type="radio"/>				
Volunteer Project Management Training for Employees	<input type="radio"/>				
Volunteer Project as Part of New Employee Orientation	<input type="radio"/>				
Volunteer Fairs/Brown Bag Lunches to Learn About EVP	<input type="radio"/>				
None	<input type="radio"/>				

11. What other resources or support not listed would be useful to you?

*** 12. Would you be willing to pay for these services?**

Yes

No

Please comment:

Silicon Valley Volunteer Assessment Project - Business Survey

*** 13. How important is it for Santa Clara County to have a resource promoting volunteerism and supporting nonprofits in engaging volunteers?**

- Very Important Important Neutral Somewhat Important Not Important

Please comment (optional):

*** 14. Would you be interested in participating in a focus group with other businesses to provide more detailed input to the Volunteer Silicon Valley Assessment Project?**

- Yes
 No

*** 15. May we contact you for clarification of your answers, if needed?**

- Yes
 No

Silicon Valley Volunteer Assessment Project - Business Survey

4.

*** 1. Does your company promote volunteering to its employees in any way?**

Yes

No

If yes, how?

*** 2. Does your company have a volunteer day once a year?**

Yes

No

*** 3. Does your company participate in any of the following? Please check all that apply.**

United Way Silicon Valley's Day of Action

United Way Silicon Valley's Week of Action

United Way of the Bay Area's Week of Caring

HandsOn Bay Area's Be the Change Day

Coastal Clean Up

National Volunteer Week

Martin Luther King, Jr. Day of Service

Cesar Chavez Day of Service

Make a Difference Day

September 11 National Day of Service and Remembrance

None

Other

Please list others:

*** 4. Is your company interested in developing a company led program for employees to get involved in their communities?**

Yes

No

Silicon Valley Volunteer Assessment Project - Business Survey

*** 5. Would you be interested in participating in a focus group with other businesses to provide more detailed input to the Volunteer Silicon Valley Assessment Project?**

Yes

No

*** 6. May we contact you for clarification of your answers, if needed?**

Yes

No

Silicon Valley Volunteer Assessment Project - Business Survey

5. Thank you!

We appreciate your input into the Volunteer Silicon Valley Project.

Thank you for your participation!

Silicon Valley Volunteer Assessment Project - Nonprofit Survey

Earlier this year, The Volunteer Center of Silicon Valley ceased operations in Santa Clara County. This created a void in the county in which local nonprofits, corporations and potential volunteers were left without a centralized repository for volunteer opportunities and engagement. In response to this unfortunate circumstance, United Way Silicon Valley and The Volunteer Center Serving San Francisco and San Mateo Counties responded to feedback from leaders in the nonprofit, corporate and volunteer sectors and commenced a Volunteer Assessment Project funded by both public and private foundations and companies in Santa Clara County.

The objective of the Silicon Valley Volunteer Assessment Project is to determine the appropriate business model for a viable, sustainable and responsive method of providing volunteer services to Santa Clara County residents, businesses and nonprofits. This Project requires input from key stakeholders which will be collected via surveys, focus groups and 1:1 interviews.

As a stakeholder from the nonprofit sector, we are asking you today to take no more than 10 minutes of your time to complete an on-line survey. Your input is very important to us and will help us determine what an appropriate business model for volunteerism in Santa Clara County should look like. In addition to completing the survey yourself, we ask that you circulate the online survey to others at your organization. This additional participation will ensure that we receive multiple perspectives on volunteer needs in our county.

We know that your time is very valuable and we thank you in advance for your contribution to this very important project for Santa Clara County. As an incentive to complete the survey, everyone who does so will be entered into a drawing for a Netbook powered by the Intel® Atom™ Processor. Please note that this survey is targeted at nonprofits who serve Santa Clara County which is required to be considered for the Netbook. Please complete the survey by September 15, 2010.

Silicon Valley Volunteer Assessment Project - Nonprofit Survey

* 1. Contact Information

Organization:

First Name:

Last Name:

Title:

Email:

Phone:

* 2. Who are you?

- Executive Director
- Board President
- Board Member
- Director of Volunteer Program
- Volunteer Manager
- Volunteer Coordinator
- Program Staff (not specific to volunteerism)
- Other

Please specify other:

* 3. Who has the responsibility for volunteer recruitment and management within your organization?

- The volunteer program is a stand-alone program
- It's housed within Human Resources
- It's housed within Development
- It's distributed across all program staff—nobody is specifically responsible for volunteer engagement

* 4. How many volunteers does your organization engage on an annual basis?

- Less than 20
- 20 – 50
- 50 – 100
- 100 – 300
- 300 – 500
- More than 500

Silicon Valley Volunteer Assessment Project - Nonprofit Survey

*** 5. How do you personally support or work with the Volunteer Program or the organization's volunteer effort? Please check all that apply.**

- I provide budget and executive direction for volunteer engagement (i.e. Executive Director or Leadership of Board)
- I have overall responsibility for volunteer engagement for the organization
- I work with groups of volunteers
- I work with groups of employee volunteers
- I provide administrative support for volunteer engagement
- I supervise volunteers on an as needed basis
- I'm not involved with volunteers
- Other(s)

Please list others:

*** 6. What policies or programs are in effect to support your work with volunteers? Please check all that apply.**

- Volunteerism is included in the organization's mission statement
- There is a vision statement for volunteer engagement
- There is a codified policies and procedures manual for working with volunteers
- Volunteer job descriptions are fully developed and in writing
- Volunteers are integrated throughout the organization at all levels
- There is a volunteer recognition program/plan including recognition for board service
- Volunteer engagement is tied to the Development Department
- Volunteers are evaluated on performance based on their job description
- Volunteers provide evaluation and feedback about their experience
- Recordkeeping practices are in place to track volunteer information and hours
- None of the above

Silicon Valley Volunteer Assessment Project - Nonprofit Survey

* 7. Have you used/do you get outside volunteer program-support?

If so, please identify what organizations have been helpful. Please check all that apply.

- CompassPoint Nonprofit Services
- HandsOn Bay Area
- Taproot Foundation
- The Volunteer Center Serving San Francisco and San Mateo Counties
- United Way Silicon Valley
- VolunteerMatch
- Volunteer Center of Silicon Valley
- None
- Other(s)

Please list others:

8. What types of services/support did you receive? Please list all.

* 9. Do you currently need support for your Volunteer Program?

- Yes
- No

Silicon Valley Volunteer Assessment Project - Nonprofit Survey

* 10. What kind of volunteers do you need? Please check all that apply.

- Professional services volunteers
- Skilled volunteers
- Administrative support volunteers
- Direct service volunteers (work with clients)
- Large numbers/groups of volunteers on a daily basis
- Tech savvy volunteers
- Daytime volunteers
- Evening/weekend volunteers
- No volunteers needed
- Other(s)

Please list others:

Silicon Valley Volunteer Assessment Project - Nonprofit Survey

*** 11. What kind of services/support would most benefit your organization? Please rank importance.**

	Would strongly benefit	Would benefit	Would somewhat benefit	Unsure of benefit	Would not benefit
Volunteer Recruitment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Assistance with volunteer program structure to develop and implement best practices in volunteer engagement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Training for volunteer program professionals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Training for staff to work with volunteers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Connections with the corporate community (volunteer based)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Resources for best practices in volunteer engagement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Board member recruitment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Training for board members about roles and responsibilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Training for leadership about board recruitment and retention	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Outsourcing of volunteer management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Connection and networking opportunities with other nonprofits	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Connection and networking opportunities across sectors: nonprofit, for-profit and government	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Funding/Financial support	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other(s)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please list others:

*** 12. Have you paid for any of these services in the past?**

- Yes
- No
- I don't know

If so, which of the above services have you paid for in the past?

Silicon Valley Volunteer Assessment Project - Nonprofit Survey

*** 13. Do you have funding to pay for any of these services included in your budget today?**

- Yes
- No
- I don't know

If so, what are the funding sources?

*** 14. What are the biggest challenges for your organization's work with volunteers?**

- Volunteers in general
- Groups of volunteers
- Volunteers from businesses/corporations
- Youth volunteers
- Daily volunteer management
- Bandwidth to recruit, supervise, retain, recognize volunteers
- Funding our work with volunteers
- Screening requirements (i.e. background checks)
- Other(s)

Please list others and additional comments:

Silicon Valley Volunteer Assessment Project - Nonprofit Survey

* 15. If you have screening requirements, what are they?

- Background check
- Fingerprinting
- Applications
- Interviews
- Reference checks
- TB testing
- DMV check
- Other(s)
- None

Please list others:

* 16. Do you belong to any fee-based professional associations or membership organizations that have volunteerism, corporate engagement, emergency preparedness and/or development as a primary focus? Please check all that apply.

- ALIVE
- Center for Excellence in Nonprofits
- DOVIA
- Nonprofit Volunteer Leaders Council
- Silicon Valley Council of Nonprofits
- THRIVE
- Other(s)
- None

Please list others:

17. If you belong to any of the above, why are you a member?

Silicon Valley Volunteer Assessment Project - Nonprofit Survey

*** 18. What Santa Clara County communities does your organization serve? Please check all that apply.**

- | | |
|--|--|
| <input type="checkbox"/> All of Santa Clara County | <input type="checkbox"/> Morgan Hill |
| <input type="checkbox"/> Campbell | <input type="checkbox"/> Mountain View |
| <input type="checkbox"/> Cupertino | <input type="checkbox"/> Palo Alto |
| <input type="checkbox"/> Gilroy | <input type="checkbox"/> San Jose |
| <input type="checkbox"/> Los Altos | <input type="checkbox"/> Santa Clara |
| <input type="checkbox"/> Los Altos Hills | <input type="checkbox"/> Saratoga |
| <input type="checkbox"/> Los Gatos | <input type="checkbox"/> Sunnyvale |
| <input type="checkbox"/> Milpitas | <input type="checkbox"/> Other(s) |
| <input type="checkbox"/> Monte Sereno | |

Please list others:

*** 19. How important is it for Santa Clara County to have a resource specifically devoted to promoting volunteerism and supporting nonprofits in engaging volunteers?**

- Very Important
- Important
- Neutral
- Somewhat Important
- Not Important

Please comment:

*** 20. Would you be interested in participating in a focus group with other nonprofits to provide more detailed input to the Volunteer Silicon Valley Assessment Project?**

- Yes
- No

*** 21. May we contact you for clarification of your answers, if needed?**

- Yes
- No

Silicon Valley Volunteer Assessment Project - Nonprofit Survey

We appreciate your input into the Volunteer Silicon Valley Project. We will notify the recipient of the Netbook powered by the Intel® Atom™ Processor on September 30th via email.

Thank you for your participation!

Silicon Valley Volunteer Assessment Project - Volunteer Survey

1. Overview

Earlier this year, The Volunteer Center of Silicon Valley ceased operations in Santa Clara County. This created a void in the county in which local nonprofits, corporations and potential volunteers were left without a centralized repository for volunteer opportunities and engagement. In response to this unfortunate circumstance, United Way Silicon Valley and The Volunteer Center Serving San Francisco and San Mateo Counties responded to feedback from leaders in the nonprofit, corporate and volunteer sectors and commenced a Volunteer Assessment Project funded by both public and private foundations and companies in Santa Clara County.

The objective of the Silicon Valley Volunteer Assessment Project is to determine the appropriate business model for a viable, sustainable and responsive method of providing volunteer services to Santa Clara County residents, businesses and nonprofits. This Project requires input from key stakeholders which will be collected via surveys, focus groups and 1:1 interviews.

As a volunteer in the community, we are asking you today to take no more than 10 minutes of your time to complete an on-line survey. Your input is very important to us and will help us determine what an appropriate business model for volunteerism in Santa Clara County should look like. In addition to completing the survey yourself, we ask that you circulate the online survey to others. This additional participation will ensure that we receive multiple perspectives on volunteer needs in our county.

We know that your time is very valuable and we thank you in advance for your contribution to this very important project for Santa Clara County. As an incentive to complete the survey, everyone who does so will be entered into a drawing for a Netbook powered by the Intel® Atom™ Processor. Please note that this survey is targeted at those who live or work in Santa Clara County, which is required to be considered for the Netbook. Please complete the survey by October 15, 2010.

Silicon Valley Volunteer Assessment Project - Volunteer Survey

2. Volunteer Survey

* 1. Personal Information

First Name:

Last Name:

Employer:

Title:

Email:

Phone Number:

Work Zip Code:

Home Zip Code:

* 2. Have you volunteered your time to a nonprofit, school, municipality (neighborhood, park, etc.) or place of worship in the past 12 months?

- Yes
- No

* 3. How often do you volunteer?

- Weekly
- Monthly
- Yearly
- Other

Please specify other:

* 4. How many hours do you spend volunteering each year?

- Fewer than 5
- 5-20
- 20-40
- 40-80
- 80-120
- More than 120

Silicon Valley Volunteer Assessment Project - Volunteer Survey

* 5. How do you find volunteer opportunities? Check all that apply.

- | | |
|--|--|
| <input type="checkbox"/> Craigslist | <input type="checkbox"/> Through my place of worship |
| <input type="checkbox"/> Friends | <input type="checkbox"/> Through my neighborhood association |
| <input type="checkbox"/> Family | <input type="checkbox"/> Through my professional association |
| <input type="checkbox"/> HandsOn Bay Area | <input type="checkbox"/> Through my social organization (e.g. Masons, KOC, etc.) |
| <input type="checkbox"/> Idealist | <input type="checkbox"/> Through my school |
| <input type="checkbox"/> Taproot Foundation | <input type="checkbox"/> VolunteerMatch |
| <input type="checkbox"/> The Volunteer Center Serving San Francisco and San Mateo Counties | <input type="checkbox"/> United Way Silicon Valley |
| <input type="checkbox"/> Through my child's social organization (e.g. Girl Scouts, etc.) | <input type="checkbox"/> None |
| <input type="checkbox"/> Through my company | <input type="checkbox"/> Other |

Please list others:

* 6. What is your preferred means of searching for volunteer opportunities? Check all that apply.

- Using an online portal
- Talking to a knowledgeable person
- My own Internet search
- Asked by a nonprofit
- Through my company
- Newspaper classified ads
- None
- Other

Please list others:

* 7. Would you be interested in being personally matched to a volunteer opportunity?

- Yes
- No

Silicon Valley Volunteer Assessment Project - Volunteer Survey

*** 8. If yes, would you pay for this service?**

- Yes, a membership fee
- Yes, a nominal per-use fee
- No

Please comment:

*** 9. Would you be interested in learning about the roles and responsibilities of being a nonprofit board member?**

- Yes
- No

*** 10. If yes, would you pay for this service?**

- Yes, a membership fee
- Yes, a nominal per-use fee
- No

Please comment:

*** 11. Did you receive training before serving as a volunteer?**

- Yes
- No

*** 12. Does your employer provide information on how to engage in volunteer opportunities?**

- Yes
- No
- Don't know

Silicon Valley Volunteer Assessment Project - Volunteer Survey

* 13. In which community do you volunteer?

- The community where I work
- The community where I reside
- Both (Two different communities)
- Both (I work/reside in the same community)

* 14. Where do you reside?

- | | |
|---------------------------------------|-------------------------------------|
| <input type="radio"/> Campbell | <input type="radio"/> Morgan Hill |
| <input type="radio"/> Cupertino | <input type="radio"/> Mountain View |
| <input type="radio"/> Gilroy | <input type="radio"/> Palo Alto |
| <input type="radio"/> Los Altos | <input type="radio"/> San Jose |
| <input type="radio"/> Los Altos Hills | <input type="radio"/> Santa Clara |
| <input type="radio"/> Los Gatos | <input type="radio"/> Saratoga |
| <input type="radio"/> Milpitas | <input type="radio"/> Sunnyvale |
| <input type="radio"/> Monte Sereno | <input type="radio"/> Other |

Please specify other:

* 15. What Santa Clara County communities do you volunteer in? Please check all that apply.

- | | |
|--|--|
| <input type="checkbox"/> Campbell | <input type="checkbox"/> Morgan Hill |
| <input type="checkbox"/> Cupertino | <input type="checkbox"/> Mountain View |
| <input type="checkbox"/> Gilroy | <input type="checkbox"/> Palo Alto |
| <input type="checkbox"/> Los Altos | <input type="checkbox"/> San Jose |
| <input type="checkbox"/> Los Altos Hills | <input type="checkbox"/> Santa Clara |
| <input type="checkbox"/> Los Gatos | <input type="checkbox"/> Saratoga |
| <input type="checkbox"/> Milpitas | <input type="checkbox"/> Sunnyvale |
| <input type="checkbox"/> Monte Sereno | <input type="checkbox"/> Other |

Please specify other:

Silicon Valley Volunteer Assessment Project - Volunteer Survey

*** 16. Thinking about your most recent volunteer experience, would you recommend the nonprofit you volunteered for as a place for others to volunteer?**

Yes

No

*** 17. Do you feel your volunteer efforts contributed to the nonprofit's mission?**

Yes

No

*** 18. Do you feel the time you spent volunteering was utilized effectively by the nonprofit?**

Yes

No

*** 19. Was your volunteer contribution recognized by the volunteer manager/nonprofit?**

Yes

No

*** 20. Were you provided adequate supervision and support to be successful in your volunteer work?**

Yes

No

*** 21. Please rate how well the nonprofit did when...**

	Excellent	Good	Fair	Poor	Very Poor
a. responding to your initial inquiry about volunteer positions:	<input type="radio"/>				
b. providing information about what was expected of you as a volunteer:	<input type="radio"/>				
c. providing opportunities for you to give and receive feedback:	<input type="radio"/>				

*** 22. Do you donate to the nonprofits you volunteer with?**

Yes

No

Sometimes

Silicon Valley Volunteer Assessment Project - Volunteer Survey

23. Would you be interested in participating in a focus group to provide more detailed input to the Volunteer Silicon Valley Assessment Project?

Yes

No

24. May we contact you for clarification of your answers, if needed?

Yes

No

Silicon Valley Volunteer Assessment Project - Volunteer Survey

3.

* 1. Please tell us what has kept you from volunteering in the past 12 months:

- | | |
|--|---|
| <input type="checkbox"/> I couldn't find the right opportunity | <input type="checkbox"/> Not a priority at this time |
| <input type="checkbox"/> Child care concerns | <input type="checkbox"/> Transportation issues |
| <input type="checkbox"/> I don't know where to look | <input type="checkbox"/> Volunteered previously and had a poor experience |
| <input type="checkbox"/> I don't have the time | <input type="checkbox"/> None |
| <input type="checkbox"/> Length of the volunteer commitment | <input type="checkbox"/> Other |
| <input type="checkbox"/> No one asked me | |

Please specify other:

Silicon Valley Volunteer Assessment Project - Volunteer Survey

*** 2. If you couldn't find the right opportunity, where did you look? Please check all that apply.**

- Craigslist
- Friends
- Family
- HandsOn Bay Area
- Idealist
- Taproot Foundation
- The Volunteer Center Serving San Francisco and San Mateo Counties
- Through my child's social organization (e.g. Girl Scouts, etc.)
- Through my company
- Through my place of worship
- Through my neighborhood association
- Through my professional association
- Through my social organization (e.g. Masons, KOC, etc.)
- Through my school
- VolunteerMatch
- United Way Silicon Valley
- None
- Other

Please list others:

*** 3. What would motivate you to volunteer?**

Silicon Valley Volunteer Assessment Project - Volunteer Survey

*** 4. What Santa Clara County communities would you consider volunteering in? Please check all that apply.**

- | | |
|--|--|
| <input type="checkbox"/> Campbell | <input type="checkbox"/> Mountain View |
| <input type="checkbox"/> Cupertino | <input type="checkbox"/> Palo Alto |
| <input type="checkbox"/> Gilroy | <input type="checkbox"/> San Jose |
| <input type="checkbox"/> Los Altos | <input type="checkbox"/> Santa Clara |
| <input type="checkbox"/> Los Altos Hills | <input type="checkbox"/> Saratoga |
| <input type="checkbox"/> Los Gatos | <input type="checkbox"/> Sunnyvale |
| <input type="checkbox"/> Milpitas | <input type="checkbox"/> None |
| <input type="checkbox"/> Monte Sereno | <input type="checkbox"/> Other |
| <input type="checkbox"/> Morgan Hill | |

Please list others:

*** 5. Would you be interested in participating in a focus group to provide more detailed input to the Volunteer Silicon Valley Assessment Project?**

- Yes
 No

*** 6. May we contact you for clarification of your answers, if needed?**

- Yes
 No

Silicon Valley Volunteer Assessment Project - Volunteer Survey

4. Thank you!

We appreciate your input into the Volunteer Silicon Valley Project. We will notify the recipient of the Netbook powered by the Intel® Atom™ Processor on September 30th via email.

Thank you for your participation!