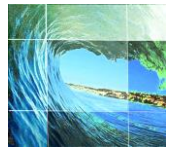


EXECUTIVE SUMMARY



TO: New Earth Organization

FROM: Surfrider Shores Consulting Group

DATE: 21 November 2014

SUBJECT: Final Report

ATTN: London Jones

CC: Yana Simone, Harry Grammer

Dear London,

Surfrider Shores Consulting Group has reached the culmination of its work for the past two months. The time that has been spent in preparation for this moment has been truly rewarding. SSCG hopes that with the information provided in this manual, New Earth may reach new bounds of program effectiveness.

In this manual, you will find analyses of all of the research that Surfrider Shores has completed in industry best practices, recruitment, and retention, as well as suggestions and strategies for the future. All of the research and articles that we've used are included in Exhibit A for handy referencing. Relevant deliverables, including an updated volunteer application, commitment sheet, and the volunteer manual itself, are also enclosed, and you will be provided with digital files of all pieces.

If any questions arise concerning planning and implementation of Surfrider Shores' suggested strategies, please do not hesitate to contact Tatyana Alford, who is readily available to answer by phone or email.

Sincerely,

Surfrider Shores Consulting Group



Final Report

Surfrider Shores Consulting Group is dedicated to serving nonprofits by working alongside them to realize their vision. We strive to provide valuable planning, communication, and marketing strategies for the lasting betterment of your organization. The team members include Pepperdine students Tatyana Alford, Safeena Padder, David Stevens, and Adrian Alvarado.

New Earth provides mentor-based arts, educational, and vocational programs that empower juvenile justice system-involved youth ages 13-22 to transform their lives, move toward positive, healthier life choices, and realize their full potential as contributing members of our community. New Earth is a non-profit 501 (c)(3) organization.

This final report measures the progress and results between the following two organizations based on the resolutions made in the contract, signed September 25, 2014.

Between New Earth Organization
 3131 Olympic Boulevard, Suite #301
 Santa Monica, CA 90404

And Surfrider Shores Consulting Group
 24255 Pacific Coast Highway
 Malibu, CA 90263

ARTICLE I: Clarified Background of Business Endeavors

1.1 Client Background

Currently operating out of a small office complex in Santa Monica, California, New Earth was founded by Harry Grammer in 2002. New Earth strives to lower Los Angeles' recidivism rate, or rate of relapsing into criminal behavior, through programs that promote young person involvement. These programs utilize writing, music, poetry, performance, and art as tools for making constructive and focusing energy. Innovative programs such as F.L.O.W. (Fluent Love of Words), E.F.F.O.R.T. (Exercise and Fitness for Teens), and Beyond Boundaries help Mr. Grammar and his dedicated staff to continue their vision of helping those troubled youth in Los Angeles County. New Earth is looking forward to attending an Expression Mondays event to further their understanding of the organization's core.



1.2 Consultant Background

SSCG consists of four seniors ranging from different majors and minors including business administration, advertising, marketing, and nonprofit management. Coming from drastically different backgrounds greatly helps SSCG to realize their main mission of working alongside organizations to achieve their goals. SSCG has spent the past month doing just that with New Earth, honing new skills and perfecting old ones, to impact New Earth's volunteer base, specifically. As an adaptive and dynamic group of people, their work with New Earth so far will translate to high impact of the following business objectives as New Earth begins to implement strategy recommendations provided.

ARTICLE II: Business Objective

After ongoing communication with London Jones of New Earth and continuous progress on objectives set forth between New Earth and SSCG, the goals of this consult break down into three sustaining categories.

2.1 Expand Volunteer Base and Retention

Currently, New Earth has about 7 to 10 returning volunteers that regularly attend events (outside of everyday staff). At their regularly scheduled events (Expression Mondays), they often make many new contacts that show an interest in volunteering in the future. However, the following day or week, when reaching out to establish contact, these people lack the initial intrigue that they demonstrated earlier. New Earth would like to see both retention and an increase in volunteers as a whole bolstered.

2.2 Uniformity and Standardization of Communication

New Earth made it clear that they would like to see greater uniformity as an organization in simple things such as the volunteer form, a form e-mail, and even leaving uniform messages. Furthermore, they would like to find out how background checks can be both standardized and then instituted. Increased consistency will position New Earth to be as effective in volunteer recruitment and retention, building upon the previous business objective.

2.3 Create Volunteer Forms

New Earth would like to have a form e-mail to send to each of its volunteers, a volunteer form that each person wishing to get involved with New Earth would be required to fill out, a volunteer tracking system, a commitment sheet, and a training manual that would help new volunteers get a better feel for what they will be doing with New Earth. These will even further effectiveness in volunteer recruitment and retention goals and strategies more so.



ARTICLE III: Rationale and Methodology

3.1 General Recruitment and Retention Research

The area of recruitment of volunteers has been highly researched with each person getting closer to understanding what really makes people volunteer with nonprofits. To better understand how recruitment affects New Earth, SSCG has drawn from both **primary and secondary sources**.

- Primary Sources – Online survey (all New Earth volunteers), interviews (most loyal New Earth volunteers)
- Secondary Sources – Online journal articles, split into three separate categories:
 - General Motivations
 - Leadership & Administration
 - Best Practices (direct recommendations to New Earth)

3.1.1: Primary Research: Survey (See Appendix)

SSCG created a survey through Survey Monkey based on prior knowledge of survey making. SSCG decided that it was important to know the general demographic information of the volunteers at New Earth to see who is drawn to the organization. Furthermore, SSCG thought it important to ask questions about general communication and events. Since New Earth is such a small organization, there is a worry that the only committed volunteers are those that know Harry Grammer personally. A question was added to discover if this is true. The survey was sent to London Jones, who after reviewing it sent e-mails to all volunteers.

The survey asked the following:

- General demographic information
- Origin of hearing about New Earth
- Number and types of events
- Contact with Harry Grammer
- Improvements to New Earth

3.1.2: Primary Research: Interview (See Appendix)

SSCG created interview questions to be asked of New Earth's most loyal volunteers. Questions highly correlated to survey questions, with more openness of interpretation. The questions largely emphasize the engagement and retention of volunteers. The original plan was to conduct all eight interviews with New Earth's most loyal volunteers. However, through scheduling difficulties only two volunteers were interviewed.



3.1.3: Secondary Research (See Appendix)

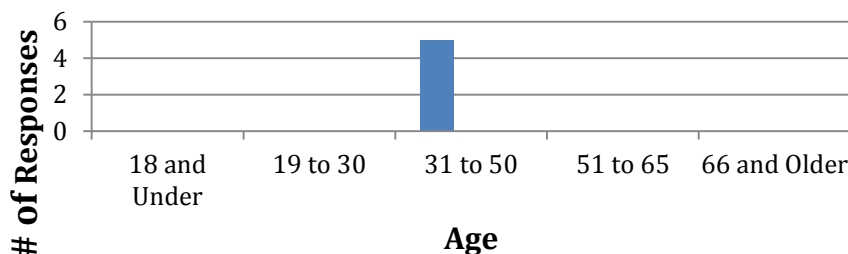
The secondary research that would be most helpful to New Earth falls into three categories: general motivations, leadership and administration, and best practices. Each of these segments will greatly help bolster New Earth’s current recruiting efforts, and should help ease the process for future recruiting. All relevant articles are included in the Appendices.

ARTICLE IV: Results and Analyses

4.1 Survey

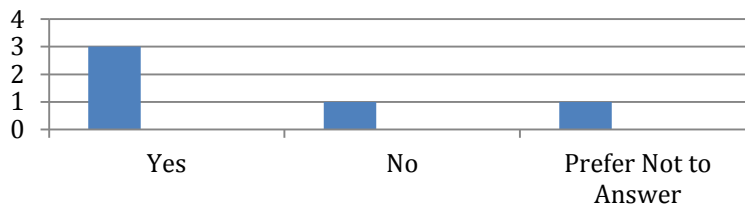
SSCG conducted primary research in two different ways. First, London Jones distributed the survey via web link to New Earth’s entire database of emails. Unfortunately, of the 70 or more emails sent, the survey only received 5 total responses. Knowing this, the data that is extracted must be taken lightly as the sample size was extremely small. This being said, here are the results of the survey that pertain to volunteer recruitment:

How Old are You?



This shows that, of the small sample size surveyed, that 100% of its volunteers are between 31 and 50. This has several implications. It could mean that those that want to volunteer at New Earth most are of this age group. On the contrary, it could also mean that the New Earth has spent its marketing efforts mainly on that specific age group.

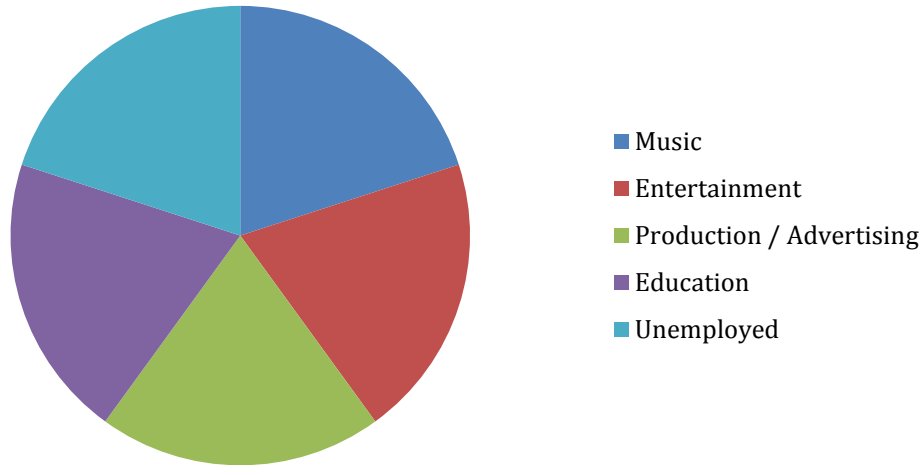
Are you Currently Employed?



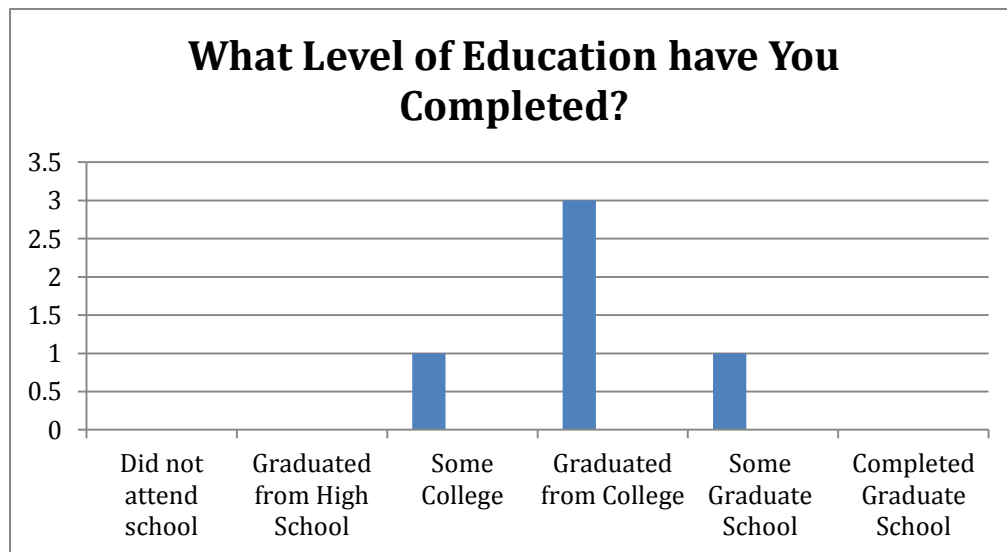


By seeing that the majority of the responders are currently employed, SSCG concludes that those that currently want to work at New Earth have other forms of income to support themselves. This will be discussed further through secondary research.

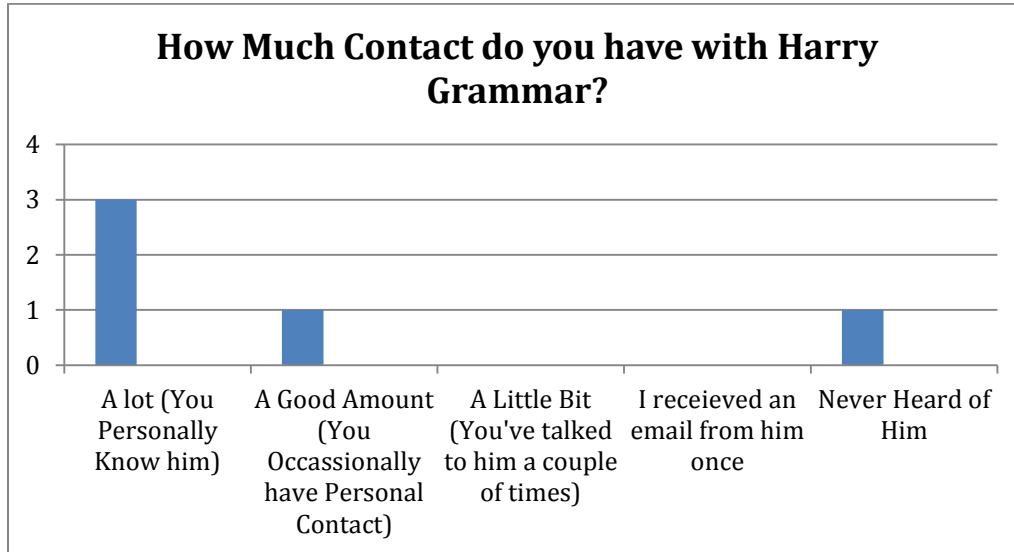
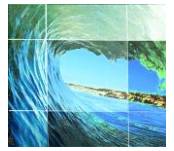
If Employed, what Industry?



This graph shows that there is a wide variety of volunteers that currently work with New Earth. The implications of this are that there is no one specific industry that would benefit New Earth the most in regards to volunteering.



This question helps to demonstrate that those that currently volunteer at New Earth are well-educated. The implication of this is much like the age group: either those that want to volunteer at New Earth are fairly well educated, or that New Earth almost exclusively markets to the well educated.



This shows that those currently working at New Earth have a very personal connection, implying that they are helping out with New Earth because they know Harry Grammar personally.

To conclude, it seems that the average person that volunteers at New Earth is middle-aged, is employed with some college education, and has direct contact with Harry Grammar. This can be used as a very general baseline in determining where New Earth needs to expand its future recruitment efforts.

4.2 Interviews

In order to increase New Earth's volunteer numbers, the organization must invest into a volunteer culture that keeps volunteers coming back as well as make it appealing to new ones. The interviews indicated a great atmosphere at New Earth, but the interviewees want more events that allow for the volunteers to get to know one another. For instance, events such as potlucks, hikes, beach days, etc. would be great ways to improve the volunteer experience at New Earth. Other suggestions gleaned from the interviewees include:

- Screening volunteers and matching them to their assignment / points of interest
- Sign up- more detailed oriented
- Volunteers recruit others one-on-one (word of mouth)



4.3 General Volunteer Motivations

First and foremost before volunteers can be gained, New Earth must understand volunteer motives. SSCG, in conducting their interviews, structured a portion of their questions about the motivations of the current volunteers. In SSCG's research and through analyzing the interviews, SSCG concluded that most if not all volunteers like to be recognized for their contributions to the organization and the community. Non-profits that incorporate these types of motivations will increase the satisfaction of volunteers. New earth must be concerned with implementing and designing tactics that make sure to involve volunteers and commit a sufficient amount of resources to this task. SSCG's research illustrates that Non-profits that adopt these practices increase the retention and satisfaction levels of volunteers. The interviews also indicate a firm position on recognizing volunteers and showing the results of the work volunteers are doing. SSCG believes that Volunteerism is best summed up into four key elements, originally created by Dr. Daniel Batson:

- **Altruism** - The goal here is to increase the welfare of another person. Altruistic behaviors are driven primarily by emotion, sparked by empathy and compassion.
- **Egoism** - This might seem surprising, but the ultimate goal with this group is to increase one's own welfare. Self-benefits include material well-being, social recognition, praise and avoiding guilt and shame.
- **Collectivism** - People can be motivated to volunteer in order to increase the welfare of the group. This is certainly true if the volunteer identifies with that group.
- **Principlism** - This is the motivation to uphold some moral principle. This is a common mobilizing force in advocacy volunteering and is often linked to an appeal to morality.

Of these four elements that describe volunteerism, **Egoism**, and **Altruism** are the most popular.

- **Altruism continued**

Altruism and principlism go hand and hand as societal motivations for volunteers. Values and empathy represent a huge factor t in societal motivations. Volunteer procures the common value of helping others. Winston Churchill once said, "We make a living by what we do, but we make a life by what we give." This is absolutely true for those volunteers falling into the realm of societal motivations altruism and principlism. SSCG believes that with volunteering comes Altruism regardless if merely done for personal gain. Although altruism may not be a primary motivator to start volunteering, it can contribute to the decision of volunteering in the future.

- **Egoism continued**

At times Egoism is uncomfortable and considered selfish because by definition it's volunteering for one's own personal gain. These personal advantages include social, emotional, and educational benefits. The more obvious social benefits to volunteering are meeting new people, connecting with community organizations, networking with



local business, and building a resume. Along with societal benefits are psychological benefits. Generally, volunteering brings a sense of fulfillment and satisfaction when helping others and expecting nothing in return. This alone motivates some volunteers. SSCG believes that egoism is the biggest factor in motivating volunteers. The various motivations concerning this category are numerous and a driving force for those who volunteer.

“I like the sense of fulfillment that I contributed to something worthwhile.” – Heather; New Earth volunteer

Motivational Best Practices:

SSCG advocates this list of motives behind why people volunteer:

- To feel needed
- To share a skill
- To feel fulfilled
- To get to know a Community
- To get to be a part of a cause or a belief
- To gain leadership skills
- To keep busy
- For recognition
- Satisfaction from accomplishment
- To have an impact
- To feel proud
- For religious reasons
- To learn something new
- To be challenged
- To earn academic credit
- To assure progress
- To feel good
- To be a part of a team
- To be a part of something worthwhile
- To gain status
- To build your resume
- Because of a personal problem, illness, or a cause



4.4 Leadership & Administration

After considering what truly motivates volunteers, SSCG considered how the leadership and administration in New Earth was helping (or hurting) New Earth. Dwyer et al.'s article describes the difference between transactional and transformational leadership. He says that “transactional leadership is aimed at controlling followers through reward and punishment [while] transformational leadership inspires followers to move past their own self-interests to achieve more than what they thought possible” (Dewyer 185). Knowing this, remember that volunteers are unpaid with no contractual obligation to benefit the nonprofit at all.

Dewyer goes on to say that “this link (transformational leadership) was mediated by enhanced meaningfulness of the work and higher-quality relationships” (197). Therefore, if New Earth would like to draw in the best volunteers, it should market to its employees that they will be joining high quality teams supervised by passionate leaders. Furthermore, a nonprofit’s administration also has a high effect on the willingness of a person to volunteer or not. Hager states that “utilizing a paid staff member signals to prospective volunteer that the organization is particularly serious about the integration and continuity of the volunteer program” (142). He also advocates that recruiting volunteers is more effective with a more structured approach. This will be explained further on in the report.

4.5 Best Practices for Volunteer Recruitment

To finish the research, SSCG has assembled a list of best practices that New Earth should consider if it wants to bolster its volunteer base:

- People want to be asked to volunteer, not just answer a flyer. If you feel like someone would like to volunteer for New Earth in any way, directly ask them.
- “Volunteers are more willing to say yes to a short-term commitment with an end-date in sight” (McKee 2). This means that when advertising for new volunteers, set clear end dates of when a project will occur.
- If a person says no to volunteering now, don’t consider this a never statement. Ask them again in a month or so, as they may have just been busy that one specific date and now would be more than happy to help.
- Be more position driven: consider what skills and qualifications are needed for that position, and then market your recruitment to that.
- Consider the name of the volunteer position carefully. If the person will really just be doing administrative office work, label the position just that way.
- Keep recruiting language simple. If the volunteer doesn’t fully understand the flyer, they won’t have the confidence to volunteer.



- Make sure that when a potential volunteer calls New Earth they are greeted as a potential member and that they feel welcomed into the organization from the beginning.
- Advertise an open climate, where everyone is encouraged to lead and no one person has power over everyone.

Implementing these simple measures will greatly boost New Earth's recruitment figures.

4.6 Volunteer Tracking

Tracking volunteer hours although tedious can result in huge payoffs. SSCG found that recognition of volunteer hours and rewards for volunteers who offer their services for a specified amount of time increase retention. This can provide an incentive for volunteers to support New Earth for longer periods of time. In addition tracking volunteer hours helps illustrate to founders and donors that New Earth has the support and resources to fulfill their mission

In researching other tracking software rather than use excel proved difficult. Although there are numerous other tracking software, they all come at a price ranging anywhere from \$19-1000 per month. While researching, SSCG found that excel is a great and easy way to record for non-profits that have up to 250 volunteers, making this the best choice for New Earth.

ARTICLE V: Deliverable-specific Methodology

5.1: Updated New Earth Application (See Appendix A)

The new volunteer application has a few important revisions. First, it was important to identify the key things to preserve from the previous application. The first was the specific information gathered, as all of the questions asked were important and need to be included. The second was brevity; the previous application took no more than five minutes to complete. The third was simplicity, as it was clear and easy to fill out, with no stumping questions or confusion about what was required.

In order to maintain these characteristics while becoming more comprehensive, the updated application asks additional important questions, but with more specificity and easy-to-fill formatting. Furthermore, questions were added and adjusted based on research of analysis of the application forms of some of the best organizations to volunteer with, according to the Bill and Melinda Gates Foundation, as well as Idealist. Best practices were also gleaned from Guidestar about the important of background checks and Joanne Fritz from About.com about the most vital elements to include in an application. Newly added questions include the following:

- Date of birth
- Emergency contact information



- Highest education attained
- Agreement to undergo a background check
- Physical ability to complete job functions
- Signature

Survey Monkey provided strategies to improve the clarity and visual design of a survey to make it more appealing to fill out. The big ideas were that the application shouldn't make the volunteer feel burdened, that it should have mile markers and show progress, and keeping it consistent with the feel of the organization. Pew Research also indicated that if a question can be closed-ended or given limited options to choose from, it should be designed as such.

Non-question elements that were added include the following:

- Preview before submit
- Section headers
- Mobile responsiveness
- Friendly and encouraging question wording
- Social media options to share that applicant is volunteering with New Earth
- Thank you page with note: "Thank you! Your submission has been received. Thanks so much for your interest and involvement in New Earth. We look forward to making a difference with you."

Questions that were re-formatted include the following:

- Birth date is selected from drop-down menu
- Availability is selected by highlighting grid that is sectioned by days of the week and times of the day (morning, afternoon, evening)
- Skills, training, and hobbies are selected from numerous checkboxes based on programs/events

Overall, the number of questions and information gathered has largely expanded, but the streamlining of the questions and the minimization of text area gives applicants more clarity and ease to fill in. Elements such as the friendly wording, social media share option, and thank you page are the first steps to giving applicants an emotional draw to be committed to New Earth. These will be the first steps in translating recruitment to retention.



5.2: Opening Email (See Appendix B)

As stated in the contract between SSCG and New Earth, this is the opening email that will be sent to any and all potential volunteers that supply their email to New Earth. The following things were changed:

- The headings for “Mission Statement, Our Vision, and How I Can Help” were all deleted since they didn’t add anything to the email.
- The overall language was tightened up because originally it was not specific enough.
- Spacing was modified so that the email was more visually attractive and physically shorter.
- A bulleted list was created to help the reader quickly identify what positions were available for them to help with
- The email was geared in a more volunteer centered-sense so that the volunteer feels like the mean more to New Earth

These changes were derived from SSCG’s past experience with e-mails and what they feel they would like most to receive in an email. To be most effective, this email should be sent the day after the person gave their email address to New Earth. This needs to be implemented right away. The best way to start this would be after the next Expression Monday, compile all the received email addresses and send out this email to each person. This will show the potential volunteers that New Earth would love their help as soon as possible. This will begin the application process for the new volunteer.

5.3: Monthly Update Emails (see Appendix C)

The volunteer coordinator would be responsible for sending out the monthly update emails. These emails would cover all of the events happening within the month, including trainings, events, meetings, mixers, and every volunteer role that needs to be filled for the month. This email would be sent at the end of the month previous. For example, if the email showcases the events of the month of April, the email would be sent on March 25th. The logic behind this recommendation comes from the fact that volunteers like to stay updated on the events occurring in the organization. It allows them to feel like a part of the organization.

5.4: Volunteer Manual (See Appendix D)

The volunteer manual is the second physical deliverable that we’ve provided. The document we’ve provided allows New Earth quite a few more possibilities than what existed before. We’ve managed to build in a system to track volunteer commitment, volunteer talents, feedback, and volunteer status with the organization, within the manual. Within the manual SSCG also created way for the volunteers to have all the information that they need about New Earth and their service at their fingertips.



5.4.1: Commitment Form

To create a culture of commitment, according to the research, there should be a good basis of communication on what amount of time the volunteer can give. We've created the commitment form so that New Earth will know exactly what to expect from their volunteers, and with which events they'd like to be involved with. This is the first form to be filled out during training and collected by the volunteer coordinator.

5.4.2: Interest Indicator Form

In our initial meetings, one of the subjects SSCG found issue with was the fact that New Earth didn't have a way to find and utilize their volunteers' true gifts and talents. The purpose of this form is to gather information on the volunteer, on things like talents, exactly what dates and times the volunteer is willing to work, and the distance they would be willing to travel to donate their time. This form also gives the volunteer a clear basis that the organization as a whole does want to utilize them specifically in a way that keeps their interest. This garners the significance that the volunteer places on the organization.

5.4.3: Day 2 Form

Surveys and interviews made it clear that there was no clear way for the volunteers to give feedback about their experience. The Day 2 form examines exactly what their first experience with New Earth was, and how it affected them. SSCG decided to include feedback information about the experience as a whole and the interaction that they were having with New Earth, because SSCG wanted to set up the image that New Earth is open to improvements and caring about the volunteers, as well as the young men that the organization serves.

5.4.4: Before I Volunteer Checklist

The Before I Volunteer Checklist ensures that the volunteer goes through the right set of steps before they begin their serving. This does include information about being Livescanned, and it introduces volunteers to the idea that they might need background checks before their time with the organization. This was important to include because there simply was no other awareness on the subject before. It also ensures that the volunteers know what their initial responsibilities are, and passes along some of New Earth's responsibilities. Now, the duty to get things done sits on the shoulders of the volunteers, rather than solely on the volunteer coordinator and program coordinator.

5.4.5: Code of Conduct

SSCG rooted the manual's Details in the Fabric section in the personnel policies and the code of conduct. These two pieces are important for any manual, because they help to establish the company culture, and expand general information that volunteers may wish to know. In the Personnel Policies piece, the purpose was to establish the expectations of the organization and to show that the organization understands that there is something expected from the service donated. In the Code of Conduct, SSCG covered: 1.) Eligibility Requirements, 2.) Service at the Discretion of the Organization, 3.) Training and Orientation Policy, 4.) Volunteer



Time, 5.) Background Check Policy, 6.) Placement with Youths, 7.) Working with other Volunteers, 8.) Emergency Contact Information, 9.) Performance Feedback or Evaluation, and 10.) Resignation Policies. We did this to establish a full spectrum of expectation across all of the relevant aspects of volunteer service with New Earth. The Code of Conduct and Personnel Policies can be reviewed in the New Earth Volunteer Manual.

ARTICLE VI: Strategies for Implementation

6.1 Recruitment

New Earth's organization has a major following, and people have been interested in the cause that the program serves. However, New Earth has issue with finding volunteer team members that will be dedicated after their initial signing-up as a volunteer. The solution to this problem is finding those that are dedicated enough to do continual work with New Earth on the basis of at least three hours or more, monthly.

To recruit a team of people that are dedicated, New Earth must exercise a few practices. From the information from research, New Earth should

- Actively Search for potential new members within the environment that the problem persists in
- In all volunteer media, utilize "volunteer-friendly" language
- Appeal to a potential new volunteer's (PNV) motivations
- Actively recruit everywhere

6.1.1 Active Local Recruitment

The best pool for volunteers that are helping locally would be the local community that the young men are in. When the community feels the brunt of the problem with young men, incarceration, and transition, that's when people begin to feel the need to assist.

In order to utilize this information, New Earth volunteers or anyone in the organization that has felt moved by the cause should be talking to those in the community, getting others to see the changes that New Earth has made. New Earth members can visit local coffee shops, restaurants, and businesses and put up informational flyers about everything that New Earth does, and the upcoming events that PNVs can visit.

A couple of examples of local businesses that have a community space board include:

URTH CAFFE
2327 MAIN ST
SANTA MONICA 90405

FUNNEL MILL



930 BROADWAY
SANTA MONICA 90401

MANY ABBOT KINNEY COFFEE SHOPS

6.1.2 Volunteer-Friendly Language

In order to really pull a volunteer in, New Earth (in all media forms) must utilize language that allows the volunteer to know that while they serve, they will also be served, in terms of the positive externalities that the work they do will create. The language should also show respect for the PNV, for their time, and previous commitments, as the volunteer is donating their time, and work.

6.1.3 Motivations

To best appeal to a potential new volunteer's motivations, New Earth should create a small-scale ad campaign that really highlights the problems that the organization is trying to solve. It could include a poignant flyer that includes statistics on youth incarceration, or images of the young men that are incarcerated. Then on the flyer, it should include a bit of information on how the men can change, and find their own path to success. This ad campaign would show the real facts behind the youths that they serve, and how important the community's effort is in their transition from incarceration to success.

This will appeal to the list of motives in section 4.3 of the final report. The ad campaign, if done effectively will garner more interest and awareness for New Earth, and their cause. It will also draw in volunteers to come to events, and see how they can support the cause.

6.1.4 Everywhere, at all times

New Earth, in the search for steady volunteers, should utilize all of their options and be advocating for their organization at all times. This is as simple as introducing the organization into conversation and lightly mentioning the role that it serves for others. This is only a door for the organization to get more awareness from those that may not know about it.

6.2 Retention

In order to best cater to New Earth's needs in retention, we've put together the Volunteer Manual. The New Earth Volunteer Manual is an example of a communication tool to acclimate volunteers with New Earth's practices and policies. Through the analysis of SSCG research, we've found that it would be best to utilize the following tools:

6.2.1: Volunteer Coordinator Position

For the Volunteer Coordinator position, in SSCG's vision of the position, a college-aged intern would be responsible for all interaction between the volunteers



and the organization. This position would have to be someone very organized and dedicated to the organization. It would allow the intern to learn about managerial skills, and it would allow the organization to focus itself more on the success of the events, rather than event logistics. The volunteer would:

- Send out the monthly volunteer updates
- Input all volunteer information into a tracking database
- Work with London to find each volunteer a definitive position/ role in the organization
- Keep inventory of all manuals, and organization apparel
- Organize training and mixer dates to allow London a quick approval/ amendment process

If done correctly, this position will allow much more ease in terms of organization communication. This will also take quite a bit of weight off of New Earth, and allow New Earth to focus in on programming and event planning.

6.2.2: Volunteer Orientation and Training

To best utilize the volunteers, it would be optimal to create a training or orientation to be completed by all new volunteers, to be done once every two weeks, whenever the organization had time to hold it. This would ensure that each person that is involved with the organization is given the necessary tools to help the organization succeed. Below, you'll find a training itinerary to maximize effectiveness while minimizing the time spent for each volunteer.

6.2.2.1: Volunteer Training Example Itinerary

- 1 PM: Warm-Up, Ice Breakers
- 1:10 PM: Introduction to Volunteer Manual/ Manual Walk Through
- 1:40 PM: Active Role Discussion
- 1:50 PM: Form Completion
- 2:20 PM: Wrap Up

The training example given above is a very short hour and twenty minutes long. The goal with the meeting length is to be both thorough, and to utilize the time of the volunteers wisely. These trainings would require minimal materials and minimal budgeting, and of course all of the costs for the trainings would be incremental and based on the number of volunteers taking the training. The location of the training would be any location that New Earth would be able to secure that would allow them to have a distraction-free meeting. Below, there is a small supplies pricing list for trainings.

6.2.2.3: Training Budget

Volunteer Manuals	Purchase roughly 100 at start of year	\$350
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Writing Utensils	Purchase two packages of 50 pens	\$18 max
Small Snacks	Purchase nonperishable snacks and clean seasonal fruit	\$50-60 max

Total: about \$418-428 per year

6.2.3: Mixers and Recognition Dinners

To create a culture among volunteers, based on research, SSCG found that volunteers have higher retention rates when they feel that they are a part of a bigger community or team. In response, it is best create community among the volunteers; it would be beneficial to hold occasional mixers and recognition dinners. The mixers would be low cost or free to New Earth and only take place maybe once monthly. A few ideas for mixers would include:

- Movie Night with New Earth
- Local Restaurant Fundraiser
- Local Excursions with New Earth
- Any New Earth Events

6.2.4: Volunteer T-Shirts

Organization T-Shirts for volunteers is a fairly simple practice that creates a sense of chemistry and belonging among a team. They aren't completely necessary, but they create a sense of uniformity. If New Earth ever did opt for apparel, it would be in the organization's best interest to go down into the Los Angeles garment district to pick up low cost, simple tee shirts, then go get them screen-printed. A few recommendations for cost-effective screen-printers include:

IMPRINT REVOLUTION
10675 W PICO BLVD.
LOS ANGELES, CA 90064

ULTIMATE SHIRT COMPANY
639 W SPRING STREET
LOS ANGELES, CA 90014

DTLA PRINT
1243 S BOYLE AVE
LOS ANGELES, CA 90023



6.2.5: Tracking

Currently New Earth is using excel to record and process new volunteers. New Earth's Master list of volunteers consist of the headings Name, Email, Phone, interest and active. This current layout is great for having a database of volunteers and should be continued in recording the amount of volunteers New Earth has. Along with recording the amount of volunteers SSCG believes that it would be in New Earth's best interest to start recording hours of volunteers. This will be a separate excel spreadsheet and look something like figure 1. This format will allow for concise and easy to interpret recordings of volunteer hours. Note that the best way to record the hours and related tasks of volunteers is to do so as they are donated. Trying to account for a service after the initial time is difficult and can cause inaccuracy.

C	D	E	F	G	H
volunteer first name	date (i.e. 25/Mar/10)	time in (i.e. 10:15 pm)	time out (i.e. 3:00pm)	hours volunteered (will autofill - hr:min)	type of work
Dan	30-Nov-09	1:00 PM	11:00 PM	10:00 AM	urban bridge
Jennifer	30-Nov-09	12:30 PM	4:00 PM	3:30 AM	acupuncture
Alberto	31-nov-09	9:00 AM	2:00 PM	5:00 AM	food bank
Leah	30-Nov-09	2:30 PM	4:40 PM	2:10 AM	backpacks
Alberto	1-Dec-09	9:00 AM	12:00 PM	3:00 AM	backpacks
Jason	29-Nov-09	4:00 PM	10:30 PM	6:30 AM	art-show set-up
Leah	23-Nov-09	2:30 PM	4:00 PM	1:30 AM	ribbons
Alissa	18-Nov-09	7:30 PM	9:00 PM	1:30 AM	
Justin	25-Nov-09	11:30 AM	4:15 PM	4:45 AM	drop-in
Alberto	25-Nov-09	9:00 AM	2:00 PM	5:00 AM	admin
Alberto	26-Nov-09	9:00 AM	1:00 PM	4:00 AM	admin
Dave	25-Nov-09	5:00 PM	7:30 PM	2:30 AM	decorating
Whitney	25-Nov-09	5:00 PM	7:30 PM	2:30 AM	decorating
Sara	25-Nov-09	5:00 PM	7:30 PM	2:30 AM	decorating
Alberto	25-Nov-09	5:00 PM	7:30 PM	2:30 AM	decorating
Leah	25-Nov-09	5:00 PM	7:30 PM	2:30 AM	decorating
Brian	25-Nov-09	5:00 PM	7:30 PM	2:30 AM	decorating
Amanda	25-Nov-09	5:00 PM	7:30 PM	2:30 AM	decorating
Leora	25-Nov-09	5:30 PM	7:30 PM	2:00 AM	ribbons
Gloria	26-Nov-09	10:15 AM	11:25 PM	1:10 PM	admin
Juliette	26-Nov-09	10:30 AM	12:30 PM	2:00 AM	decorating
	25-Nov-09	5:00 PM	7:30 PM	2:30 AM	decorating
			TOTAL =	12:41	



6.3: Implementation Overview

Surfrider Shores consulting group was keen on targeting the retention, motivation and recruitment of volunteers. The interview questions were created with a purpose to give further insight into these three categories. The questions were generated through the analysis of research on how to deduce and obtain information through current volunteers. In conducting the interviews valuable information was shared by the volunteers and recorded by SSCG.

As stated above, one aspect that SSCG found critical to gain further information on was the retention of volunteers. In researching this aspect of non-profits SSCG found that communication between the organization and their volunteers is vital. The interviews further enforced this with concerns of New Earth not being consistent in communication. The volunteers interviewed expressed that with good communication, can increase the reliability of volunteers. In order to sustain the participation of volunteer's good communication must be a focus point for New Earth. Communication allows for information and opinions to be easily expressed between New Earth and current and future volunteers.

Motivation is significant in keeping volunteers happy and satisfied. Here is a summary of the facts:

- Primary research concludes that most if not all volunteers like to be recognized for their contributions to the organization and the community.
- Incorporating this increases general volunteer
- Primary research illustrates that non-profits that adopt these practices increase the retention and satisfaction levels of volunteers.
- The interviews also indicate a firm position on recognizing volunteers and showing the results of the work volunteers perform.
- In order to increase volunteer numbers New Earth must invest into a volunteer culture that keeps volunteers coming back as well as make it appealing to new ones.
- The interviews indicated a great atmosphere at New Earth, but wanted more networking events among volunteers
 - Events such as potlucks, hikes, beach days, etc. would be extremely effective in accomplishing this goal

6.4: Next Steps

- Regular communication and supervision of volunteers
 - Consistency on emails and meetings.
- Regular recordings of information, numbers and hours of volunteers.
 - Tracking method that's dedicated to this.
- Recognition activities for volunteers



- Award ceremonies
- Parties
- Volunteer of the month
- Semi-annually results of the impact the volunteers are having on New Earth
 - Perhaps have a teen talk on the impact that New Earth has had on their life.
- Recruitment of volunteers
 - Screening volunteers and matching them to their assignment/ points of interest.
 - Sign up- more detailed oriented
 - Volunteers recruit others one-on-one (word of mouth)

ARTICLE VII: Concluding Statement and Bibliography

7.1 In conclusion, SSCG believes that if New Earth goes ahead and implements the above listed strategies and begins to utilize the deliverables, their original objective of expanded volunteer base and retention can most definitely be fulfilled.

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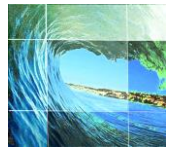
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APPENDICES

Appendix A

New Earth Application

APPENDIX B

OPENING EMAIL

APPENDIX C

MONTHLY EMAIL

APPENDIX D

VOLUNTEER MANUAL

APPENDIX E

SURVEY

Appendix F

Interview Methodology

APPENDIX G

RESEARCH ARTICLES