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**SUSTAINING VOLUNTEERS:  
Recruiting, Guiding, Motivating and Retaining  
the Lifeblood of the Organization  
for Continued Success in Lighthouse Preservation**

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## **INTRODUCTION**

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Thank you Gail, and good afternoon fellow lighthouse preservationists. We've had the honor of presenting our work with the DeTour Reef Light Preservation Society at the first Lighthouse Conference in 1998, and then again in 2001 and 2004 with our presentation *Building and Sustaining a Volunteer Nonprofit Lighthouse Preservation Organization*. Chuck also gave a presentation on the DRLPS in 2012. We are happy to be back here with you today to share what we have learned about sustaining volunteers – the lifeblood of the organization – with recruiting, guiding, motivating and retaining volunteers for continued success in lighthouse preservation.

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## **OUR DRLPS EXPERIENCE WITH VOLUNTEERS**

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The DeTour Reef Light Preservation Society, established in 1998, has recruited a lot of good people to volunteer and manage programs and lead the organization to success of preservation and enjoyment of the DeTour Reef Light Station. As a founding Director, I recognized early the importance of volunteer recruitment as the foundation to our organization's strength, and our talented Board relentlessly went after people whom we felt would bring sustenance to our programs and be a good face for our organization's mission to restore the lighthouse and make it a premier tourist attraction in Michigan's Eastern Upper Peninsula.

When Chuck and I decided a certain person would be a good volunteer candidate, we put together a binder of information about the Society and met with them usually at our home over dinner and conversation about saving the lighthouse and what they could contribute. This "entrapment" and opportunity to schmooze generally lead to a positive outcome for many to agree to become a volunteer.

First, we learned that recruiting is a sales project; second, we learned that having a good product to sell makes the job easier; and third, we learned that ongoing recognition of the volunteer's contribution is critical to sustaining their involvement. Also, if the volunteer's performance is not adequate, you can't motivate them by demoting them or reducing their pay as would be the case in the corporate world; you have to motivate them with respect and praise.

There are two kinds of people you want to recruit – followers and leaders. There can be no leaders without followers. We also learned from experience that if you don't have an active recruiting program, the organization will wither.

DRLPS has a terrific team whom we are very proud of, and recruitment and replacement of talent continues to be a top priority of the team leaders.

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## OVERVIEW

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A motivated, reliable team of volunteers is not something that just happens; it is the product of a focused, well-planned recruitment effort.

It's not enough to just let people know you are looking for volunteers; you need to give them a reason to want to volunteer for your organization and stay involved. Having a successful brand is a very important part. A strong brand reassures potential volunteers that the organization they are considering is reliable and worthy of their services.

The leadership in your nonprofit volunteer organization needs to actively recruit volunteers, inspire and persuade them to get involved. Each leader needs to mentor their replacement for the continued success of the organization. Volunteer recruitment should be a constant activity and be a line item on your Agenda. Don't wait for someone to knock on your door to volunteer, actively recruit the best person for the job.

The planned, organized look of your recruitment package reassures the potential volunteer that you are a solid, capable, professional organization able to put their time and talents to good use.

Some quick stats about volunteers from the *Volunteers in America* website – in Michigan in 2012 – 27.9% of residents volunteer, 2.27 million volunteers, 242.7 million hours of service, \$5.4 billion of service contributed, 50.7% of residents donate to charity, 26.8% of residents over age 55 volunteer.

The purpose of this presentation is to provide you with a prescription for sustaining your volunteers based on our experience and research. Recruiting, guiding, motivating and retaining volunteers for continued success of the organization for lighthouse preservation should be your organization's leadership's number one priority.

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## PRESCRIPTION FOR SUSTAINING YOUR VOLUNTEERS

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### 1) RECRUITING VOLUNTEERS

- A) The continuing process of regularly recruiting volunteers is a chance to refresh and reinvigorate your organization. Recruitment is the process of identifying the right individual to meet the needs of the organization, and convincing them to become part of the organization. The better the people within your organization, the better the organization will be at achieving its mission. Most people who don't currently volunteer say that they would if they were asked! Recruiting is a sales job!
- B) Recruiting who you think is the right person for the organization requires a commitment of time, energy, creativity and persistence, as well as a well-considered plan. You need to find a way to make them feel comfortable sharing their time and talents with your organization. Tell them your organization needs their expertise and that they will have fun.
- C) Gather people who care and want to contribute to the community in a meaningful way. Let them know that they will be inspired, enlightened and enriched by joining the team to preserve the lighthouse, which is further defined in the following points:

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- 1) Look for people who have one or more of the Five W's characteristics:
    - a) Willingness
    - b) Work
    - c) Wisdom
    - d) Wealth
    - e) Wonderful personality
  - 2) Run a brainstorming session identifying people your organization knows whom you would like to have as part of your team for your organization's needs.
  - 3) Determine if the potential volunteer would be in synch with your mission of lighthouse preservation.
  - 4) Prepare a list of all possible jobs you may need a volunteer for, including for those volunteers who need to mentor their replacements.
  - 5) Prepare a Volunteer Job Description and Questionnaire.
  - 6) Develop an interview process.
  - 7) Remember that a volunteer does not have to reside locally – they can be anywhere with their computer and a telephone.
  - 8) Insure that a budget exists to cover the cost of recruitment (office supplies, ads, etc.).
  - 9) A volunteer recruitment campaign presents an excellent opportunity to boost your image in the community. Think of your recruiters as goodwill ambassadors, and your recruitment material as part of a public relations campaign.

D) Finding the Volunteer:

- 1) Retirees – generally this group has a lot to offer with time, expertise and talent, and many are looking for ways to contribute to the community.
- 2) Senior groups (can get these from your local city or Chamber of Commerce website).
- 3) Schools and colleges - teachers and students (to earn service credit).
- 4) Youth groups – Boy Scouts, Girl Scouts (to earn merit badges)
- 5) Other organizations – community organizations (Lions, etc.).
- 6) Get the word out:
  - a) Develop a recruitment message with the benefits of serving in your program.
  - b) Ask current volunteers to personally ask people they know to encourage them to share their talents and expertise. There's no more effective recruitment for a nonprofit than a happy volunteer.
  - c) Make direct contact. Face-to-face is the best method, with a phone call second best, and a personal letter third targeting certain potential volunteers to sell your program.
  - d) Ads and press releases - create an awareness of your need and gives the organization visibility – placed in local, regional, and national publications – GLLKA *Beacon*, USLHS *The Log*, Lighthouse Digest Magazine). Also send a Public Service Announcement regarding your volunteer campaign to local TV stations, and public radio stations.
  - e) Notices in community (schools, library, bulletin boards, church bulletins).

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- f) Contact local businesses for an opportunity to advise their employees.
  - g) Make a presentation to the community about the virtues of volunteering.
  - h) Hold an annual appeal for volunteers modeled after traditional fund-raising drives.
  - i) Set up a special booth or table at your organization's events, and local and regional events with notices asking for volunteers (Michigan Lighthouse Festival in Cheboygan June 12-14, Great Lakes Lighthouse Festival in Alpena October 9-12).
  - j) Solicit potential volunteers from your membership.
  - k) Use your website for your volunteer opportunities for 24/7 coverage.
  - l) Organize a profile-raising event to attract new volunteers during National Volunteer Week (April 12-18, 2015), or on National Lighthouse Day (August 7). Events such as this also provide an opportunity to get coverage in the local media.
  - m) Ask each of your existing volunteers to recruit just one new potential volunteer.
  - n) Word-of-mouth is a very effective recruiting method.
  - o) The Internet can connect volunteers with nonprofits – not just locally, but across the nation and around the world – such as [www.Volunteermatch.org](http://www.Volunteermatch.org) – that assists a volunteer find a nonprofit with a mission that matches their interests.
- 7) Volunteers can operate in a virtual mode - so think national recruitment.

E) Reasons People Volunteer:

- 1) Increase their satisfaction with life by participating in an enjoyable and rewarding experience.
- 2) A desire to make a difference, to contribute to making the community better by preserving the lighthouse for people to enjoy.
- 3) To share their gifts and talents.
- 4) To maintain proficiency with an unused skill.
- 5) Self-improvement, to acquire new skills and experiences.
- 6) Increase their sense of connection to the community.
- 7) Affiliation and socialization make contacts and new friends and share as a team with others who share their interests and values.
- 8) Challenge (specific goals like fundraising campaign).
- 9) To realize a sense of accomplishment.
- 10) Leadership, power, prestige.
- 11) Recognition.
- 12) To have fun (be sure to project the fun aspect of being a volunteer in your material).
- 13) Leave a legacy for the future generation.

F) Traits to look for in an ideal volunteer

- 1) A proper face for the organization – their behavior and attitude reflect on your mission
- 2) Team player
- 3) Integrity
- 4) Quality work skills and work ethic
- 5) An ability to get along with people
- 6) A cheerful disposition
- 7) Patience
- 8) Persistence
- 9) Curiosity

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- 10) Courage to speak up
  - 11) Candidness
  - 12) Compatibility
  - 13) Sense of humor
  - 14) Self-motivation
  - 15) Flexibility
  - 16) Organization skills
  - 17) Dedication
  - 18) Reliability
  - 19) Attention to detail
  - 20) Computer skills (such as Word, Excel)

G) Meet with the prospective volunteer:

- 1) Schedule an interview between your prospective volunteer and volunteer coordinator(s) to evaluate interests, skills, and temperament, reinforce decision to volunteer, and assure them that their services will be valued by your organization, and that their volunteering experience will be fun and bring them personal satisfaction.
- 2) Provide a detailed Organization Manual to the prospective volunteer for them to review prior to the meeting.
  - a) Organization Manual should include:
    - 1) Letter from the president of your organization thanking the person for considering being a volunteer
    - 2) Bylaws
    - 3) Articles of Incorporation
    - 4) Mission Statement
    - 5) List of Directors and key team members with contact information
    - 6) Financial structure of organization and recent financial report
    - 7) Minutes from one year of meetings
    - 8) Program descriptions
    - 9) Role of Board of Directors and Officers
    - 10) List of committees
    - 11) Summary of organization's accomplishments
    - 12) Summary of organization's goals
    - 13) History of the lighthouse
    - 14) Volunteer rights and responsibilities
      - a) Organization's support to the volunteer
      - b) What is expected of volunteer in terms of work and behavior
      - c) Training programs, if appropriate
    - 15) Safety and Risk Management Policies
    - 16) Recognition Programs
    - 17) Volunteer Severance Policies

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3) Provide the prospective volunteer with a Volunteer Application:

- a) Once you have determined the types of positions you want to fill and the skills, create a volunteer questionnaire - a document you can give volunteer candidates to fill out at the beginning of the screening process.
  - b) The purpose of the questionnaire is to learn about the candidate, his or her personal background, education, interests, skills, and any other information that will help you decide on the candidate's suitability for the volunteer positions you have available.
  - c) The Application could include:
    - 1) Who recommended the potential volunteer or how they heard about your organization
    - 2) Educational background
    - 3) Employment history
    - 4) Previous volunteering experience
    - 5) Clubs or associations they are involved with
    - 6) Why they want to volunteer for your organization
    - 7) Anything in particular they would like to do for your organization
    - 8) Hobbies and other interests
    - 9) Special skills or talents
  - 4) Give the prospective volunteer a set time to digest the material and ask any questions.
  - 5) Invite to a meeting the prospective volunteer and the organization's key people to address any questions or concerns. Ask the volunteer to make a brief statement about whom they are and why they want to volunteer.
- H) Visit the Lighthouse:
- 1) Take the volunteer to visit the lighthouse to get excited about preservation. This will help get them hooked to the challenge and opportunity to contribute to keeping the Light on!

## 2) GUIDING VOLUNTEERS

A) Orientation:

- 1) By definition, orientation is a meeting or series of events at which introductory information or training is provided to somebody embarking on something new. It is a way to ensure your mission and work is clearly understood by all your volunteers. You want them to feel like a welcomed part of a team that shares an important mission and to be excited about the adventure that lies ahead. Volunteers require maintenance and supervision. Take steps to help new volunteers understand clearly the expectations of their job, and the organization's history, programs, and culture. Regular investment in building the knowledge and skill base of the volunteer help keep them engaged and effective.
  - a) Discuss in detail the Organization Manual you provided them – ask for questions.
  - b) Invite volunteer to attend a couple of Board Meetings before commitment.

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2) Specific manageable tasks:

- a) Think the project through before giving it to a volunteer.
- b) Describe what's expected of the volunteer in terms of their role and responsibilities.
- c) Create a set of goals and strategies.
- d) Know what is needed to complete each job.
- e) Make sure your volunteers have the material and information they need.
- f) Be positive and caring, acting as coach and cheerleader.
- g) Volunteers are effective fund raisers because their personal commitment to the organization's mission makes them convincing advocates for the cause, and volunteers are likely to donate to the organization they serve.

3) Work area suggestions:

- a) Legal
- b) Financial management
- c) Grant programs
- d) Administration
- e) Meetings management and minutes
- f) Public relations
- g) Preservation program
- h) Lighthouse maintenance
- i) Lighthouse tours
- j) Fundraising events
- k) Membership management
- l) Youth programs
- m) Newsletter
- n) Website
- o) Historian
- p) Archival storage
- q) Memorabilia
- r) Volunteer management

B) Communicating:

- 1) Meet regularly to review the process and progress and provide feedback. When a volunteer feels they are heard and part of the decision making process, they are more likely to support the organization.
- 2) Evaluation can be the best way to provide communication.
- 3) Give volunteers an opportunity to provide feedback of their experiences and provide suggestions.
- 4) Maintain transparency with the organization's government and activities.
- 5) Keep the volunteer and team in the loop.
- 6) Provide opportunities for the volunteer to socialize with the team creating a sense of camaraderie among new and established volunteers.

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C) Understanding the basic needs of the volunteer:

- 1) A specific manageable task with a beginning and an end (raffle, fundraising events, etc.).
- 2) A task that matches interests and reasons for volunteering.
- 3) A good reason for doing the task.
- 4) Written instructions (where appropriate).
- 5) A reasonable deadline for completing the task.
- 6) Have everything necessary to complete the task.
- 7) Adequate training.
- 8) Follow-up to see that the task is completed.
- 9) An opportunity to provide feedback when the task is completed.
- 10) Recognition for job done.

D) Groom volunteer to take over the leadership:

- 1) Every leader and volunteer should seek other volunteers to mentor and take their place. Organizations can become dormant due to lack of vigorous new leadership.
- 2) Future leaders evolve from inexperienced volunteers who will continue to ensure that the organization and lighthouse are preserved.

E) Things happen. Even small, grassroots volunteer organizations need to have a risk-management and liability-reduction plan in place for volunteers.

F) Volunteer Coordinator(s):

- 1) Before an organization can bring volunteers on board, it needs to have someone ready to manage them. That person, the president or the volunteer coordinator(s), will need strong administrative and organization skills, superior communication skills, and be a good listener.
- 2) Develop an email communication giving updates to the Board of Directors and the membership on what the volunteer team is up to.
- 3) Be sure that the volunteers are thanked and recognized for their contributions through awards and media.

### 3) MOTIVATING AND RECOGNIZING VOLUNTEERS

A) Make the volunteer feel welcome:

- 1) Introduce the volunteer enthusiastically at their first attendance at a Board meeting.
- 2) Set a celebratory mood for the influx of new volunteers and have a gathering at someone's home or a restaurant to meet and greet.

B) Provide the volunteer with brand identity - a nametag, business card, and organization stationary.

C) Generate excitement to follow the leader:

- 1) The first is a feeling of significance. Most volunteers will give their hearts and souls to authority figures who say, "You really matter," no matter how small the volunteer's contributions may be.



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- 2) Generate a feeling of community which occurs when people feel a unity of purpose with their work.
  - 3) Generate a buzzing feeling among your volunteers. Most people want excitement, challenge, and edge in their lives. It makes them feel engaged in the world.
  - 4) Inspire by example.
  - 5) Encourage the volunteer to keep their eye on the mission of preservation of the lighthouse at all times through thick and thin.
- D) Meet regularly for review and compliments, and annually for evaluation.
- E) Fun is a great motivator – groups that play together, stay together.
- F) Appreciation, recognition and rewards:
- 1) Positive feedback is the number one motivator.
  - 2) Tell the volunteer that what they are doing is important to the organization. Recognition is the ongoing process of recognizing work well done and thanking the volunteer for their commitment and contributions to the organization. Treat them with respect.
  - 3) Ways to say thank you and show appreciation and recognize the volunteer's efforts and remind them that their work is a valued contribution to the organization's ability to accomplish its mission:
    - a) Send thank you notes after a project is completed.
    - b) Put photo in your organization's newsletter and the local newspaper.
    - c) Present a *Certificate of Appreciation* at a special meeting.
    - d) Post photos of the volunteer in the organization's office or on the lighthouse.
    - e) Provide organizational logo item goodies – hats, shirts, pins, etc., as a gift.
    - f) Present Volunteer Service Pins – 5 year, 10 year, 15 year, etc.
    - e) Present a *Volunteer of the Year* award.
    - g) Have a plaque at the lighthouse recognizing volunteers who have been involved for a number of years.
  - 4) Have a *Volunteer Page* on your website with regular updates of contributions.
  - 5) Plan a special event recognizing your volunteers' contributions during *National Volunteer Week* (April 12-18, 2015) and *National Lighthouse Day* August 7.
- F) Provide an opportunity for volunteers to evaluate their experience.
- G) To keep your volunteers motivated, you need to constantly sell them on the big picture – the overall mission you are all working to accomplish – preserve the organization in order to preserve the lighthouse.
- H) Your success in recruiting and retaining volunteers hinges on the attitude you bring to the task and the commitment you are willing to make to see your volunteers succeed in accomplishing whatever it was they volunteered to accomplish. In the end, it is the quality of the partnership you establish with your volunteers and how enjoyable you make their volunteer experience that will determine how well they serve the organization and the longevity of their commitment.

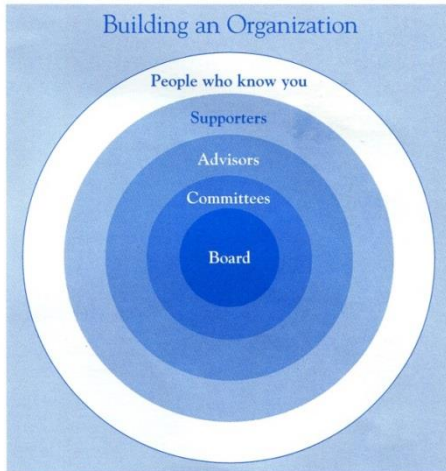
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- I) Success is addictive. You want your volunteers to experience it because they will want to repeat the experience, which will result in extended commitment. You want to create a volunteer program that provides as much opportunity as possible for your volunteers to succeed.

#### **4) STAGES OF VOLUNTEER DEVELOPMENT**

- A) From new volunteer, to project team leader, to leader, to director and officer.
- B) Recruit as many volunteers as possible for at least one task during each year.
- C) Identify responsible volunteers and move them into positions of more responsibility.
- D) Identify a volunteer understudy for each key position – “find your replacement.”
- E) Identify and groom up-and-coming leaders early.
- F) Each leader is responsible for finding and mentoring their replacement.
- G) Committees are ideal learning and training grounds for prospective Board Members. Recruiting people to committees provides a way for people with strong skills to get better acquainted with and more knowledgeable about the organization before they take on a greater level of service.
- H) Empower volunteers by making them partners in the pursuit of your mission. This helps your volunteers recognize their own strengths and potential and encourages them to employ these on behalf of the organization’s mission. Volunteers are empowered when they are made to feel they are an important part of your organization and when they believe their voice is being heard. Nothing will inspire and empower your volunteers more than an attitude that demonstrates your faith in their ability to succeed. Nothing will grant you more loyalty from your volunteers than a positive, upbeat outlook that communicates your confidence they are doing a good job. Good spirits are contagious. If your volunteer sees you are enjoying working with them, they will enjoy working with you. Transparency can be an empowering tool. The more your volunteers understand about your organization and how it works, the more they will feel a part of it. Effective communication is key to empowering volunteers.
- I) Volunteer to Board of Directors - A good volunteer will lead to a good leader and member of the Board of Directors. Ask any successful nonprofit what they look for when recruiting their volunteer board and you will hear the words “affluence” and “influence.” They seek individuals who are in a position to give substantially to the organization, and/or who are well connected in the community and capable of attracting large personal and corporate contributions. Wisdom, integrity, and an abiding commitment to the organization’s mission are also essential attributes in a candidate. Accepting an appointment to the board of a nonprofit is a serious commitment. Board members assume legal and administrative responsibilities, they set policies and agendas, and they become the guardians of the organization’s brand.

J) Success is addictive. You want your volunteers to experience it because they will want to repeat the experience, which will result in extended commitment. You want to create a volunteer program that provides as much opportunity as possible for your volunteers to succeed.

K) Circles of building an organization:



#### CIRCLES OF BUILDING AN ORGANIZATION

The outside circle is **People Who Know You** (people who have some clear idea about what the organization does), who become **Supporters** (members and donors who give something tangible to the organization, who become **Advisors**,

L) If you want to upgrade the cadre of your volunteers, you can get a volunteer to teach a computer course to include learning programs such as Word and Excel.

### 5) RETAINING VOLUNTEERS

A) Plan for volunteer retention:

- 1) Along with recruitment, the subject of retention should be regularly considered by your Board.
- 2) Retaining volunteers requires a sustained and relatively intense commitment by each team member

B) Keeping tabs on performance:

- 1) The organization's president or volunteer coordinators(s) should meet regularly with the volunteer to discuss concerns before they get severe. Hearing about the problems could allow for adjustments to keep the volunteer active.
- 2) Avoid the potential of power of position becoming a problem. Clear objectives should be understood by the volunteer about the importance of transparency and policies.
- 3) There may come a time when a volunteer's performance and/or attitude become a roadblock to your mission, and you will need to ask that person to step down or find another role for the person. As author Kay Sprinkel Grace stated - "It's important to prune deadwood on a board, but it's also key to discover why the wood is dying. Only then can you prune correctly, or water and witness new growth."
- 4) One of the best ways to prevent deadwood is to enforce term limits.

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- 5) You want to retain your talent but get members of the Board who are not meeting the qualifications of their position, or choose to not attend required meetings, off the Board of Directors by creating an Advisory Board of mature Directors.
  
  - C) Success of the organization sells:
    - 1) The single most attractive feature of any organization is its success. People will be much more willing to join and stick with an organization that is already making a difference than one that is struggling and unwilling to do anything about it.
  
  - D) You want to retain your talent but get the deadwood (those who are not meeting the qualifications of their position) off the Board of Directors by creating an Advisory Board of mature directors.
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## SUMMARY

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Sustaining volunteers and their continued efforts and service to your programs is imperative to the continued health and well-being of your lighthouse organization and the preservation of your lighthouse. Sustaining adds stability, credibility, and continuity to the organization, and it develops self-confidence and esteem in the eyes of other people in the entire lighthouse and local community.

Your organization needs meaningful volunteer activity to survive. Volunteerism builds commitment and loyalty to your organization. Recruiting, nurturing, and retaining volunteers is a cooperative effort between leaders and other volunteers.

American adults still volunteer – up to 93 million of them. It is up to you to compete for the most skilled and talented volunteers.

It's up to you to create a leadership cadre that understands how to get and keep volunteers and ensure the future of your lighthouse preservation organization by adhering to the key steps in sustaining volunteers: recruit, guide, and motivate.

Volunteers are the lifeblood of an organization, but the value of any organization's volunteers depends on how they are managed. It takes a lot of skill to assess the talents and coordinate the time a volunteer brings to an organization to advance the organization's mission while also fulfilling the volunteer's desire for personal growth through service.

Encourage all volunteers to keep their eye on the mission of preservation of the lighthouse which will help them get through the unavoidable challenging times.

The DeTour Reef Light Preservation Society is an excellent example of recruitment and sustainment of outstanding volunteers who continue to step up to the deck of preservation with passion and persistence.

It is our hope that our presentation will help you develop and sustain a dynamic, motivated, and reliable team of volunteers for your lighthouse organization with the ultimate goal of preservation of the team who will preserve the organization who will in turn accomplish your mission of preservation of the lighthouse.

Thank you to the dedicated volunteers of the Michigan Lighthouse Alliance who arranged and operated this important conference for our *Great Lights Sustainability for a Successful Future!* And thank you to all of you here today who are dedicating your time and talent to preserving Michigan's maritime monuments.

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## APPENDIX

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### FORMS

- 1) Volunteer Interview Questions
- 2) Basic Needs of Every Volunteer
- 3) Preferences for Volunteer Activities
- 4) Volunteer Project Evaluation
- 5) Volunteer Task Assignment Worksheet
- 6) A Self-Evaluation Checklist
- 7) Sample DRLPS Event Responsibility Matrix
- 8) Sample DRLPS Certificate of Appreciation

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### SOURCES

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#### 1) BOOKS

- a) Drucker, Peter F. *Managing the Nonprofit Organization: Principles and Practices*. New York: HarperCollins Publishers, Inc., 2005.
- b) Fader, Sunny. *365 Ideas for Recruiting, Retaining, Motivating, and Rewarding Your Volunteers: A Complete Guide for Nonprofit Organizations*. Ocala, FL: Atlantic Publishing Group, Inc., 2010.
- c) Grace Kay Sprinkel. *The Ultimate Board Member's Book: A 1-Hour Guide to Understanding and Fulfilling Your Role and Responsibilities*. Medfield, MA: Emerson & Church Publishers, 2004.
- e) McBee, Shar. *To Lead is to Serve: How to Attract Volunteers & Keep Them*, 2002.

#### 2) ARTICLES

- a) Culp, Ken. *Sustaining Members, Volunteers and Leaders in Community Organization.* Cooperative Extension Service, University of Kentucky, College of Agriculture, 2013.
- b) McKee, Thomas W. "How to Motivate Volunteers." [www.volunteerpower.com](http://www.volunteerpower.com) .

#### 3) PUBLICATIONS

- a) Smiley, Marc. *Board Development for Nonprofit Preservation Organizations*, Washington DC: National Trust for Historic Preservation, 2000.

#### 4) WEBSITES ON VOLUNTEERING

- a) [www.nonprofitlist.org](http://www.nonprofitlist.org)
- b) [www.independentsector.org](http://www.independentsector.org)
- c) [www.volunteeringinamerica.gov](http://www.volunteeringinamerica.gov)
- d) [www.nprcenter.org/resource/2014-state-nonprofit-sector-survey](http://www.nprcenter.org/resource/2014-state-nonprofit-sector-survey)
- e) [www.guidestar.org](http://www.guidestar.org)
- f) [www.worldvolunteerweb.org/browse/volunteering-issues/senior-volunteers/doc/16-tips-in-recruiting.html](http://www.worldvolunteerweb.org/browse/volunteering-issues/senior-volunteers/doc/16-tips-in-recruiting.html)
- g) <http://ctb.ku.edu/en/table-of-contents/structure/volunteers/recruiting/main>
- h) [www.volunteeringinamerica.gov](http://www.volunteeringinamerica.gov)
- i) [www.independentsector.org](http://www.independentsector.org)
- j) [www.volunteering.org.uk/component/gpb/therecruitmentguide-overview](http://www.volunteering.org.uk/component/gpb/therecruitmentguide-overview)
- k) [www.volunteermatch.org](http://www.volunteermatch.org)
- l) [www.pointsoflight.org](http://www.pointsoflight.org)
- m) [www.volunteerpower.com](http://www.volunteerpower.com)

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## MISCELLANEOUS INFORMATION

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- 1) National Volunteer Week (in 2015: April 12-15) is a program of *Points of Light* ([www.pointsoflight.org](http://www.pointsoflight.org)), is about inspiring, recognizing and encouraging people to seek out imaginative ways to engage in their communities. It's about demonstrating to the nation that by working together, we have the fortitude to meet our challenges and accomplish our goals. It's about taking action and encouraging individuals and their respective communities to be at the center of social change – discovering and actively demonstrating their collective power to make a difference.
- 2) From the book *To Lead is to Serve: How to Attract Volunteers & Keep Them*, by Shar McBee, 2002 – "The initial task is the recruitment of volunteers, but the next, and in many ways much more difficult task, is to retain the volunteers once they are recruited, to rekindle the original enthusiasm among the volunteers under the wearing and wearying pressures of day to day routines. Shar McBee's *To Lead Is To Serve* covers a whole gamut of good advice and practical ideas, emphasizing the leadership elements of listening, appreciation, sacrifice, the need for inspiring and informative meetings, the role of fun, creativity, team development, the necessity of "letting go."
- 3) Information for a Volunteer Application Form
  - Emergency contact; relationship of the contact, address and phone number
  - Previous work or volunteer experience
  - Highest education level reached
  - Language/s spoken
  - Physical limitations
  - Current Employer
  - Other organizations where applicant has volunteered
  - Description of training or experience that may be pertinent to the volunteer position desired
  - Statement of and description of prior criminal convictions or offenses
  - Certifications such as First Aid and CPR with dates of certification and expiration dates
  - Valid driver's license number
  - References: One or more personal references with contact information; and one or more professional or work-related references with supervisor's name and contact information
  - Skills checklist (list skills needed in organization's volunteer positions such as computer, tutoring, clerical skills, phone calling, teaching, supervision, etc.)
  - Preferred volunteer areas (list typical volunteer jobs that applicant can check if interested)
  - Reason for volunteering
  - How did you hear about us?
  - Hours and days available for volunteer work
  - Signature of applicant and date of signature

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**JERI BARON FELTNER**



Born and raised in Dearborn MI, Jeri is a founding member of the Board of Directors of the DeTour Reef Light Preservation Society established in 1998. For the first five years she wore many Society hats including Secretary, Grant Development, Marketing, Membership, Fundraising, Newsletter, and Historical and Administrative Programs. It was her personal passion to help get the DeTour Reef Light restored so people could enjoy its history. Jeri remains active in the Society.

Jeri and her husband Chuck have been involved in the preservation of Great Lakes maritime history since the mid-70s, and have co-authored two books on the subject, including “Great Lakes Maritime History: Bibliography and Sources of Information,” and “Shipwrecks of the Straits of Mackinac.”

She’s retired from Ford Motor Company where she worked in executive administration, and is currently President of Seajay Publications dedicated to the publication of material on maritime history.

Jeri lives on Drummond Island with her husband Chuck and two Golden Retrievers Sunrise and Jaysea-Star. Both she and Chuck received the Drummond Island *Outstanding Citizen Award* in 2004 for their work with restoration of the DeTour Reef Light.

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**DR. CHARLES E. FELTNER**



Born and raised in Raleigh NC, Chuck is a member of the Board of Directors of the DeTour Reef Light Preservation Society since 2001 and past President and Treasurer. He was also the Restoration Project Leader during the one million dollar restoration of the lighthouse in mid-2000, executed several other grants, and is the Society’s Chief Historian.

Chuck, who has a PhD in Mechanical Engineering, retired from Ford Motor Company after 33 years, and then worked as a consultant for IBM and Parametric Technology Corporation. He has over 25 publications in engineering and scientific journals.

Chuck, and his wife Jeri, have been involved in the preservation of Great Lakes maritime history since the late 70s, and have co-authored two books on the subject, including “Great Lakes Maritime History: Bibliography and Sources of Information,” and “Shipwrecks of the Straits of Mackinac.”

Chuck lives on Drummond Island with his wife Jeri and two Golden Retrievers Sunrise and Jaysea-Star. Both he and Jeri received the Drummond Island *Outstanding Citizen Award* in 2004 for their work with restoration of the DeTour Reef Light. He also received the Historic Preservation Award from the Association of Great Lakes Maritime History in 2006.