Take Root:

On-site Project Management

Guidebook

Corporation for
NATIONAL &
COMMUNITY
SERVICE ★★★

HandsOn NETWORK
Be The Change. Volunteer.

TAKE ROOT:
On-site Project Management

Dear Colleagues,

As a training and technical assistance provider for grantees of the Corporation for National and Community Service, Hands On Network is delighted to share with you this guidebook on On-site Project Management. Hands On Network has developed a new generation of volunteer engagement techniques—tailored to today's community service organization. These techniques make the Hands On Network training curriculum dynamic, innovative, impact oriented, and easily applicable to your program.

This guide was developed for national service programs to learn how to create high-impact, well-managed projects that will help you sustain volunteers while increasing your program's capacity to deliver services. It is meant to be a user-friendly resource for planning and managing service projects. This guide does not prescribe how your program should be structured. It does, however, provide pointers and resources you can adapt to meet your needs.

The goal of this guidebook is to provide information that will help your program take root, leverage volunteers, and grow. To that end, the guidebook contains action-oriented sections to help you work effectively to plan and manage projects, as well as manage on-site logistics, safety, and project implementation. In addition, each chapter includes an activities and templates section with tools to assist you in applying the guidebook content to your program.

If you are interested in further training or technical assistance, please contact us at training@handsonnetwork.org. You can also access free eLearning courses and other valuable resources in the CNCS Resource Center at http://www.nationalserviceresources.org.

In Service,

Delores Druilhet Morton
Director, Training and Leadership Development

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STEP 1
Think Ahead

OVERVIEW

Have you ever planned a service project, arrived at the site, and realized that you forgot something important? It may have seemed like a minor detail early in the planning process and so you decided to take care of it later . . . but later never came. Instead of discovering what's missing on the day of the project, take time to carefully review your plans and think ahead to what issues may come up the day of the project. This chapter will provide you with an idea of the types of details you should watch for.

GOALS

- Review details of the project plan
- Discuss volunteer communication techniques
- Plan ahead for volunteer safety
- Review the importance of budgeting
- Prepare for training & orientation
- Prepare for reflection & evaluation

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- Project Management

- Developing Projects Through Service Learning

- Incorporating Creative Reflection Activities

- What is Service Learning?

REVIEW THE PROJECT PLAN

In the weeks before the event, you will need to iron out any kinks and confirm that all aspects of the project are ready to go.

Address questions and concerns — If you do not think a project/task is feasible or if you have questions or concerns, be sure to discuss any changes that you feel need to be made with your team and partners.

Finalize the project plan — If necessary, make additional visits to the service site in order to finalize the task matrix and to ensure that you are prepared to run a successful project. Be sure to stay in contact with your partners about details for the project.

Meet with project leaders — Meet with the staff and volunteers who will be leading the project to make sure everyone is comfortable with the scope of the project and understands the plan. Leaders should also be familiar with the layout of the site and emergency procedures. Utilize your leaders to delegate tasks within the groups.

Review the schedule — Review the project schedule with the staff at the service site. Discuss the time the facility needs to be opened on the day of the event. If the facility isn't usually open on that day, get the name and contact information for the person who will let you in.

Implement a PR and media plan (if necessary) — If PR and media attention are important to the project, begin working with communications contacts early so they can develop and implement a strategy to seek coverage for your project. You will want to make sure you've assigned a media spokesperson to be at the service site and that he/she is armed with media kits and talking points.

Discuss documentation of the event — Ask a staff person or volunteer to take pictures of the project. You should make a list of the types of pictures you want, such as close-ups of people, volunteers in action, or team photos.

Confirm all tools and materials — Confirm that all tools and materials have been picked up and are onsite. Obtain any over-looked items. Make sure you've thought through all the cleaning supplies you might need. Extra work gloves and trash bags are always a good idea!

Plan a reflection experience — Confirm your plans for reflection. Make sure that you have scheduled time for reflection and have the necessary information to lead an engaging, thought-provoking discussion about the issue or CSO. Be sure to include a challenge to be involved on an ongoing basis with the CSO.

Provide food and beverages — Confirm plans for ample refreshments at the project site. Don't forget to plan for plates, napkins, cups, utensils, ice, etc.

Check, double-check, and triple-check! — Don't leave anything to chance. It's better to confirm a detail twice than to assume someone else will do it. Ask your project leaders to review details. If someone agrees to be responsible for any materials, follow up with an e-mail. Stay in touch with partners/donors who are providing financial or in-kind resources to make sure you have everything you need before the day of the project.

Organize final planning meetings — Meet with your project leaders to ensure everyone is confident about all project details.

Create a "call list" — Exchange cell phone numbers with all key contacts if you have not already done so. You may also want to secure walkie-talkies for the day of the project.

Make any final calls — Make any final calls to project-specific contacts, such as landscapers, media contacts, etc.

Identify a bilingual speaker if necessary — You want all volunteers to have a meaningful experience, so make sure you have the language capabilities to communicate with each volunteer.

Take care of VIPs if any are attending the project — Decide how you want to greet them and give them a tour of the site and the work taking place.

Set up project stations — Make sure you will have table and chairs for a volunteer registration area at the service site so volunteers can sign in. You may also want to have a water/refreshment station, a first aid station, and/or a media desk.

Pack a project kit — Pack a kit with materials you will need to facilitate the project: sign-in sheets, evaluations, pens, markers, tape, poster board, rope/bungee cords, paper, clipboards, and nametags. You will need these things for registration, to take notes, to make signs (directions to water, bathrooms, etc.), to hang banners, and to handle little details of the day. You may also want to bring handouts about the next volunteer opportunity.

Check on trash containers — Make sure there will be ample trashcans and recycling bins with bin liners.

Create a fun atmosphere — Consider bringing a CD player to play music and create a fun, energizing atmosphere. One fun idea would be to have a local radio station broadcast live from the site, thus providing music and promotion for the event.

To finalize your project plan, create contingency plans for weather (rain, extreme heat or cold, etc.) and other problems that can be anticipated. Another problem could be varying numbers of volunteers. What will you do if you have too many or too few volunteers for the project you planned? The key point is to not only think about what to do before you need to do it, but to also know whom you need to contact and have their phone numbers readily available.

VOLUNTEER COMMUNICATION

Communication prior to the project is vital! Try to keep volunteers informed about project happenings and be very clear about what a volunteer should expect while at the project. When communicating with volunteers, always talk openly and professionally.

You can never communicate too much or too often with volunteers. You should expect a little performance anxiety with first time volunteers, whether it is their first time with you or the first time volunteering ever. By keeping volunteers abreast of happenings and staying in touch with them frequently, they will begin to create an attachment to you and the project even before they arrive.

When managing a volunteer project, one of your objectives is to make the project such a great experience that volunteers return again and again. To make your project one that volunteers will love, it is helpful to understand what they might be thinking. The following list of questions offers you an opportunity to think about your project from the perspective of a volunteer. Be able to answer the following from the volunteer's perspective:

- What time is the project?
- How do I get there?
- Is parking available? Is there shuttle and/or public transportation?
- Whom do I meet when I get there and where do I meet them?
- What are the tasks that I can sign up for?
- What should I wear?

- What should I bring?
- Do I feel like my participation is enthusiastically received?
- When I arrive, what will I see? How will I know where to go? Who will greet me?
- After I arrive at the site, will I get clear directions on what to do? Will I understand why this work is important to the agency/school?
- Will food and beverages be provided?
- Is what's being asked of me reasonable? Is it safe and do I have the capability to do it?
- Is it fun? Is the project happening in a way that is exciting, positive, and productive?
- Do I feel like my presence is important in the work being done?
- Does someone check with me after I start working? Is there someone readily available to answer questions as I work on my task?
- Is there enough work to do and adequate materials and supplies to complete it?
- Where can I go to take a break, get something to drink, warm up, or cool down?
- Can I be reassigned to another task if I don't enjoy what I'm doing or feel I'm not effective?
- After the work is finished, who will let me know if what I did was important and effective?
- Was I appreciated for my time and contributions?
- If I had questions, was it easy to get accurate and complete answers?
- If I have an idea or a complaint, how do I give input or make a suggestion?
- What made me want to sign up for this project?

Compile a list of things volunteers should know about your project (i.e., what to wear, what to bring, what to expect at the project, who and when to meet, etc.) and compose an e-mail greeting to send to all the volunteers who sign up for your project.

What should your pre-event correspondence to volunteers include?

- Welcome and introduction
- Thank you for volunteering
- Project site address and part of town
- Date and time of project
- Meeting area
- Tasks for the day
- What to wear/not to wear

- Whom to contact if change in plans
- Directions/ parking/ transportation
- Thank you, again

Send this e-mail to volunteers when they register and again the week of the project. If you include task/job descriptions, make sure the descriptions need to simple and clear about any special skills required to participate in the task. Special clothing, gloves, hats, sunscreen, bug spray, or power tools should be communicated clearly.

To prevent confusion and/or uncertainty, consider registering volunteers in advance for the project. This can be as simple as providing a project contact name, phone number and/or e-mail address that interested volunteers can use to sign up for the project. Pre-registering volunteers will also enable you (or your volunteer recruitment chairperson) to talk in advance with interested volunteers about the skills, supplies, or friends they might also bring to the project.

On the day of the project, designate an area for volunteers to "check in." This will allow you to better manage volunteers that attend the project and effectively track their volunteer hours.

PLAN FOR SAFETY

Ensuring the safety of life and property is critical. By reviewing the project for possible hazards and educating volunteers about safety, program staff will reduce the chance of someone — or something — getting hurt.

The first step in ensuring safety is to speak to your community service organization (CSO) representative about their incident policies and procedures, as well as their insurance policy. The CSO and/or the site owner you are partnering with must have insurance that will cover the volunteers and the work being done.

Another important step is to protect yourself and your volunteers by having everyone sign a release waiver on or before the project date. You can send the waiver with the project information sheet or with any pre-registration information you may send out to volunteers. If you are unable to get waivers in advance, you should have some extra waivers at the sign-in table, the day of the project.

Review the safety/emergency plan with your project leaders. Know of all nearby emergency exits, fire alarms, first-aid kits, and/or location of all automated external difibulators (AED's). Assign a safety point person for the day of the event. Always have a first aid kit on hand and a phone to call 911.

FINANCIAL PLANNING

Budgeting projects isn't always easy, but with the proper tools, budgeting can be a quick, easy, and painless process. Prior to your project, budget your monies accordingly. Start out by separating your project budget from any other budgets that may affect you (for example, departmental budgets, national service program budgets, etc.). Take the necessary steps to accurately prepare your budget and document all income and expenses that will affect the project.

There are five basic steps to preparing a budget:

Step 1— Assess your needs. Determine what funding you may need and/or what monies you have to spend for your project(s).

Step 2 — Determine your resources. From prior planning, you discovered what resources you could use to help you achieve your goals. These resources include individuals, associations, institutions, physical space, and/or any materials/supplies/ services that you need. Make sure to document all resources and their financial worth.

Step 3 — Recognize what you have. This includes money from grants, donations from individuals, in-kind donations, etc.

Step 4 — Create categories. For each project, separate costs by applicable category, for example, supplies, foods/beverages, printed goods, communication costs, volunteer recognition items, etc.

Step 5 — Establish targets. For the project, establish targets for income and expenses and try to adhere to those targets. Only spend beyond your targets in case of an emergency.

To manage your expenses, analyze changes in the budget each week until the project. Try to identify the reason for each change, and figure out how to resolve it accordingly.

Also, try to identify the drivers for access spending and control "runaway" or "last minute" spending the day of the project. If necessary, add or shift additional resources to projects (i.e., people, in-kind donations, etc.) and/or assign volunteers/staff that are more skilled to certain tasks.

Prepare for Training and Orientation

In planning any orientation or training, you must consider the question, "What do volunteers need to know to feel comfortable and competent in carrying out their tasks?" The answer to that question should lead you to the design of your training program. Most volunteers attend projects with little to no understanding of the work that is to be done and/or how it's going to be accomplished. Therefore, orienting and training volunteers is a must.

You will need to consider how you will orient and train the volunteers working on the project. In order for your volunteers to be an effective part of the project, they need to understand the issue that the project addresses and the impact it will make on the community. Volunteer orientation can be conducted prior to the project or included as part of the events on the actual day of service.

Orientation should include:

- A brief overview of the CSO's mission and services and how volunteer support is contributing to that mission.
- A brief history of the issue, current statistics, current events related to the issue area (e.g., legislation activity), and other civic engagement opportunities linked to this issue (advocacy training, future service projects) are all extremely helpful in educating volunteers. To incorporate service learning into the project, discuss the community issue that is being addressed by the agency and/or the project.
- An outline of the project and what volunteers will be doing during the project, so that everyone knows what to expect and what is expected of them.
- If given prior to the project, it should include important project information such as volunteer arrival time, a list of tasks that needs to be completed, how to dress appropriately, and whom to call in case of last-minute emergencies or inclement weather.

Orientation and training for volunteers can occur in several ways.

- If you are pre-registering volunteers, you can post orientation information online to those who have successfully signed-up for the project.
- If you are utilizing an existing group (such as a fraternity or corporate group) to assist, you may offer to attend one of their meetings or speak at a lunch-hour meeting at their office to give participants the information they will need to feel prepared and competent to do accomplish their volunteer tasks.
- If you are registering volunteers on-site, you can solicit the help of your registrars to do a brief on-site orientation prior to starting the event. You can also solicit the help of a CSO representative to thoroughly discuss the mission and purpose of the project.

In addition to orientation, you may need to train volunteers for the work they will be doing. You may recruit volunteers who already have the necessary skills; however, many volunteers will need some instruction. If volunteers are prepared for the project, they will feel more comfortable with the work, the project will run more smoothly, and your team is more likely to achieve its goals for the project. Be sure to take time, location, trainers, and any necessary instructional materials into consideration when planning a volunteer training.

Plan for Reflection and Evaluation

Reflection and evaluation are vital in connecting people to the mission and purpose of the project. Reflection is a process through which volunteers think about their personal experiences. Evaluation is intended to assess the effectiveness project. You should take time before the project to plan how you will incorporate these steps into the overall service activity.

Reflection

Throughout the project, provide structured time for volunteers to think and talk about their service experience. This time of reflection can create a stronger sense of accomplishment, establish a deeper connection to the community, deepen volunteers' understanding of the social issue your project addresses, and increase their commitment to service. Reflection, also known as service learning or community building, is designed to encourage volunteers to examine the project in terms of what they did, what they learned, how it affected them, and their next steps.

Evaluation

National service programs should always evaluate their service efforts with staff, volunteers, and community members. In addition to providing data for grant reporting requirements, evaluation will give you valuable information to show the impact of the project on the program and the community. Evaluation will also help you in planning, managing, and implementing your next project.

As part of your project development, plan how you will evaluate the project, whom you will involve, and how you will use the results. You can consider three types of evaluation:

- Goal-based: Did you meet the goals of the project?
- Process-based: Was the project planned, managed, and implemented effectively?
- Outcome-based: Did you achieve the objectives of the project?

Activities and Templates

The activities and tools in this section will help you review the details of your project. This section will help you effectively plan and map out your project logistics in great detail. Included in this section:

- Developing the Project Plan
- Preparing for a Community Building Conversation
  Tip Sheet

DETAILING THE PROJECT PLAN

To effectively assess your on-site management needs, you must first map your project plan in very specific detail. In your group, pick one of the four sample projects and complete the Project Plan as much as possible; feel free to be creative and add in information wherever your group sees fit. Be sure to discuss all of the details of your prospective project.

Painting Project

Description:

Painting is a relatively easy way to engage many volunteers while assisting a community organization with renovations. Simple painting projects to consider are walls (interior or exterior), school classrooms or cafeterias, bedrooms or other living areas at a shelter or group home, park or neighborhood block wall fences, and many others. Having one maintenance person paint a room may take many long hours or even days, but with a group of volunteers it can be easily conquered in as little as 3 or 4 hours! This is a good activity for a day of service or a one-time group project which requires little or no predetermined skill level from volunteers. Volunteers will work alongside kids to paint a wall mural.

Community Partner:

The partner for this project is the Baldwin County Arts Center, an organization that offers after-school and summer arts classes to elementary and middle school students in the immediate vicinity of the arts center. Most of the students enrolled in the after-school program are also participants in the county's free lunch program. The Baldwin County Arts Center has been a part of the community for 16 years and has seen a steady decline in county funds for its support. As a result, repairs and upgrades have been delayed in order to maintain programs and services.

Targeted Outcomes:

- Support organization with labor intensive painting needs
- Revitalize the peeling paint, or other dilapidated conditions
- Change the look and feel of a dark room with a lighter, brighter color, or give character and warmth to a stark atmosphere and eliminate blight

Landscape Cleanup Project

Description:

Landscape cleanup projects are an effective and efficient way to utilize groups of unskilled or semi-skilled volunteers. This project involves weeding, pruning, raking, trimming, mowing (if necessary) and the general detailing of overgrown landscape.

Community Partner:

The partner for this project is the Adams Historical Society. Adams is a quaint town with a long and rich history. Several historical figures, including authors, statesmen, and early pioneers, are buried in the Adams Cemetery. The cemetery is in a residential neighborhood, whose residents use the paths through the cemetery for exercise. Due to budget constraints, the city cannot support the upkeep of the cemetery. The cemetery is now overgrown with weeds, wild bushes and large trees. The Historical Society wants to clean up the cemetery as a way to preserve the history of the town and provide a safe place for residents to exercise.

Targeted Outcomes:

- Improve the look of a neighborhood and promote community pride
- Provide a cost-effective improvement
- Engage a large group of volunteers

Kids Arts & Crafts Night Project

Description:

An arts and crafts night (or day!) is one of the easiest projects to organize and one of the most rewarding for children, partner organizations, and volunteers. This project offers project leaders a great deal of flexibility with resources, volunteers needed, time required, and partner organization involvement.

Community Partner:

The partner for this project is the "Kidz Court" youth center at the John Lee Homes, a public housing development. Kidz Court has one part-time staff member and a budget that covers only the most basic supplies for after-school activities. The center has a small meeting room with three tables, a TV room, and restroom facilities.

Targeted Outcomes:

- Provide children with positive adult role model interaction
- Provide children with a positive creative outlet
- Provide volunteers with a meaningful way to interact with and have a positive influence on children
- Support organizations such as shelters and after-school programs with additional resources and support

Neighborhood Cleanup Project

Description:

Neighborhood cleanups are an easy way to engage large numbers of volunteers to complete a sizeable amount of work on a limited budget in a comparatively short amount of time. There are many resources available in planning a neighborhood cleanup and it can be a great way to engage city officials and local residents in a meaningful way.

Community Partner:

The partner for this project is the Inter-faith Coalition, a group composed of several local churches with a focus on making the city a safer, healthier, and more beautiful place. The Inter-faith Coalition's current mission is to clean up the trash and graffiti on Henderson Avenue, a street that connects a low-income community with a park. The coalition cleaned up this street last year but their results were short-lived.

Targeted Outcomes:

- Reduce litter and improve the appearance of a neighborhood
- Create a sense of community and pride among neighborhood residents
- Increase community awareness
- Lay the groundwork for maintaining a clean neighborhood over time

The Project Plan

The Project

Describe the project, including the desired goal/outcome(s) and how this ties into the company goals: _____

_____

_____

_____

_____

_____

_____

Project Budget: _____

School/Community Service Partner – include name and contact information.

_____

_____

Frequency & Duration - Is this a one-time event or an ongoing project? What date(s) and time(s) will the project occur? How long will each session last?

_____

_____

_____

_____

Project/Task Leaders — include names and contact information, if applicable:

_____

_____

_____

_____

Projected Timeline:

_____

_____

_____

_____

_____
_____
_____
_____

Inclement Weather Contingencies — Can this project be completed if it rains? If yes, are there alternate plans the volunteers should know about ahead of time?

_____
_____
_____
_____

Directions to the Project Location — It is important to be sure the directions are correct and easy to understand so that your volunteers don't get lost on the day of the project.

Driving Directions:

_____
_____
_____
_____

Directions for using Public Transportation (where applicable):

_____
_____
_____
_____

Tools & Supplies

What Tools and Supplies will you need to complete the project?

_____
_____
_____
_____
_____
_____
_____
_____

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Guidebook

Who is providing the tools and supplies — include name, contact person, their contact information, cost, and the tool/supply they are providing

_____

_____

_____

_____

How will you secure additional tools and supplies for this project?

_____

_____

_____

_____

When and where will tools and supplies be delivered in advance of the project?

_____

_____

_____

Project Task Overview

Detail the scope of work for each task (in order of priority) that will be undertaken at your volunteer project. Attach the individual task plans (form included in this handbook) for each task to this document. (*Please make as many copies of this as you need*)

	Number of Volunteers
Task 1	
Task 2	
Task 3	
Task 4	
Task 5	

Remember, Volunteer Sign-in and Clean-up should be listed as tasks. If your project is large, parking and snacks/beverage management might also require task leaders and volunteers.

Volunteer Recruitment

Number of volunteers needed to complete the project:

_____

General Volunteer Recruitment: The internal volunteer recruitment contact agrees to take responsibility for recruiting _____ (#) volunteers. Volunteers will be recruited from: _____

_____

_____

_____

Community Volunteer Recruitment: The school or agency representative agrees to take responsibility for recruiting _____(#) volunteers. (This could include parents, students, teachers, community members, organization members, etc. depending on the agency partner.) _____

_____

_____

_____

Age Requirements: Can children participate in this project? If yes, what ages?

_____

_____

Key Contacts

Keeping complete and accurate records for all contacts will enable you to easily thank people that have helped make your project a success.

Project Leader(s): (Include name, title, and contact information)

_____

_____

_____

Community Service Organization Contact — include name, title, and contact information

Chief of Staff: _____

Project Contact(s) — include name, title, and contact information:

_____
_____
_____

Project Task Leaders — include name, title, and contact information

_____
_____
_____

Community Volunteer Recruitment Contact — include name, title, and contact
information)_____

_____
_____
_____

Tools & Supplies Contact: (Name, Address, Phone, Fax, E-mail) (If applicable.)

_____
_____
_____

Preparing for a Community Building Conversation

After each service project, you should provide volunteers an opportunity to reflect on
their service experience. While volunteers think about their experiences independently,
a conversation among all participating volunteers creates a stronger sense of
accomplishment and establishes a deeper connection to the community. A group
conversation at the end of your project provides structured time for volunteers to think
and talk about what occurred during the project.

We encourage you to facilitate these conversations after each service project and toward
that end, have offered the following templates for your use.

Preparing for Your Community Building Conversation

You will have to think ahead to make your community building conversation as effective as possible. Will you have an opportunity to meet as a group at the end of your project and discuss what you experienced that day? If not, what can you do during the project to get everyone thinking about their collective impact on the community?

The most effective approach is to gather everyone together at the end of the project (although it can also be effective during lunch or a break) and reflect upon the significance of the day, the work completed, and the impact it will have on the community and/or the social issue addressed. Work with your CSO partner to better facilitate the discussion. Once you begin, the conversation will flow smoothly. It will only take a moment of prodding to get people to express what they are already thinking about. Speak from your own heart and ask your CSO partner to speak on behalf of the social issue addressed. S/he might have statistics to showcase the real work being done.

Three Steps to Facilitating a Community Building Conversation

Step One: SERVE

- Ask volunteers the "WHAT" question (i.e., What happened today?).
- With the CSO representative, congratulate and thank volunteers for achieving the goal at the end of the project.
- With the CSO representative, connect the day's volunteer service to broader contemporary issues. The CSO representative might offer a short story or anecdote that will demonstrate the impact.
- With the CSO representative, offer some statistics to give a scope of the social concern.

Step Two: UNDERSTAND

- Ask volunteers the "SO WHAT" question (i.e., What are the consequences of the day's actions?).
- Hold a group conversation about a central issue related to the day's service.
- Choose a quote from Dr. King or other leader to begin a conversation related to that quote.

- Ask volunteers to offer their life experiences and knowledge that may include work-related activities, family responsibilities, and previous education that they can use to make a positive impact.

Step Three: INSPIRE

- Ask volunteers the "NOW WHAT" question (i.e., What are the next steps to have further positive impact?).
- Give homework, such as encouraging volunteers to tell their story of volunteer service.
- Be sure to point out that our friends, co-workers, or family members will be inspired to volunteer because they know that you were able to make a real change in our communities.
- Sign up for the next service opportunity. Be prepared to take advantage of the enthusiasm that service can create. Have a system for signing volunteers up for the next project or for managing interest of new leaders if they come forward.

Ideas for Initiating the Conversation

- Introduce yourself. Be sure the participants know who you are, and establish yourself in the role of facilitator.
- Explain the purpose/structure of the conversation. If you want open participation, let the participants know from the beginning.
- Do not ask yes/no questions. Be sure the participants have to give you more than a one-word answer.
- If you notice that one participant seems to be running the conversation, take a comment they make, turn it into a question, and ask another quieter participant directly.
- Be sure to make eye contact with the participants and listen to their answers.
- Relax! Just let the conversation flow, and don't feel to pressured to keep the structure rigid.
- If you feel the conversation gets off track, but you think the comments are useful, then let the conversation continue in that way. Don't feel pressured to stick to a script/plan.
- If the conversation gets off track, but the comments are not useful, then use some portion of the comments to get back to your original questions/purpose.
- Give the participants something to think about, the conversation doesn't have to end that day.

- Thank everyone for participating.
- Read quotations and ask volunteers to respond to how it relates the project they have completed.
- Place Posters above each task area with a quote and/or a comment relating to the work they are doing.
- Place a large piece of paper on a wall, title it the "Graffiti Wall" and ask volunteers to write or draw something representing service or their experience at the project.
- If time and space permits, have volunteers break up into small discussion groups and provide them with a discussion topic using quotation, community issue area impact data, and/or challenge them as a "think tank" to address specific issues the CSO would like help with.

NOTES

STEP 2
Manage the Project

OVERVIEW

Successful projects exhibit a good balance between logistics, time, and people. As a program manager, you will need to balance these three elements effectively in order to implement a successful, productive service project. This chapter will discuss the various elements of a service project and how they can be managed effectively.

GOALS

- Discuss on-site logistics
- Discuss on-site registration
- Discuss how to manage time while on-site
- Overview techniques in managing people, their personalities, and their skills
- Learn how to set the tone for safety
- Learn how to motivate and engage volunteers throughout the project

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- Fast Forward MBA in Project Management

LOGISTICS

There are several logistic concerns leading up to the day or the project. Be ready to address the following questions:

Scheduling

- Has a schedule for the event been developed and printed? Have the other Project Leaders been briefed regarding the schedule?
- Have volunteers been assigned task leaders?
- Has time been allotted for set up, breaks, lunch, clean-up, reflection and evaluation?
- Are volunteers aware of their scheduled volunteer time?

Access to Event Site

- Do volunteers have directions to the event?
- Is the project site accessible to people with disabilities?
- If the site is normally closed/secured, who will be available to provide access to the facilities?
- Is there a place where volunteers can put personal belongings?
- Where should volunteers park?

Registration

- Has an area been designated for volunteer check-in?
- Have registration forms been created and printed? Do you have writing utensils? Volunteer name tags?
- Which volunteers have been recruited to manage registration? Have they been trained on how to sign in volunteers?
- Who can volunteers contact in case of a cancellation/emergency?

Weather & Attire

- Have contingency plans been made (in the event of inclement weather)?
- Have backup plans and contact information been sent to volunteers?
- How will you contact volunteers in case of an emergency?
- Do volunteers know how they should dress for the project? Is there organizational T-shirts/attire that should be worn?

Safety

- Are there first-aid kits, a water station, phones, blank accident/incident report forms as well as volunteer safety accessories on-site?
- Do you have volunteer waivers that need to be signed in advance? Do you have any extra forms on site?
- Are there any special safety concerns for the use of special tools/supplies being used? Are there instructional handouts for any tools being utilized?
- How can you monitor the site if there are construction tools being used?
- How can you encourage everyone to be safe and have fun?

Food, Beverages & Breaks

- Is there going to be food/beverages at the project? If so, where will it be stationed? How will everything be distributed?
- Is there a specific place for volunteers to eat/drink or can it be anywhere on site?
- Who will help distribute the food and drinks?
- How can you ensure that volunteers get a break?
- How will you monitor food/beverages and get more if necessary?
- How will hot/cold weather affect the food station?

Evaluation & Feedback

- Has an evaluation form been developed and printed?
- Has a feedback form been developed and printed?
- Who has been recruited to manage evaluations? Do you have pens and extra evaluation forms?

VOLUNTEER REGISTRATION

To successfully complete your project, you will need a specific number of volunteer participants. If you have too few participants, the project will likely go unfinished. If you have too many volunteers, some will have little to do and might feel that their time was ill spent. To prevent this, consider registering volunteers in advance for the project. This can be as simple as providing a project contact name, CSO contact number and/or e-mail address that interested volunteers can use to sign up for the project. Pre-registering volunteers will also enable you (or your volunteer recruitment staff member) to talk in

advance with interested volunteers about the skills, supplies, or friends they might also bring to the project.

In addition, establish an area for volunteers to "check in" the day of the project. This will allow you to better manage volunteers that attend the project and effectively track their volunteer hours.

Contingency Planning

Always think through the worst-case scenarios. Play devil's advocate with yourself as you analyze your project for what could go wrong. Record your strategy to handle the problems. When you plan ahead for a problem, you can handle it with minimal disruption and cost. The idea is to not only think about what to do before you need to do it, but to also know who you need to contact and have their number(s) readily available.

Managing Time

The first thirty minutes of every project may seem a little chaotic as people get acclimated to their tasks, become familiar with the site area, and mingle with other volunteers. However, YOU KNOW THE PLAN! Try to remain calm and confident at all times.

Project leaders can play a key role in monitoring the progress at the project. Ask them to adjust the work according to the progress being made. It is better to fully complete a portion of the project then to not complete any of the project(s). The volunteers will feel a sense of contributing when they see the fruits of their efforts even if it is only part of the project.

If it helps, apply the "80/20 Rule" to time management. This rule, also known as Pareto's Principle or Pareto's Law, can be a very effective tool in helping you manage time and tasks effectively. The "80/20 Rule" means that in every project, a few things (approximately 20 percent) are vital and many (approximately 80 percent) are incidental.

Program and project managers know that 20 percent of the work (most likely, the first 10 percent and the last 10 percent) consumes a large majority of your time and resources. The value of the Pareto Principle for a manager is that it reminds you to focus on the 20 percent that matters most. When the fire drills of the day begin to sap your time, remind yourself of the 20 percent you need to focus on. If something in the schedule has to slip — if something isn't going to get done — make sure it's not an overwhelming part of

the project's productivity. This "80/20 Rule" can help serve as a daily reminder to focus the majority of your time and energy on the percent of you work that is really important. Don't just work hard, work smart!

MANAGING PEOPLE

Being a manager of people can be rewarding yet challenging. You'll need to juggle different personalities, various skill levels, and individual motivations all at the same time. Inasmuch, you must learn how to effectively balance.

The key is being able to accurately identify personality traits and know how to position the various personalities and skills within the varying teams of your project. Below is a general overview of four basic personality types that you might encounter.

The Leader — The "A" Type Personality — The "A" personality is usually very independent, direct and to the point. They exude a take-charge personality, and often will ask you to "get to the bottom line" or give them the "executive summary" to read. They don't like routine and often delegate routine chores to someone else. They are very decisive and persistent in getting what they want and need.

The Socializer — The "B" Type Personality — The "B" type loves to have fun, travel, be part of groups, and is often the center of attention. They love excitement and being in the limelight; they are often the "high energy" type. The "B" personality is as supportive of others as they are direct in their approach. This type tends to be very talkative and outgoing with people and is normally quite persuasive.

The Details, Details, Details — "C" Type Personality — The "C" thrives on details, accuracy, and takes just about everything seriously. They are usually very neat, and are very calculated and precise in just about everything they do.

The Ever Dependable — "D" Type Personality —The typical "D" personality doesn't like change, preferring instead to have a set of guidelines from which to follow and they won't mind doing the same thing repetitively. They are usually punctual, and consistent.

Opposite personalities can compliment one another if they try to understand the other's perspective. However, every program manager, at some point, will encounter clashing personalities. If a client is causing problems, consult with the CSO representative immediately.

Professional Skills Matrix

In addition to juggling varying personalities, you will need to be able to balance the varying skill levels of your volunteers. This matrix is designed to provide structure in using those skills:

Skill	Ways to practice
Assertiveness	• Serve as a fundraiser, solicit pledges or support • Recruit others to support a cause or organization
Budget Management	• Plan or chair events with a budget • Volunteer for a board position with finance responsibility
Change Management/ Strategic Awareness	• Participate on an organization's board • Participate in a focus group • Help write a group's vision
Computer Skills	• Develop a database for an organization • Provide data entry for a group or project
Conflict Resolution	• Serve on a board • Manage a function or event, serve as a subcommittee chair
Cultural Awareness	• Be a tutor or mentor • Volunteer in an activity that works closely with people unlike yourself
Creativity	• Volunteer at a children's arts and crafts project
Delegating	• Chair a committee • Assume a leadership role in an organization
Event Planning	• Coordinate volunteers • Sit on a planning committee for a big event
Leadership	• Serve as a chair on a committee or event • Be a spokesperson for a group or organization • Work with young people as a mentor
Managing People	• Manage volunteers at a project or event • Coordinate an event
Motivating Others	• Be a mentor • Chair a committee • Coordinate volunteers • Recruit friends/colleagues to join you in a project or event

Negotiating Skills	• Obtain resources for an event or organization • Be on a committee
Organizational Skills	• Plan an event • Provide clerical services • Sort donations
Planning	• Coordinate an event or activity • Sit on a committee for an event or project
Presentation Skills	• Lead an orientation for a group/organization • Be a spokesperson for an organization • Serve as a Project Leader or Team Captain
Problem-Solving	• Be an on-site manager for a big event • Be a project leader
Project Management	• Coordinate an on-going project
Selling	• Fundraising • Soliciting resources for an event or organization • Recruiting volunteers for an event or organization
Teamwork	• Coordinate volunteers • Work on a rehab or building project • Plan an event
Time Management	• Chair a committee and run the meetings • Manage resources for an organization or event
Verbal Communication Skills	• Volunteer for an activity that uses the phone • Chair an event • Be a spokesperson • Lead volunteers in an activity
Written Communication Skills	• Write a newsletter for an organization • Write a press release • Develop letters for fundraising • Take meeting minutes • Serve as the Secretary for a group or board.

SAFETY

Ensuring the safety of life and property is critical. By reviewing your project for possible hazards and educating your volunteers about safety, you will improve the chance of no one getting hurt. Always have a first aid kit on hand and a phone to call 911 if necessary.

General Project Safety Information

The safety tips below may be useful while on site at an outdoors project. Please look through the list and advise your volunteers to take these precautions, if applicable.

- Wear sunscreen if outside.
- Drink plenty of water, even if you don't feel thirsty. Remain hydrated!
- Where appropriate, wear gloves, goggles and dust masks (these last 2 items must be worn when scraping, sanding or spray painting), safety vests, and sturdy, closed-toe shoes.
- Watch out for sharp or dangerous objects such as broken glass or needles. Be cautious around bio-medical waste if encountered. Don't ever pick these items up. Have volunteers stand by the object(s) while another gets the Project Leader, Team Leader or agency representative.
- When finished with tools, be sure to put them in an appropriate place and with the points down. Please do not leave tools lying around as someone may injure himself.
- Clean your materials/equipment before you leave.
- If children are present, please watch them closely to be certain they are not playing with dangerous/inappropriate items.
- If using a ladder, make sure that all the rungs are intact. When on a ladder, have a spotter. Make sure you are going up the ladder on the right side and do not stand on the top rung of the ladder.
- If using scaffolding, always have a spotter.
- Stay away from any electrical feeds.
- Do not intentionally inhale chemical/gaseous fumes.
- Be on the lookout for poisonous insects, snakes, scorpions, etc. and keep your distance from them.
- Turn rocks away from you, not toward you. (Critters like to hide under them!)
- Please do not wander away from the project, volunteer group, trail or area that you are working in.
- Please report all incidents immediately to the project or team leader.

MOTIVATING AND ENGAGING VOLUNTEERS

When volunteers are tied into the critical community needs they are more likely to get involved. Have a CSO representative available to offer an overview of the agency's services provided and/or mission and how volunteer support is contributing to that mission. Doing this has many positive effects on the volunteers. You will help volunteers to:

- See the impact they are having on the agency and its clients.
- Feel a greater part of a whole, when they see all of the services the agency provides.
- Better understand the critical needs of the community.

You can never communicate too much or too often with volunteers throughout the project. Keep volunteers informed about what's going on at the project and be very clear about what a volunteer might gain from their experiences at the project. People volunteer for many reasons – help them connect to individual reason or passion.

In addition to engaging volunteers in meaningful communication, make sure to thank volunteers regularly. A simple "thank you" is one, among many, ways in which you can make volunteer feel appreciated and part of a team. Some other simple ways in which you can show volunteers their value to the project is:

- Use their names often
- Ask them what they like to do and introduce and/or pair them with other volunteers who have similar interests
- Have them take charge of something — whether a specific task or team

Activities and Templates

The tools this section will help you manage the project on the day of the event. This section will provide tips and templates that will help you with logistics, safety, and project management. Included in this section:

- Day of Project Checklist
- Suggested Day of Project Timeline

Day of Project Checklist

Worried at the last minute? Here's a quick checklist to help you think through the details one last time.

- Run of show for day of event
- Truck (for tools and materials)
- Secure onsite storage (if tools and materials are delivered before day of project)
- Tools & materials unloading/distribution
- Registration table
  - Nametags
  - Sign-in sheets
  - Liability waivers
- Food/drink tables
- Trash disposal
- Volunteer t-shirts
- Signage
  - Project site signage
  - Directional signage
  - Task signage
- Agency/school representative participation
- First aid kits/emergency contacts
- Walkie-talkies and/or cell phones list
- Phone tree list
- Access to water (for landscaping projects) and electricity
- Radio/entertainment/staging

Day of Project Tips

- Arrive early to set up and greet volunteers.
- Verify all materials and tasks are ready prior to volunteers arriving.
- Welcome and register all volunteers.
- Have volunteers sign waiver of liability.
- Have nametags for all staff and volunteers.
- Present brief organization/project overview, including the impact of the project.

- Motivate and manage volunteers; make sure each volunteer has a task to complete.
- Manage the volunteers' time for effective service.
- At the half-way point, ask if there is too much or not enough to do.
- Prioritize tasks; complete the most important jobs first.
- Have back-up projects available for extra work.
- Monitor safety.
- Don't get wrapped up in doing the work; be available for answering questions and troubleshooting.
- If possible, take photos.
- Clean up.
- Reflect and evaluate.
- Thank volunteers and inform them of future volunteer opportunities.

Suggested Day of Project Timeline

The following are tips and "to-do's" for the day of the project. You may use this information as a template or suggestive checklist.

1-3 Hours Prior to the Project

- Review the day's activities. Confirm your task and project priority list.
- Deliver any final supplies and materials to the site.
- Arrive at the project site at least one-and-a-half hours early to prepare.
- Meet your contacts at the project site and be sure they are prepared to give a brief overview of their organization and how the project will be of benefit.
- Unpack supplies and make sure tools are ready and accounted for.
- Arrange any handouts, nametags, and volunteer sign-in sheets.
- Post any welcome or directional signs.
- Designate a tool area, an area for cutting lumber (if necessary), and a break area.

Start the Project

Welcome (15 minutes)

- Ask volunteers to sign-in, fill out any necessary forms (waivers, for example) and take a nametag.
- Gather volunteers together and thank them for participating in the project and introduce yourself and your project partners.
- Welcome and introduce volunteers.
- Give a brief orientation, including an overview of the project, its importance and how it will affect the community, agency, and/or the clients you are serving.
- Ask your project site contact to spend a few moments talking about the mission and history of the organization.
- Announce that there will be a quick reflection/ wrap-up activity once the project is completed.
- Go over the schedule and tasks for the day.
- Inform volunteers about the lunch/snack plan and restroom locations.
- Review tool safety procedures.
- Set a goal for the first half of the project.

Assign Tasks (5-10 minutes)

- Describe the project tasks to be completed.
- Introduce the task leaders (or assign task leaders if they have not already been identified).
- Assign volunteers to the different work areas. Make sure that each task has the right number of volunteers and that each volunteer feels comfortable and prepared to complete the task at hand.

Distribute Supplies (5-10 minutes)

- Supervise supply distribution.
- Remind volunteers to follow the safety procedures that were discussed.

Start working (1-3 hours)

Lunch or Snack Break (10-20 minutes): OPTIONAL

- Encourage everyone to eat together and meet new people.
- Evaluate your progress so far and discuss how the rest of the day will go.

Close the Project

Finish the Project and Clean Up (1-2 hours)

- Finish all projects at least 30 minutes before the designated end time to allow time for clean up and reflection.
- Supervise clean up.

Post Project Reflection and Wrap Up (15 minutes)

- Thank everyone and talk about the impact of the work accomplished.
- If appropriate, talk about what went well or not-so-well.
- Engage volunteers in the reflection or wrap up activity you planned for the project.
- Discuss next steps: Does the project need to be finished at a later time? Are participants interested in volunteering again?
- Pass out evaluations and collect them from volunteers before they leave the project site.

STEP 3
Wrap Up the Project

OVERVIEW

Now that you've undergone the majority of your project, it's time to think about concluding the project and wrapping up all loose ends. To make your project a success, you should finalize all logistical matters, as well as focus on clean-up, reflection, recognition, and evaluation.

GOALS

- Understand the necessary steps to post-project clean-up
- Learn how to recognize volunteers for their efforts
- Discuss reflection and how to connect volunteers to the mission of the project
- Understand the purpose and importance of evaluation

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- Celebrating Living: Volunteer Recognition

- Recognizing Volunteers & Paid Staff: The Art, The Science, and Gazillions of Ideas!

- Key Elements of Evaluation

- Evaluation: The Key to Improving Service Learning Programs

At the end of the project, there are a number of logistical matters that you should address:

- **Clean up** — Ask everyone to do his or her part! Have project leaders lead volunteers in cleaning up the site/area to look better than it did when they arrived. All materials should be used or donated to the CSO. All tools should be returned to their respective areas.
- **Recognition** — Volunteer recognition is a must! You should make sure that volunteers feel appreciated and invite them back to serve again.
- **Reflection** — Reflection and community building provide volunteers an opportunity to reflect on the day's events. These activities help volunteers connect to the mission of the project.
- **Evaluation** — Evaluation and feedback are necessary for improving your projects. The information gathered in these forms will help your program better suit the needs of your volunteers and your community.

CLEAN UP

Spend just a few minutes cleaning up after the project ends. Here are some steps to follow:

- Collect any food-related trash such as wrappers, empty water bottles, cups, etc.
- Empty any unused, un-reusable products into proper containers and throw away.
- Collect all stray plastic and paper products on the ground.
- Gather up the garbage in plastic bags and dispose of properly.
- Break down the registration table and break area, if applicable. Store the table, chairs, and other furniture in it's proper place(s).
- Put away any extra forms/papers you have; you may be able to use them at a later time.
- Collect the sign-in sheets, volunteer waiver forms, and any other signed forms for your documentation.
- Make sure no personal belongings are left on-site.
- Collect all of your safety items for re-use (if possible)
- Do a final walk-thru of the site to make sure it's in the same condition in which you came.

RECOGNITION

At the end of the project, you must take time to recognize your volunteers. Your recognition or celebration can be the same day as the project (perhaps even at the project site) or later in a different location.

Showing appreciation for your volunteers is a great way to get them to come back! The simplest acknowledgment and appreciation practices are often the most effective. When showing volunteers that you care, make sure to:

- Deliver recognition in a personal and honest manner. Avoid providing recognition that is disingenuous or over-exaggerated.
- Tailor your recognition and reward to the unique needs of the people involved.
- Have a variety of recognition and reward options available. This enables an organization to acknowledge accomplishments in ways appropriate to the individual and the situation.
- Recognize volunteer contributions throughout the project – timing is crucial! Reward volunteers close to the time that the volunteering occurs. Time delays weaken the impact of the recognition program.
- Have a clear message. Be sure that volunteers understand why they receive awards and the criteria used to determine awards. Create a clear, well-communicated connection between accomplishments and the recognition received.
- The most important way to recognize volunteers is to treat them with respect and give them support and praise throughout the project.

In addition to celebrating your volunteers throughout the project, take a moment at the end of the project to lead your volunteers through a community building conversation. Spend about 10 minutes asking them to reflect on their experiences and thoughts about the project and how they're work will affect the community they've served. Reflection and community building leads to more effective volunteerism; you are giving volunteers the opportunity to think and discuss their experiences and the relationship of service to the larger social and personal concerns.

REFLECTION ON SERVICE LEARNING

Reflection is strongly encouraged after every service experience — this process is often referred to as service learning or community-building. While volunteers think about their experiences independently, a conversation among all participating volunteers creates a stronger sense of accomplishment and establishes a deeper connection to the community. A group conversation provides structured time for volunteers to think and talk about what occurred during the project. This group conversation can often deepen volunteers' understanding of the social issue your project addresses and increase their commitment to service.

Before the project, help volunteers understand the mission and expectations of the project. Provide an introduction to the community they will be serving, with and in what environment/capacity, and address potential concerns.

During the project, the service experience itself should be engaging and meaningful. It is also important to assist volunteers during their service work to help them understand the setting, their feelings and how to problem-solve as necessary. During the project, create an environment in which volunteers feel comfortable in asking ask questions about the community and the people they are serving and why their participation is important.

After the project, volunteers ask volunteers reflect on the project and the community need that was addressed. A community building conversation with all of the volunteers leads to more effective action by giving volunteers the opportunity to think and discuss their experiences and the relationship of service to the larger social and personal concerns.

Here are some sample reflection questions to help facilitate a reflective discussion about the service project:

- **What?** What issue(s) is being addressed? What did you notice happening around you during the project? What were the results/outcome of the project?
- **So What?** What did you think about during the project activity? What affect do you think this activity has had on those intended to benefit from it? How as it affected you
- **Now What?** What are the larger issues that caused the need for you to participate in this service activity? How did your efforts help? What more needs to be done to improve these problems? How will you apply what you have learned here in the future?

EVALUATION AND FEEDBACK

Evaluation and feedback is different than the reflection. Evaluation is about the actual project — the work, planning, coordination, delivery, implementation, logistics, and management. Feedback is a gift — use it as an opportunity to reflect on the overall management and implementation of the project. If you never know what volunteers and/or your community contacts think, you will never be able to adequately address future needs. So, do not be hesitant to ask your project leaders, volunteers, and CSO contacts for their feedback. Most people will be happy that you asked.

To get feedback, ask those involved to complete a feedback form at the end of the project before everyone leaves; you already have them there, the experience is fresh in their mind and you can get it form them quickly. Ask a volunteer (possibly the volunteer registrar) to pass out feedback forms when checking out volunteers. Do not ask volunteers to put their names on these forms – people are more comfortable giving anonymous feedback. Do not react or respond to the feedback while at the project site. If a volunteer gives you his/her name and contact information, you should call him/her to discuss it further shortly after the project.

If immediately feedback is not an option, you can mail or e-mail participants a feedback form within a week of the project. You can attach a feedback form to the thank you letter or follow-up correspondence. If you are mailing the form, include a stamped return envelope; this increases the likelihood of getting a returned form.

Activities and Templates

The tools in this section will help you conclude the day's work and wrap up the project. This section will provide tips and templates that will help you with end of project logistics and management. Included in this section:

- Community Building Conversations
- Sample Volunteer Evaluation

COMMUNITY BUILDING CONVERSATIONS

The following are sample questions, quotes, and conversation starters for your community building conversation, arranged by community issue area.

AIDS Support

- How can we as individuals, as well as our community, state and country, be more effective in addressing he needs of people living with HIV and AIDS?
- What is the one thing that you would want to know about HIV and AIDS from people who are living with the virus? How would you use that information?

Animal Support

- Had you ever considered homeless animals before your service today?
- Were you surprised by the number of homeless animals you saw?
- What do you think that we can do to reduce the number of homeless animals?

Arts and Sciences

- As of 1996, 43 states required two years of science to graduate from high school. Thirteen states required three to four years. What is the impact of that choice?
- According to the College Entrance Examination Board, students of the arts continue to out-perform the non-arts peers on the SAT. With this in mind, what is the best way to support arts education?

Children and Teens

- Many students read under grade level. Why is this an important indicator for our community's future?
- What is your perception of how childhood changed since you were a child? Is it better or worse?

Conservation

- How do you define recycling?

- Do you recycle in your home? Does your apartment complex, job or school recycle? Should you initiate a recycling program?

Disability Services

- What are the everyday obstacles face people with disabilities? What can you do to help alleviate those obstacles?
- A disability is a functional limitation that interferes with a person's ability to walk, hear, talk, or learn. If you lived with one of those disabilities how would your morning routine differ?

Family & Women's Services

- Every nine seconds a woman is battered in the United States. Domestic violence is the leading cause of injury to women between the ages of 15-44. Each year an estimated 3.3 million children witness their mothers or female caretakers being abused every year.
- How did your work today help address some of these issues?

Homelessness and Meal Service

- The average age of a homeless person in the United States is nine years old. How does this impact our town?
- If you could ask one question of a homeless/hungry person, what would you ask? How would you use that information to contribute to the solution?

Housing Revitalization (Painting, Renovation and Repair)

- What are the possible solutions for those who cannot afford safe quality housing?

Literacy/Refugees & Immigrants

- When you think of "literacy" what is your immediate opinion? Did this project have an impression on your opinion?
- Have you ever been in an environment where English was not the primary language? What challenges did you face? If not, imagine what it would be like to live in a place where you could not read signs or newspapers?

Senior Care

- Ask a few volunteers to offer a personal story about an elder who has had a significant impact on their life. This could be someone they once met who shared a bit of wisdom, a close friend, a relative or a role model. What significant impact did this senior person make in your life?
- What is the difference between a nursing home and an assisted living facility? Do you have a different perspective now of what it is like to live in one of these facilities?

Technology

- How does technology enhance education? What ways can we use technology as an educational tool?

Community Building Quotes & Questions

Choose quotes to assist in discussion:

Service

But recognize that he who is greatest among you shall be your servant. That's a new definition of greatness. And this morning, the thing that I like about it: by giving that definition of greatness, it means that everybody can be great, because everybody can serve. Amen. You don't have to have a college degree to serve. You don't have to make your subject and your verb agree to serve. You don't have to know about Plato and Aristotle to serve. You don't have to know Einstein's theory of relativity to serve. You don't have to know the second theory of thermodynamics in physics to serve. Amen. You only need a heart full of grace, a soul generated by love. And you can be that servant.

—Dr. Martin Luther King Jr.

No act of kindness, no matter how small, is ever wasted. —Aesop

I was taught that the world had a lot of problems; that I could struggle and change them; that intellectual and material gifts brought the privilege and responsibility of sharing with others less fortunate; and that service is the rent each of us pays for the living—the very purpose of life and not something you do in your spare time or after you have reached your personal goals.

—Marian Wright Edelman

Love grows by service. —Charlotte Perkins Gilman

Discussion Questions:

- What does hearing these quotes mean to you?
- How do you define service? Acts of kindness?
- Who did we serve today?
- How would you like to serve again?

Creating Community

Be the change you wish to see in the world. —Mahatma Gandhi.

Now let me suggest first that if we are to have peace on earth, our loyalties must become ecumenical rather that sectional. Our loyalties must transcend our race, our tribe, our class, and our nation; and this means we must develop a world perspective. No individual can live alone; no nation can live alone, and as long as we try, the more we are going to have war in this world. Now the judgment of God is upon us, and we must either learn to live together as brothers or we are all going to perish together as fools.

—Dr. Martin Luther King, Jr.

I am a little pencil in the hand of a writing God who is sending a love letter to the world.

—Mother Teresa

Discussion Questions:

- What does hearing these quotes mean to you?
- What change do you wish to see in the world?
- Are we on a path to brotherhood or are we on a path to perish?
- Does your service today, or any other day, transcend race and/or class?

Poverty & Hunger

It's alright to talk about streets flowin' with milk and honey, but God has commanded us to be concerned about the slums down here and his children.

—Dr. Martin Luther King, Jr., I've been to the Mountain Top speech: Memphis, TN April 3, 1968

If you can't feed a hundred people, then feed just one. —Mother Teresa

If someone needs our help, it is our special duty to provide it to the utmost of our power.

—Cicero

If you want to raise a man from mud and filth, do not think it is enough to keep standing on top and reaching down to him a helping hand. You must go all the way down yourself, down into mud and filth. Then take hold of him with strong hands and pull him and yourself into the light.

—Solomon ben Meir ha-Levi of Karlin

It is not only what we do, but also what do not do, for which we are accountable.

— Moliere

Let us march on poverty…until no starved man walks the streets of our cities and towns in search of jobs that do not exist.

—Dr. Marin Luther King, Jr.

The very development of American society is creating a new kind of blindness to poverty. The poor are increasingly slipping out of the very experience and consciousness of the nation.

—Michael Harrington

Discussion Questions:

- What does hearing these quotes mean to you?
- What is your definition of poverty & hunger? What do you understand the causes of poverty & hunger to be?
- Do we have a collective responsibility to work to eradicate poverty & hunger?

Nonviolence Social Action

I am convinced that love is the most durable power in the world. It is not an expression of impractical idealism; but of practical realism. Far from being the pious injunction of a Utopian dreamer, love is an absolute necessity for the survival of our civilization. To return hate for hate does nothing but intensify the existence of evil in the universe.

Someone must have sense enough and religion enough to cut off the chain of hate and evil, and this can only be done through love. Moreover, love is creative and redemptive.

Love builds up and unites; hate tears down and destroys. The aftermath of the "fight fire with fire" method which you suggest is bitterness and chaos; the aftermath of the love method is reconciliation and the creation of the beloved community. Physical force can repress, restrain, coerce, destroy, but it cannot create and organize anything permanent; only love can do that. Yes love--which means understanding, creative, redemptive goodwill, even for one's enemies--is the solution to the race problem. Often love is crucified and buried in a grave, but in the long run it rises up and redeems even that which crucifies it.

—Dr. Martin Luther King, Jr.

Our Lives begin to end the day we become silent about things that matter.

—Dr. Martin Luther King, Jr.

Ask yourself: Have you been kind today? Make kindness your daily modus operandi and change your world. —Annie Lennox

What we need is a cup of understanding, a barrel of love, and an ocean of patience.

—St. Francis de Sales

Peace is not something you wish for; it's something you make, something you do, something you are and something you give away!

—Robert Fulghum

The ultimate measure of a man is not where he stands in the moments of comfort and convenience, but where he stands in times of challenge and controversy.

—Dr. Martin Luther King, Jr.

Discussion Questions:

- What does hearing these quotes mean to you?
- Why does nonviolence seem so difficult to achieve as a response?
- What opportunities can we work on together to encourage nonviolence principles in our lives? In our community?

Successful Service Projects

People acting together as a group can accomplish things which no individual acting alone could ever hope to bring about.

—Franklin Delano Roosevelt

All we have to decide is what to do with the time we are given.

—Gandalf to Frodo, The Fellowship of the Ring (movie)

Never doubt that a small group of thoughtful committed citizens can change the world; indeed, it's the only thing that ever has.

—Margaret Mead

Look at a day when you are supremely satisfied at the end. It's not a day when you lounge around doing nothing; it's when you've had everything to do, and you've done it.

—Margaret Thatcher

Understand that the right to choose your own path is a sacred privilege. Use it. Dwell in possibility.

—Oprah Winfrey

Life's most urgent question is: what are you doing for others?

—Dr. Martin Luther King, Jr.

Happiness is when what you think, what you say, and what you do are in harmony.

—Mahatma Gandhi

The more compassionate you are, the more generous you can be. The more generous you are, the more loving-friendliness you cultivate to help the world.

—Thich Nhat Hanh, "Buddhist Peacework"

Man's mind, once stretched by a new idea, never regains its original dimensions.

—Oliver Wendell Holmes, Jr.

Discussion Questions:

- • How has the project today compared to what you expected from today's event?
- • What was the most meaningful part of the service project for you?
- • What are ways you could inspire others to participate in a volunteer event such as this?

SAMPLE VOLUNTEER EVALUATION

Tell Us All About It!

Please tell us about your volunteer experience today. You helped create positive change in our community and we want to hear about it! We will process this information and share the results of your team's hard work. Please complete this survey before you leave the project site and turn it in to your Project Coordinator.

Name (optional): _____ Date of Project _____

E-mail (optional)_____

What type of community work did you do today? _____

Estimate how many people will benefit from this project: _____

How many hours did you work on this project? _____

How would you rate this project experience?

☐ Excellent

☐ Good

☐ Fair

☐ Poor

Did the experience motivate you to continue to volunteer? Please choose one:

☐ Yes

☐ No

➡

Would you like to lead a project in the future?

☐ Yes

☐ No

What types of service projects interest you the most? _____

_____

_____

Share a memorable moment from the project (use the back of this sheet, if you need more room): _____

_____

_____

How could we have improved this volunteer experience for you and your colleagues?

_____

_____

_____

_____

Summary

An effective service project requires careful planning and management.

Prior to the day of the event, thoroughly plan your project by reviewing plans, communicating with volunteers, planning for safety, budgeting resources, and preparing for training, orientation, reflection, and evaluation.

During the service project, manage logistics, volunteer registration, contingency plans, time, volunteer personalities and skills, and safety.

Finally, wrap up your project by cleaning the service area, recognizing volunteers for their efforts, providing a time of reflection, and gathering evaluation and feedback. If you manage your project before, during, and after the service event, you are more likely to meet your project goals in a way that sustains volunteers and makes an impact on the community.

Additional Resources

Listed below are several on-line resources on volunteerism and volunteer development.

- Energize Inc.
  www.energizeinc.com
- ePhilanthropyFoundation.org
  www.ephilanthropyfoundation.org
- e-volunteerism.com
  www.e-volunteerism.com
- Hands On Network
  www.handsonnetwork.org
- Idealist.org: Action Without Borders
  www.idealist.org
- Independent Sector
  www.independentsector.org
- National & Global Youth Service Day
  http://www.ysa.org/nysd/resource/planning.cfm
- National Service Resource Center
  www.nationalserviceresources.org
- Network for Good
  www.networkforgood.org
- Service Leader
  www.serviceleader.org
- ServeNet
  www.servenet.org
- Students in Service to America Guidebook
  http://www.studentsinservicetoamerica.org/guidebook/index.html

- The Points of Light Foundation – Rules of Volunteer Appreciation
  http://www.studentsinservice.org/campuspartners/tools/ Best%20Practices%20-%20Volunteer%20Appreciation.pdf
- The Four Personality Types Made Easy
  http://www.hiresuccess.com/pplus-3.htm
- Recognizing Team Dynamics
  http://www.teamtechnology.co.uk/team-dynamics.html
- Project Management 101
  http://management.about.com/cs/generalmanagement/a/ Pareto081202.htm

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To learn more about Hands On training opportunities, please contact: training@handsonnetwork.org

Or visit us at www.handsonnetwork.org

Corporation for
NATIONAL &
COMMUNITY
SERVICE

The Corporation for National and Community Service works to improve lives, strengthen communities, and foster civic engagement through service and volunteering.

The Corporation provides opportunities for Americans of all ages and backgrounds to serve their communities and country through Senior Corps, AmeriCorps, and Learn and Serve America. Together with the USA Freedom Corps, the Corporation is helping build a culture of citizenship, service, and responsibility in America.

HandsOn
Be The Change. Volunteer. | NETWORK

Hands On Network brings people together to strengthen communities through meaningful volunteer action. Hands On Network is a growing network of 58 volunteer organizations and a half million volunteers changing communities in and outside the United States.

Hands On Network creates and manages nearly 50,000 projects a year — from building wheelchair ramps in San Francisco, to teaching reading in Atlanta, to rebuilding homes and lives in the Gulf Coast communities. The Hands On approach equips volunteers, creates leaders, and changes lives.