Strengthening Your Volunteer Program During & After A Pandemic: A Training Webinar & Panel
To hear the presentation by phone please call:

United States: +1 (213) 929-4212

Access Code: 307-519-296

Access to the slides and recording will be available after today’s live presentation.
Who You Will Hear From Today

Christopher Bodnar
Sustainability Training Coordinator; VISTA

Ben Burke
Community Engagement at Manzanita Outreach
Who You Will Hear From Today

**Rhonda Oliver**
CEO HandsOn Greater Phoenix

**Grace Bishara**
Corporate Engagement & Volunteerism Manager; United Food Bank
Who You Will Hear From Today

**Jennifer Gonzales**
Volunteer Engagement Manager; St. Mary’s Food Bank

**Stacy Oliver**
Volunteer Services Manager; Community Food Bank of Southern Arizona
Today’s Agenda

● Quick Updates

● Strengthening Your Volunteer Program During & After A Pandemic with Ben Burke

● Panel Discussion

● Resources, Tools and Conclusion
Updates

● From Association of Arizona Food Banks to Arizona Food Bank Network

● COVID-19

● Arizona National Guard Update
Strengthening Your Volunteer Program During & After A Pandemic

With Ben Burke

Community Engagement at Manzanita Outreach
Manzanita Outreach

- Vision - A world where all people have their basic needs met.
- Mission - To share the abundance of resources within our communities with dignity, joy, and without any judgement.
- 2011 - Meal packing for Haiti.
- Mid-2017 - First mobile food share
- Today - Top ten in volume food-assistance provider in Arizona (SMFBA)
- Tomorrow - County-wide, developing the model, cover all basic needs
My Food-Assistance Story

- Moved to Sedona, AZ from Missouri. Living in the unknown.
- Unable to provide basic needs for my family.
- Found Manzanita Outreach online. Call back in five minutes from online form.
- Food sharing event - no stigma.
- Felt compelled to be a part if this very special opportunity to be of service.
- Microcosm of a component of the philosophy...we all sit at the same table.
Why Do People Volunteer?

- Keeping busy /active
- Social engagement
- Sense of fulfillment & service (purpose)
- Fun!

- **Being a part of something bigger than one’s self**
  - Food is the connector
What’s Your BHAG?

BIG --- HAIRY --- AUDACIOUS --- GOAL

- Manzanita Outreach BHAG (June, 2019)

By year end 2021, everyone in the Verde Valley will have enough food to eat, regardless of their situation.

- Manzanita Outreach BHAG (July, 2020)

By year end 2021, everyone in Yavapai County will have enough food to eat, regardless of their situation.
What’s Your Mantra?

Manzanita Outreach Examples:

- There is not a food problem, there is a distribution problem.
- Food is the connector.
- We all sit at the same table.
- Bringing communities together.
- We’re just sharing food!
- We fill the gaps in the food assistance supply change.
Attracting (Not Recruiting) Volunteers

- People are LOOKING for opportunities, especially right now, to be part of the solution.
- Focus on mission.
- Culture first, operations second.
- Make it expansive.
What Is Your Brand?

- What are you known for?
- How are you different? How are you unique?
  - Manzanita Outreach = Mobility
- What are the EMOTIONS of those that volunteer with you?
- How does your community PERCEIVE you?
A Culture That Attracts

- **Expansive**
  - It’s more than about each box of food shared. It’s about the bigger mission.

- **Tie activities to outcomes (Logic Model)**

- **Share ownership (remove the ego!)**

- **Replace competition with collaboration**

- **Replace drama with consistency**
Leadership

Clients, neighbors, beneficiaries, those you serve

Operating volunteer group

Volunteer leads, section leaders, seasoned volunteers

Staff

Leadership
Paradigm Shift

When you change the way you look at things, the things you look at change.
Paradigm Shift

- Instead of acting out of desperation or from a perspective of “saving” someone, continue to express your passion and mission to serve the community and the volunteers will come to you.

- Invite the volunteers FEEL as if this is their program instead of yours.

- Allow for your best volunteers to define their own roles and utilize their skills.

- Give them freedom to pursue arising challenges and issues. Show the value in volunteering, by applying real world professional experience.
Paradigm Shift

- Food assistance providers have a profound opportunity to move from *scarcity* to *abundance*.

- COVID-19 provides us the once-in-a-lifetime opportunity to be structural and societal leaders of change, in a world where people desire sound leadership.

- It’s not just about food. It’s about love. About presence. About hope and faith and dignity.
Volunteer “Management”

- Spoil volunteers. Spoil with value, appreciation, & opportunity.

- Give updates regularly.
  - Share progress since last meeting
    - Quantitative (data, numbers)
    - Qualitative (tell a story)

- Let them into your decisions (ask for advice)

- Speak from the heart. Share your fears. (builds trust)

- Don’t posture!
Volunteer “Management”

- Creating a culture that attracts leaders vs. one that attracts followers.

- Have a clear message – a mantra or motto
  - Manzanita Outreach - There is not a food problem, there is a distribution problem.

- Work towards solving a problem. Remind the volunteers every chance that you get what we are all there to do (refer to logic model)

- Consider flexibility
  - Most people volunteering prefer a balance between scheduled consistency and flexibility of schedule.
Volunteer “Management”

- Prior to COVID, we NEVER scheduled volunteers. We simply alerted them when and where a volunteer opportunity was, and who showed up we worked with.
  - Then, when you have specific asks for specific people, it is more well-received.

- Design schedules based on your clients and volunteers, not based on staff or leadership.

- Every volunteer that comes to you is a blessing
Invest in Infrastructure

- Physical & Process
- Digital
- Cultural (Value)
Physical & Process Infrastructure

- Is the space that you have ideal to facilitate your mission fulfillment?
- What can be simplified?
- Is there anything that is being done solely because “it’s just the way it’s been done?” Be willing to dump old ways of doing things in order to evolve.
- Are the ways in which you operate efficient? When was the last time they were optimized for effectiveness? Or for an improved client / volunteer experience.
- Don’t be afraid of change!
Who is responsible for maintaining a volunteer database?

What about data collection?

What software are you using to do this effectively?
  - Are you / volunteers properly trained?

It is easy for volunteers to volunteer?

Invest in a CRM and get trained! (We use Little Green Light)
Cultural (Value) Infrastructure

- Vision, mission, values.
- Logic model (use the tools!)
- What do you believe, and how are you making it easy to articulate that to your volunteers?
- Do you understand your organizational model enough to explain it in simplified terms?
<table>
<thead>
<tr>
<th>Situation</th>
<th>Inputs</th>
<th>Activities</th>
<th>Outputs - Knowledge</th>
<th>Outcomes - Actions</th>
<th>Outcomes - Conditions</th>
</tr>
</thead>
<tbody>
<tr>
<td>11,448 (17.3%) Verde Valley residents live in poverty.</td>
<td>Organizational Management - Governance, strategic planning, operations, logistics, warehouse, transportation, recruitment, training, supervision, documentation, database management, grant management, program administration, internal communications, insurance, reporting, financial management, policy development and compliance, procedures development and compliance, partnerships and collaborations, event management, data collection and aggregation, evaluation.</td>
<td>Database, Application &amp; Referral Structuring - Collaboratively source and develop a comprehensive and up-to-date list of available resources (database) across the five county region; audit data collection mechanisms facing target populations (application); and develop and implement an effective and efficient referral program among service providers (referral).</td>
<td>Increased awareness of existing available healthcare services and federally-funded food assistance programs.</td>
<td>Increased consumption of fruits, vegetables and other plant-based food items.</td>
<td>Increased disposal income and enhanced economic prosperity for Verde Valley’s low-income population.</td>
</tr>
<tr>
<td>13,084 (19.77%) Verde Valley residents experience food insecurity.</td>
<td>Lack of healthy food access, primarily among target populations.</td>
<td>Increased awareness of the correlation between the consumption of fresh foods and improved health.</td>
<td>Increased utilization of existing healthcare services.</td>
<td>Increased health of Verde Valley residents via increased healthy and fresh consumption.</td>
<td></td>
</tr>
<tr>
<td>13,084 (19.77%) Verde Valley residents experience food insecurity.</td>
<td>Lack of collaboration and communication between agencies.</td>
<td>Increased knowledge of proper preparation of healthy and fresh foods.</td>
<td>Increased utilization of federally-funded nutritional assistance programs.</td>
<td>Increased social connectivity, resource sharing and best practice sharing among Verde Valley Food Assistance Providers.</td>
<td></td>
</tr>
<tr>
<td>Lack of awareness and education of food assistance services and nutritional assistance programs is a barrier to participation.</td>
<td>Lack of awareness of available healthcare resources (and therefore low participation).</td>
<td>Increased sharing and exchange of regional system resources among basic needs providers in the Verde Valley.</td>
<td>Increased communications and collaborative activities among basic needs providers, specifically food assistance providers.</td>
<td>Increased access to healthcare.</td>
<td></td>
</tr>
<tr>
<td>Lack of convenient access to food-distribution locations is a barrier to participation.</td>
<td>Lack of convenience to food-distribution locations is a barrier to participation.</td>
<td>Increased access to fresh, local, seasonal foods sourced from the region, for the low-income residents of Verde Valley via the multiple channels offered by the MO.</td>
<td>Increased word-of-mouth sharing of available resources relative to basic needs.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The stigmatic perception of the traditional food pantry model is a barrier to participation.</td>
<td>Lack of understanding on how to prepare healthful meals with healthful ingredients is a barrier to utilization of food, and therefore continued participation.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Lack of coordination and resource sharing among the VV food-assistance providers.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Assumptions:

Continued/increased supply of food donation, continued/increased interest in volunteering.

External Factors:

Seasonality of food availability, lifestyle changes, population growth rates, work status, shift changes, St. Mary’s Distribution, weather conditions affecting participation rates, emergencies, natural disasters.
Tracking Data

What's going on? Is there a problem?

Articulate how you perceive your environment through observation and research.
Tracking Data

What will you put into the environment to shift the situation?

What are the elements of your design?
<table>
<thead>
<tr>
<th>Situation</th>
<th>Inputs</th>
<th>Activities</th>
<th>Outputs</th>
<th>Outcome Knowledge</th>
</tr>
</thead>
<tbody>
<tr>
<td>11,448 (17.3%) Verde Valley residents live in poverty.</td>
<td>Organizational Management - Governance, strategic planning, operations, logistics, warehouse, transportation, recruitment, training, supervision, documentation, database management, grant management, program administration, internal communications, insurance, reporting, financial management, policy development and compliance, procedure development and compliance, partnerships and collaborations, event management, data collection and aggregation, evaluation.</td>
<td>Collaboratively source and develop a comprehensive and up-to-date list of available resources (database) across the five county region; audit data collection mechanisms facing target populations (application); and develop and implement an effective and efficient referral program among service providers (referral).</td>
<td>Households receiving a comprehensive list of agencies and contacting basic needs providers, including and especially healthcare providers.</td>
<td>An established awareness among 100% food-insecure individuals of food assistance services/equipment/vehicles in the Verde Valley, free from stigma and easily accessed.</td>
</tr>
<tr>
<td>13,684 (19.77%) Verde Valley residents experience food insecurity.</td>
<td>Lack of healthy food access, primarily among target populations</td>
<td>Community Food Sharing Program - MO receives 53 truck loads of food from SMFB, sorts, packs, palletizes and loads onto MO’s 26 refrigerated truck. MO staff, volunteers and partners coordinate food distributions via multiple models to meet low-income needs. Models include farmer’s market, drop-off, pick-up, drive-thru, tailgate, and home delivery. At predetermined locations and times, MO brings the food to each site, pops up tables and tents and shares the food.</td>
<td>Over 5,000 residents receiving food assistance and 1,700 residents receiving home deliveries.</td>
<td>Increased awareness of proper preparation of healthy and fresh foods.</td>
</tr>
<tr>
<td>Lack of collaboration and communication between agencies.</td>
<td>Lack of awareness of food-assistance services and nutritional assistance programs is a barrier to participation.</td>
<td>Volunteer Management - Recruitment, screening, efficient, effective procedures, training, expenses, support, supervision, communication, coordination, development, retention, recognition.</td>
<td>24/7 food assistance availability, for Verde Valley residents, including homebound residents.</td>
<td>Increased sharing and exchange of regional system resources among basic need providers in the Verde Valley.</td>
</tr>
<tr>
<td>Lack of awareness of food-assistance services and nutritional assistance programs is a barrier to participation.</td>
<td>Lack of convenient access to food-distribution locations is a barrier to participation.</td>
<td>Resources - Sufficient healthy food, training materials, volunteer coordination materials, internal documentation for best practices, track, forklift, sufficient and experienced staff.</td>
<td>900+ agencies in the five county region have access to an updated list of all other service providers for the purposes of collaborating, communicating, and providing referrals to target populations for services.</td>
<td>Increased access to fresh, local, seasonal foods, sourced from the region, for the low-income residents of Verde Valley via the multiple channels offered by the MO.</td>
</tr>
<tr>
<td>The stigmatic perception of the traditional food pantry model is a barrier to participation.</td>
<td>Lack of understanding on how to prepare healthful rations with healthful ingredients is a barrier to utilization of food, and therefore continued participation.</td>
<td>Results for Community</td>
<td>Increased health of Verde Valley residents via increased healthy and fresh food consumption.</td>
<td></td>
</tr>
<tr>
<td>Lack of coordination and resource sharing among the VV food-assistance providers.</td>
<td>Lack of understanding on how to prepare healthful rations with healthful ingredients is a barrier to utilization of food, and therefore continued participation.</td>
<td>Collaborative Marketing - Implement collaborative marketing plan with all VV Food-Assistance Providers so that all low-income residents are aware of any and all services available, both in food-assistance as well as healthcare.</td>
<td>Federally-funded nutritional assistance programs, including SNAP and CSFP.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Increased sharing of collaborative activities among basic needs providers, specifically food-assistance providers.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Increased word-of-mouth sharing of available resources relative to basic needs.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Increased access to healthcare.</td>
<td></td>
</tr>
</tbody>
</table>

**Assumptions**

- Continued/increased supply of food donation, continued/increased interest in volunteering.

**External Factors**

- Seasonality of food availability, lifestyle changes, population growth rates, work status, shift changes, St. Mary’s Distribution, weather conditions affecting participation rates, emergencies, natural disasters.
What are the **direct** results of the activities?

Define constituents clearly

Be specific and be willing to set realistic goals.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Outputs for Beneficiaries</th>
<th>Outcomes – Knowledge</th>
</tr>
</thead>
<tbody>
<tr>
<td>Referral Structure</td>
<td>2,000 households receiving a comprehensive and up-to-date list of available resources</td>
<td>Increased awareness of existing available healthcare services and federally-funded</td>
</tr>
<tr>
<td></td>
<td>(database across the five county region; audit data collection mechanisms facing</td>
<td>food assistance programs</td>
</tr>
<tr>
<td></td>
<td>target populations; and develop an effective and efficient referral program among</td>
<td>Increased awareness of the correlation between the consumption of fresh foods and</td>
</tr>
<tr>
<td></td>
<td>service providers (referral).</td>
<td>improved health.</td>
</tr>
<tr>
<td>Community Food Sharing Program - MO</td>
<td>MO receives 53 truck loads of food from SMFB, sorts, packs, palletizes and loads onto</td>
<td>Increased knowledge of proper preparation of healthy and fresh foods.</td>
</tr>
<tr>
<td></td>
<td>MO’s 26 refrigerated truck. MO staff, volunteers and partners coordinate distribution</td>
<td>Increased sharing and exchange of regional system resources among basic needs</td>
</tr>
<tr>
<td></td>
<td>via multiple routes to meet low-income needs. Models include farmer’s market, drop-off,</td>
<td>providers in the Verde Valley.</td>
</tr>
<tr>
<td></td>
<td>pick-up, drive-thru, tailgate, and home delivery. At predetermined locations and times,</td>
<td>Increased access to fresh, local, seasonal foods sourced from the region, for the</td>
</tr>
<tr>
<td></td>
<td>MO brings the food to each site, pops up tables and tents and shares the food.</td>
<td>low-income residents of Verde Valley via the multiple channels offered by the MO.</td>
</tr>
<tr>
<td>Collaborative Marketing – Implement</td>
<td>900+ agencies in the five county region have access to an updated database of all other</td>
<td>Increased communications and collaborative activities among basic needs providers,</td>
</tr>
<tr>
<td>collaborative marketing plan with all VV</td>
<td>service providers for the purposes of collaborating, communicating, and providing</td>
<td>specifically food-assistance providers.</td>
</tr>
<tr>
<td>Food- Assistance Providers so that all</td>
<td>referrals to target populations for services.</td>
<td>Increased word-of-mouth sharing of available resources relative to basic needs.</td>
</tr>
<tr>
<td>low-income residents are aware of any and all</td>
<td>A structured, comprehensive and easy-to-adopt method of referring any client to another</td>
<td>Increased access to healthcare</td>
</tr>
<tr>
<td>services available, both in food-assistance</td>
<td>care provider.</td>
<td></td>
</tr>
<tr>
<td>as well as healthcare.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assumptions</td>
<td>continued/increased supply of food donation, continued/increased interest in volunteering.</td>
<td></td>
</tr>
<tr>
<td>External Factors</td>
<td>Seasonality of food availability, lifestyle changes, population growth rates, work status,</td>
<td></td>
</tr>
<tr>
<td></td>
<td>shift changes, St. Mary’s Distribution, weather conditions affecting participation rates,</td>
<td></td>
</tr>
<tr>
<td></td>
<td>emergencies, natural disasters.</td>
<td></td>
</tr>
</tbody>
</table>
Due to the results, how will your constituents' awareness level and knowledge change?

Think about ALL of the downstream effects that will further your mission.
Due to the results, how will your constituents' behavior change?

What are the actual actions that will change because of engagement?
What will change for the totality of your constituents? Think about your community from a high-level perspective.

### Situation
- 11,448 (17.3%) Verde Valley residents live in poverty.
- 13,684 (19.77%) Verde Valley residents experience food insecurity.
- Lack of healthy food access, primarily among target populations.
- Lack of collaboration and communication between agencies.
- Lack of awareness of available healthcare resources (and therefore low participation).
- Lack of awareness of education and food-assistance services and nutritional-assistance programs is a barrier to participation.
- Lack of convenient access to food-distribution locations is a barrier to participation.
- The stigmatic perception of the traditional food pantry model is a barrier to participation.
- Lack of understanding on how to prepare healthy meals with healthy ingredients is a barrier to utilization of food, and therefore continued participation.
- Lack of coordination and resource sharing among the VV food-assistance providers.

### Inputs
- **Organizational Management**
  - Governance, strategic planning, operations, logistics, warehouse, transportation, recruitment, training, supervision, documentation, database management, grant management, program administration, internal communications, insurance, reporting, financial management, policy development and compliance, procedure development and compliance, partners and collaborations, event management, data collection and aggregation, evaluation.
- **Publicity and Promotion**
  - Collaborative visioning, mission-alignment, style guide development and compliance, networking, speaking, presentations, collaborative events, community education events, community events, community engagement, social media, website, social media, digital media, copywriting and editing, press release, media relationship management, grant writing.
- **Volunteer Management**
  - Recruitment, screening, efficient procedures, training, expenses, support, supervision, communication, coordination, development, retention, recognition.
- **Resources**
  - Sufficient/healthy food, training materials, volunteer coordination materials, internal documentation for best practices, truck, forklift, sufficient and experienced staff and volunteers execute program objectives in alignment with goals, food processing equipment, office equipment, warehouse, safety supplies, marketing materials, technology, utilization of buildings and property, strong relationships with community leaders and partners, target beneficiary trust, scalable and solution-focused approach and mindset.

### Activities
- **Database, Application Referral Structuring**
  - Collaboratively develop a comprehensive up-to-date list of available resources (database), five county region, and develop a mechanism to target populations (application), and implement an efficient referral program among service providers (referral).
- **Community Food Sharing Program**
  - MO receives 53 truckloads of food from SMFB, sorts, packs, palletizes, and loads onto MO's 26 refrigerated truck. MO staff, volunteers, and partners coordinate food distribution via multiple models to meet low-income needs. Models include farmer's market, drop-off, pick-up, drive-thru, tailgate, and home delivery. At predetermined locations and times, MO brings the food to each site, pops up tables and tents and shares the food.
- **Collaborative Marketing**
  - Implement collaborative marketing plan with all VV Food-Assistance Providers so that all low-income residents are aware of any and all services available, both in food-assistance as well as healthcare.

### Assumptions
- Continued/increased supply of food donation, continued/increased interest in volunteering.

### External Factors
- Seasonality of food availability, lifestyle changes, population growth rates, work status, shift changes, St. Mary's Distribution, weather conditions affecting participation rates, emergencies, natural disasters.
What are your reliant upon to make this happen?
Analyze your value chain.
Outside input helps here.
## Tracking Data

### What factors could impact your model?

Environmental, economic, cultural, macro.

### Expect the best, prepare for the worst.
If You Can't Measure It, You Can't Improve It.

How are you collecting & managing data?
Where are there opportunities to become more present with a volunteer or client, to learn more of their story?

How can you make it EASY for people to register and self-provide their information to you? What can you pre-populate?

How are you organizing the stories and numbers that you collect?

AND...How are you sharing them?
# Pounds Food Shared, expressed in hundreds, represents the total number of pounds of food shared. # Food Share Visitors represents the number of visits families’ made to Food Shares (participation). Note that return participation is included and the average family size is 2.53 people. $ Value of Food represents the total pounds of food shared multiplied by the Feeding America standard 1.2 pounds per meal and the 2017 Feeding America average cost of a meal in Yavapai County value of $3.19 per meal.
Community Partnerships

- Aligning incentives.
- “Where can I add value to this organization?”
- Churches, schools, community organizations.
- Be clear on your needs.
- Consider a focus on younger participants.
Forget Competition & Embrace Collaboration

- You are not in competition with anyone else for anything (try that on!)
- You are in collaboration with anyone that is in alignment with you mission....anyone.
- By opening up our minds to receive support, we are more receptive that this will come in various ways.
Panel Discussion

Rhonda Oliver
CEO HandsOn Greater Phoenix

Grace Bishara
Corporate Engagement & Volunteerism Manager; United Food Bank

Jennifer Gonzales
Volunteer Engagement Manager; St. Mary’s Food Bank

Stacy Oliver
Volunteer Services Manager; Community Food Bank of Southern Arizona
Resources

Sustainability Tool-Kit Coming Soon

Will include topics like:

- Fundraising
- Volunteer Management
- Board Governance
- Financial Management
- Advocacy
- And More!

To learn more please email Christopher Bodnar
Resources

Our Response
Partner Support
Volunteer Health & Safety
Opportunity Calendar
Volunteer Search

*Click on Images to access links
Resources
Other Resources

*Click on Images to access links
Thank you!

Christopher Bodnar  
Sustainability Training Coordinator; VISTA  
Christopher@azfoodbanks.org

Ben Burke  
MOhelp.org Coordinator  
me@benburke.co

Rhonda Oliver  
CEO; HandsOn Greater Phoenix  
rhonda@handsonphoenix.org

Grace Bishara  
Corporate Engagement & Volunteerism Manager; United Food Bank  
gbishara@unitedfoodbank.org

Jennifer Gonzales  
Volunteer Engagement Manager; St. Mary’s Food Bank  
jvgonzales@firstfoodbank.org

Stacy Oliver  
Volunteer Services Manager; Community Food Bank of Southern Arizona  
soliver@communityfoodbank.org