

# Points of Light Arizona Service Enterprise Initiative

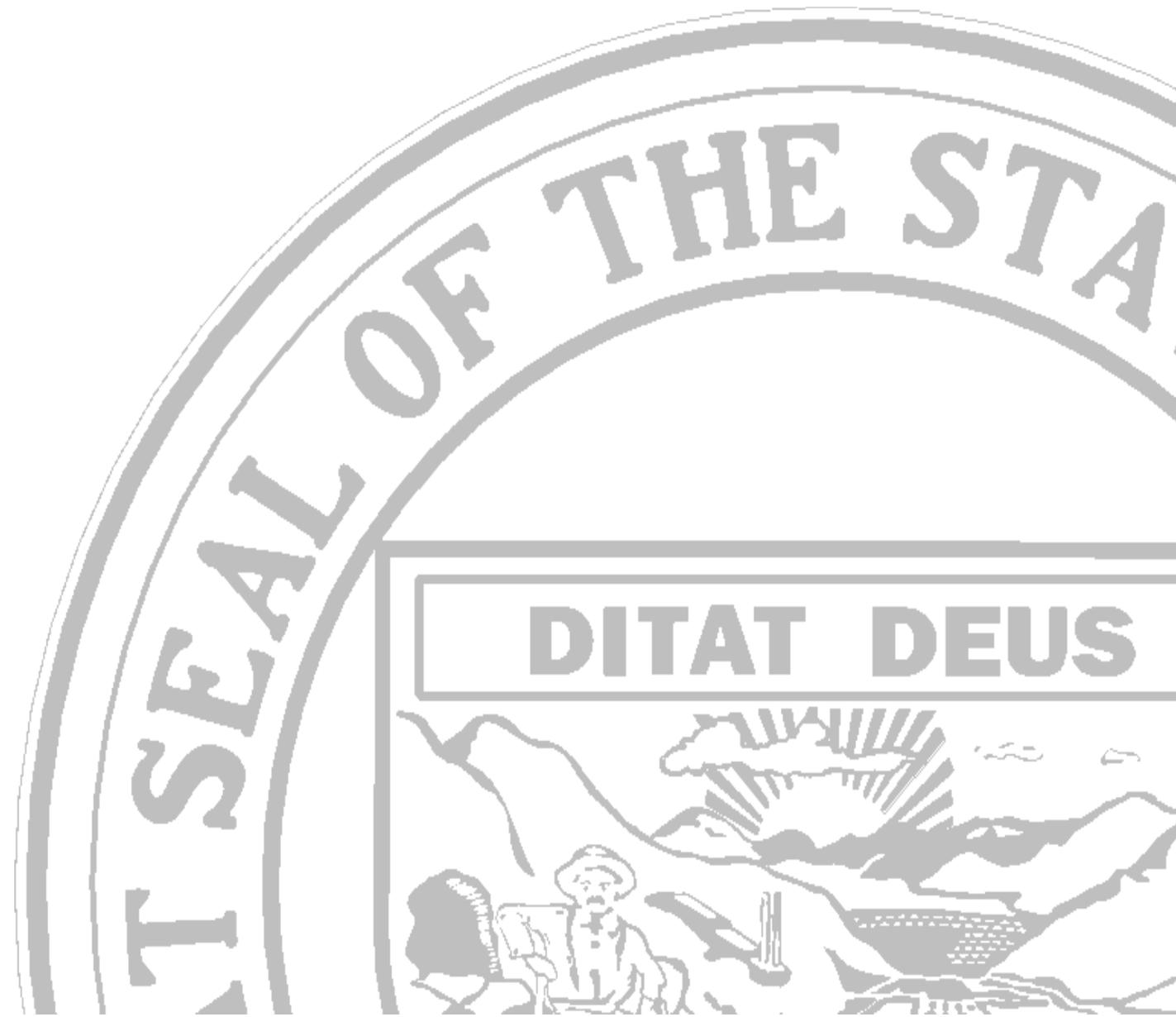
**McKenna Bidelman**

**Emily Litchfield**

Governor's Office of Youth, Faith and Family

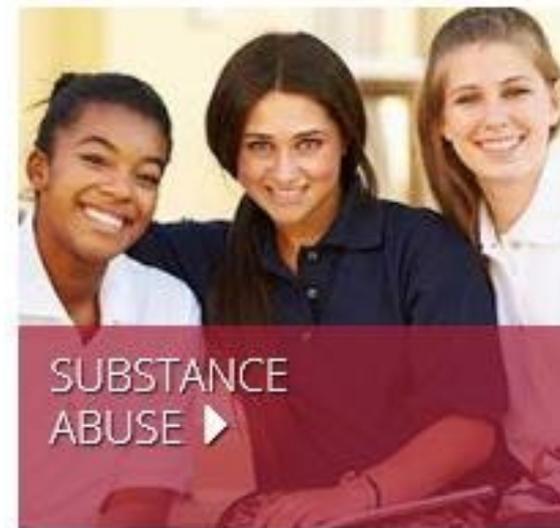


Governor's Office  
of Youth, Faith  
and Family





# Office of the Arizona Governor Doug Ducey Governor's Office of Youth, Faith and Family



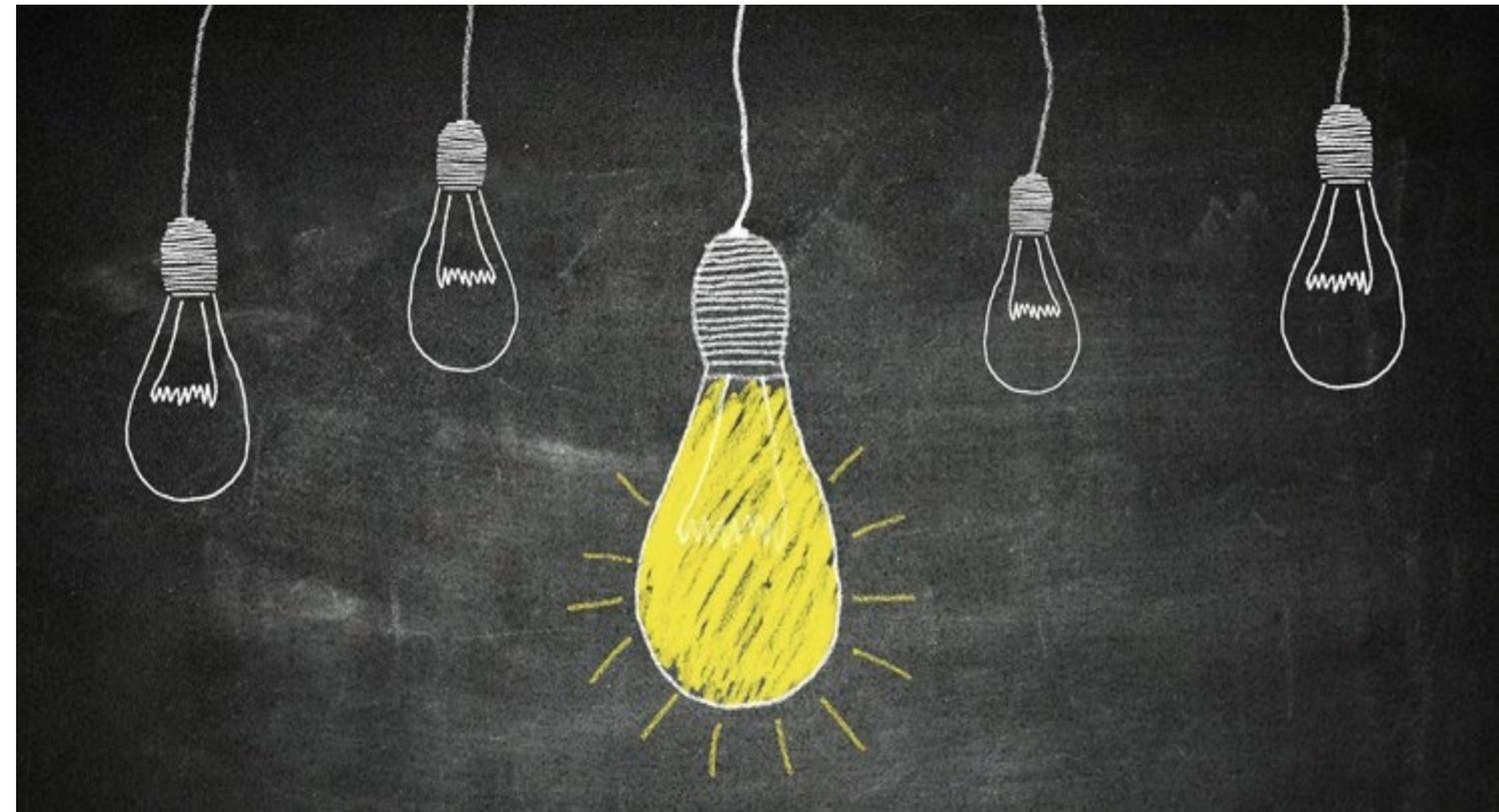
# THE ARIZONA SERVICE ENTERPRISE INITIATIVE

Community-based initiative that trains organizations to better leverage volunteers and their skills in order to achieve their social missions.

- 4-6 Month Training Program
- 1-1 Coaching
- Statistically Reliable Diagnostic Assessment
- Cohort Networking

## TODAY:

- History & Background
- What is Service Enterprise?
- Program Model
- Sample Training



# SERVICE ENTERPRISE NATIONWIDE

Arizona Service Enterprise Initiative



- About **400 certified organizations** in 23 states.
- Today, research from Service Enterprises shows that on average, certified organizations benefit from:
  - A **23% increase** in volunteers annually.
  - **2,700 hours of donated time** from new volunteers, equal to 1.5 FTEs worth of labor.
  - **\$63,000** in valued labor from additional volunteer hours.
  - More than **80%** of Service Enterprises report an increase in volunteers, including skill-based volunteers



# SERVICE ENTERPRISE HUB PARTNERS

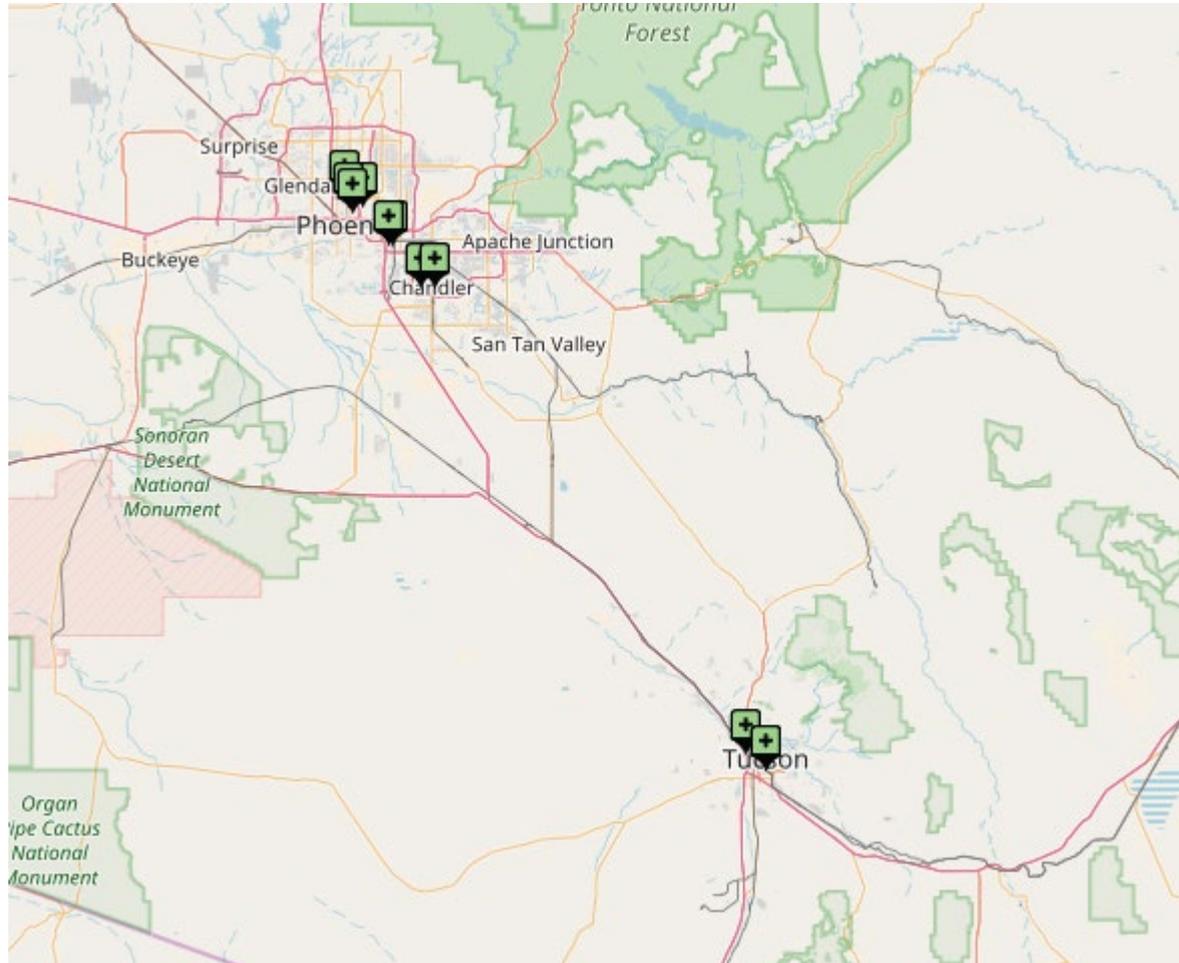
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**United Way of Tucson  
and Southern Arizona**

# SERVICE ENTERPRISE IN AZ

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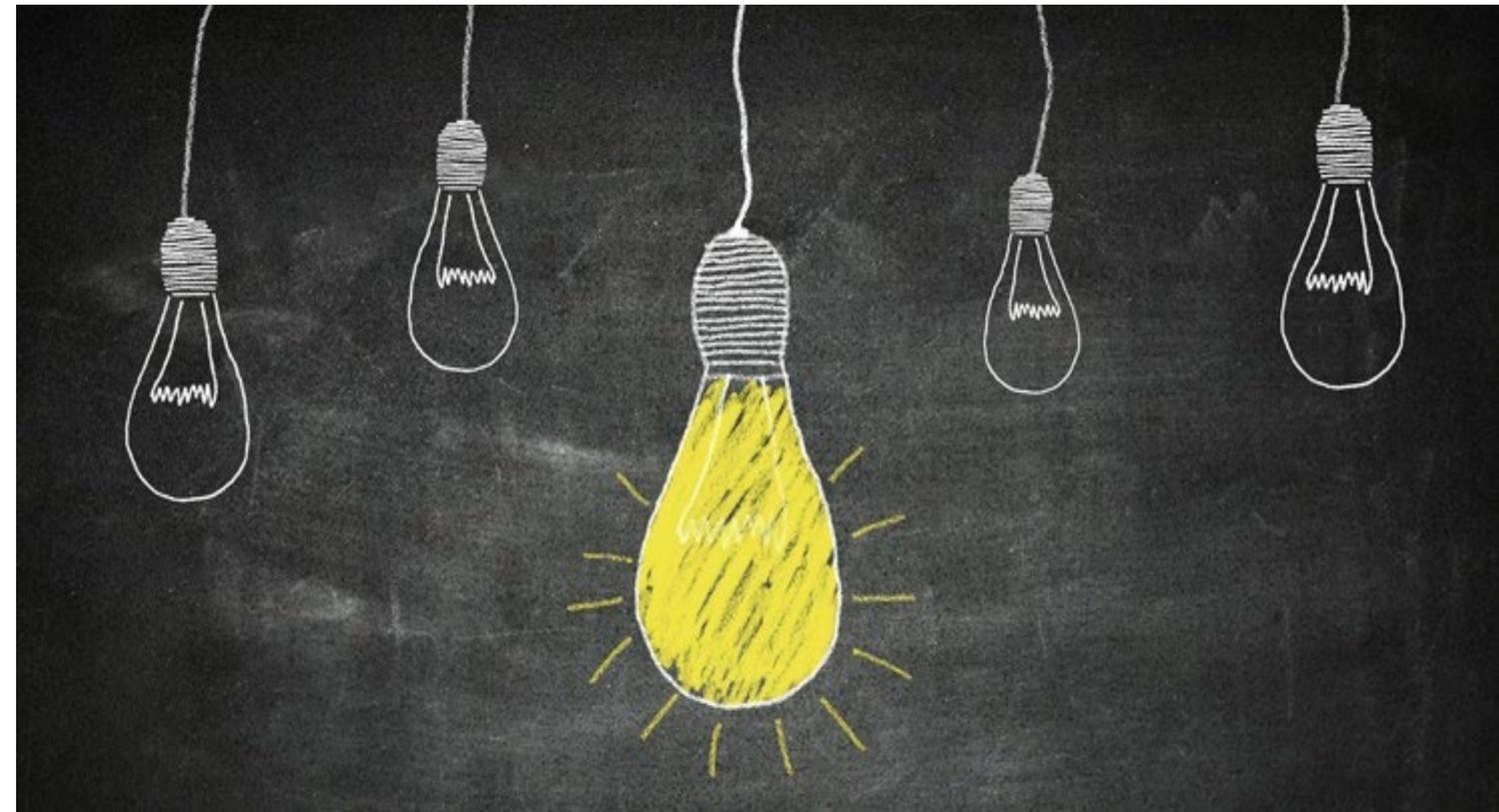
## 16 Certified Organizations

- **Scottsdale (1)**
  - Voices for CASA Children
- **Tempe (2)**
  - Future for Kids
  - Junior Achievement of Arizona
- **Tucson (4)**
  - Community Foodbank of Southern Arizona
  - The Diaper Bank of Southern Arizona
  - United Way of Tucson and Southern Arizona
  - Volunteer UA

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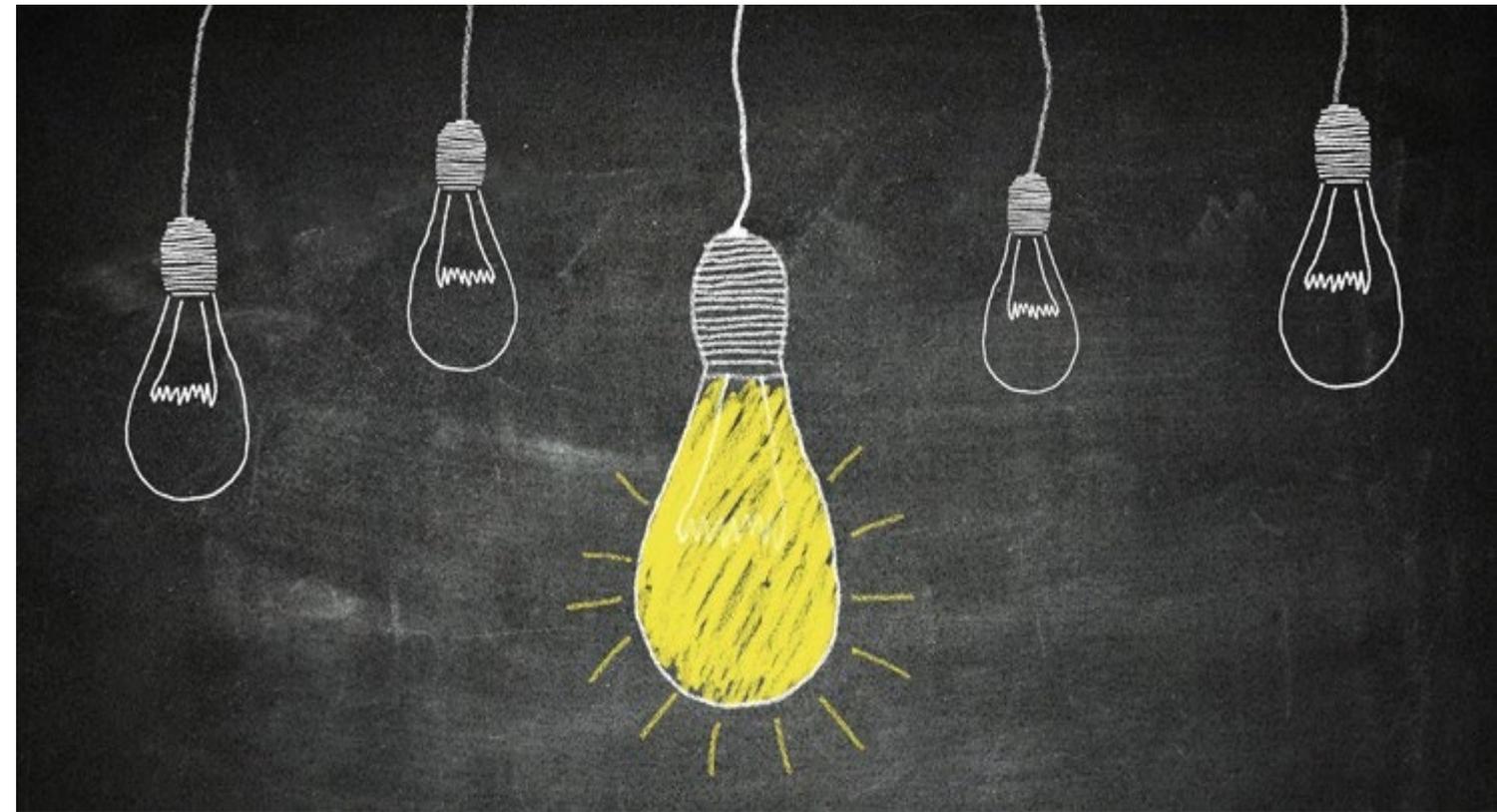
- All organizational capacities are **significantly and markedly stronger** for nonprofits with a strong volunteer management model.
- When organizations **engage and manage any number of volunteers well**, they are significantly better led and managed.
- Service Enterprises not only lead and manage better, they are significantly **more adaptable, sustainable, and capable of going to scale.**



# THE ARIZONA SERVICE ENTERPRISE INITIATIVE

Community-based initiative that trains organizations to better leverage volunteers and their skills in order to achieve their social missions.

- Operating as a Service Enterprise requires strong and **well-developed human resources management practices.**
- Organizations that engage volunteers are **equally as effective** as their peers without volunteers, but at **almost half the median budget.**

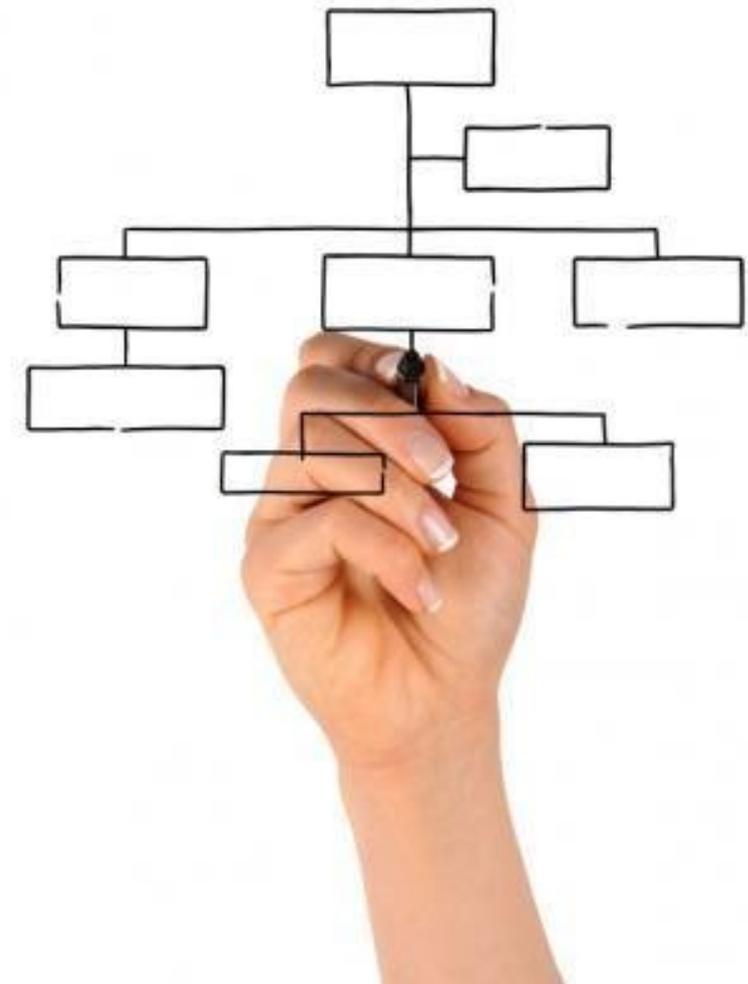


# REIMAGINING VOLUNTEER ENGAGEMENT

Taking a critical look at multi-level volunteer integration in the context of Service Enterprise

- Sketch out a rough organizational chart
  - Include main programs
  - Doesn't have to be specific

**Did you include your volunteer program?**



# ARIZONA FOUNDATION FOR LEGAL SERVICES & EDUCATION ORGANIZATIONAL CHART





Deepika Padmavati  
Program Specialist

Diana Strouth  
Instruction Specialist

John Armendt  
Event Specialist

Kim Bernhart  
Justice Division Director

Jennifer Castro  
Senior Director of Education Programs

Cathleen Cole  
Web Content Specialist

Francisco Ortega  
Technology Specialist

Sandi Allison  
Senior Accountant

Sandra Constantine  
Accounting Coordinator

Susan Nusall  
Director of Volunteers

Joannie Delgado Collins  
Chief Administrative Officer

Alvaro Flores  
Chief Information Officer

Chris Groninger  
Chief Strategy Officer

Stephanie Sandner  
Chief Financial Officer

Lara Slifko  
Chief Resource Officer

Dr. Kevin S. Ruegg  
Executive Director/CEO

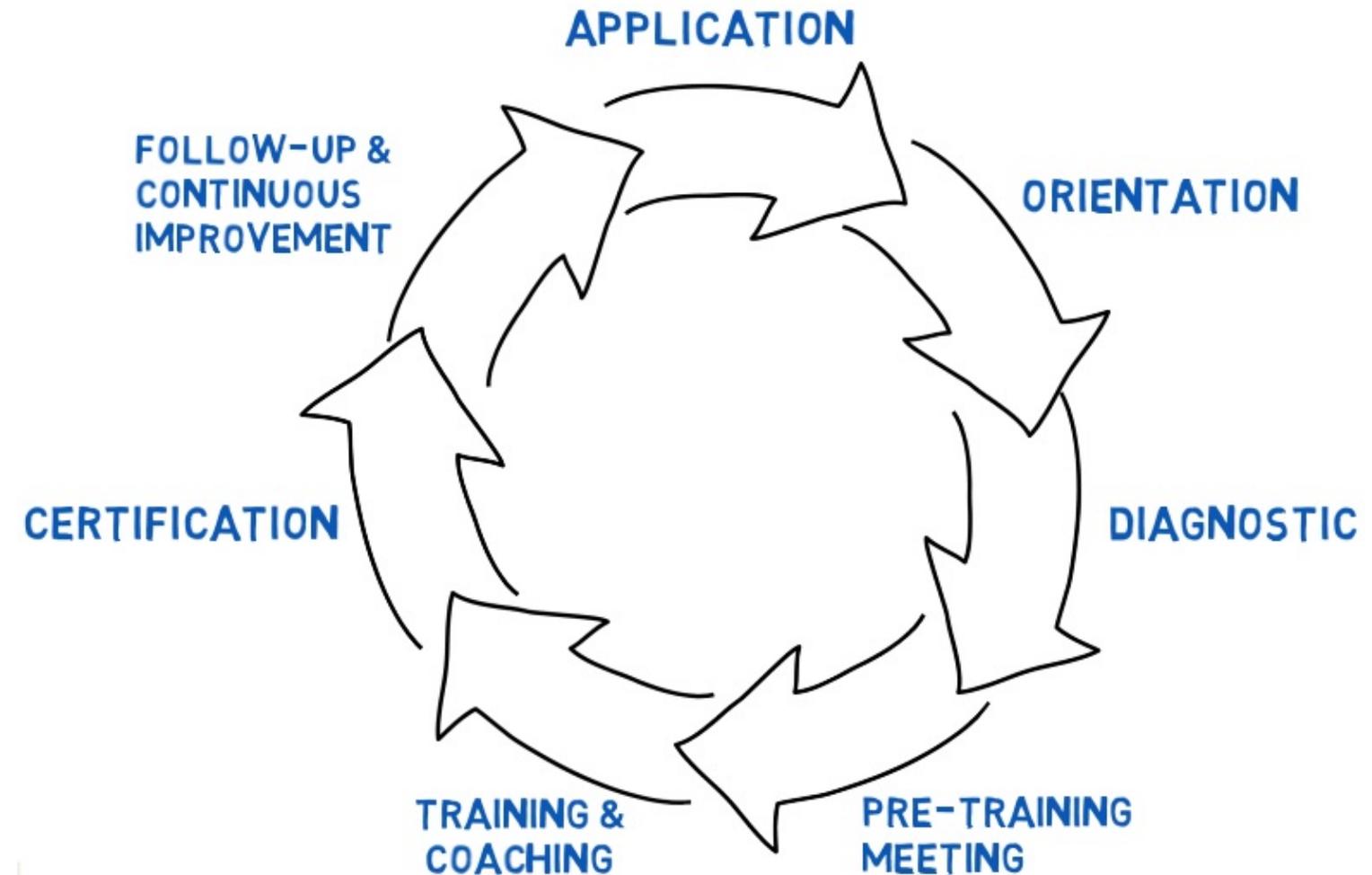
Board Officers & Directors



# PROGRAM MODEL

## ArizonaService Enterprise Initiative

- A thorough research-based assessment of their existing organizational volunteer engagement practices **through the Service Enterprise Diagnostic.**
- Up to **16 hours of training** to assist in reimagining the ways in which the organization engages volunteers.
- Up to **10 hours of individualized coaching** to address unique organizational opportunities and challenges.



# SERVICE ENTERPRISE DIAGNOSTIC

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- Measures organizational capacity and volunteer engagement practices
- Identifies organizational strengths, soft spots and blind spots
- Statistically valid and reliable
- Assessment, diagnostic and planning tool
- Completed online
- Adequate representation of organization
- Minimum of three senior leaders



» Value of Volunteer Service «

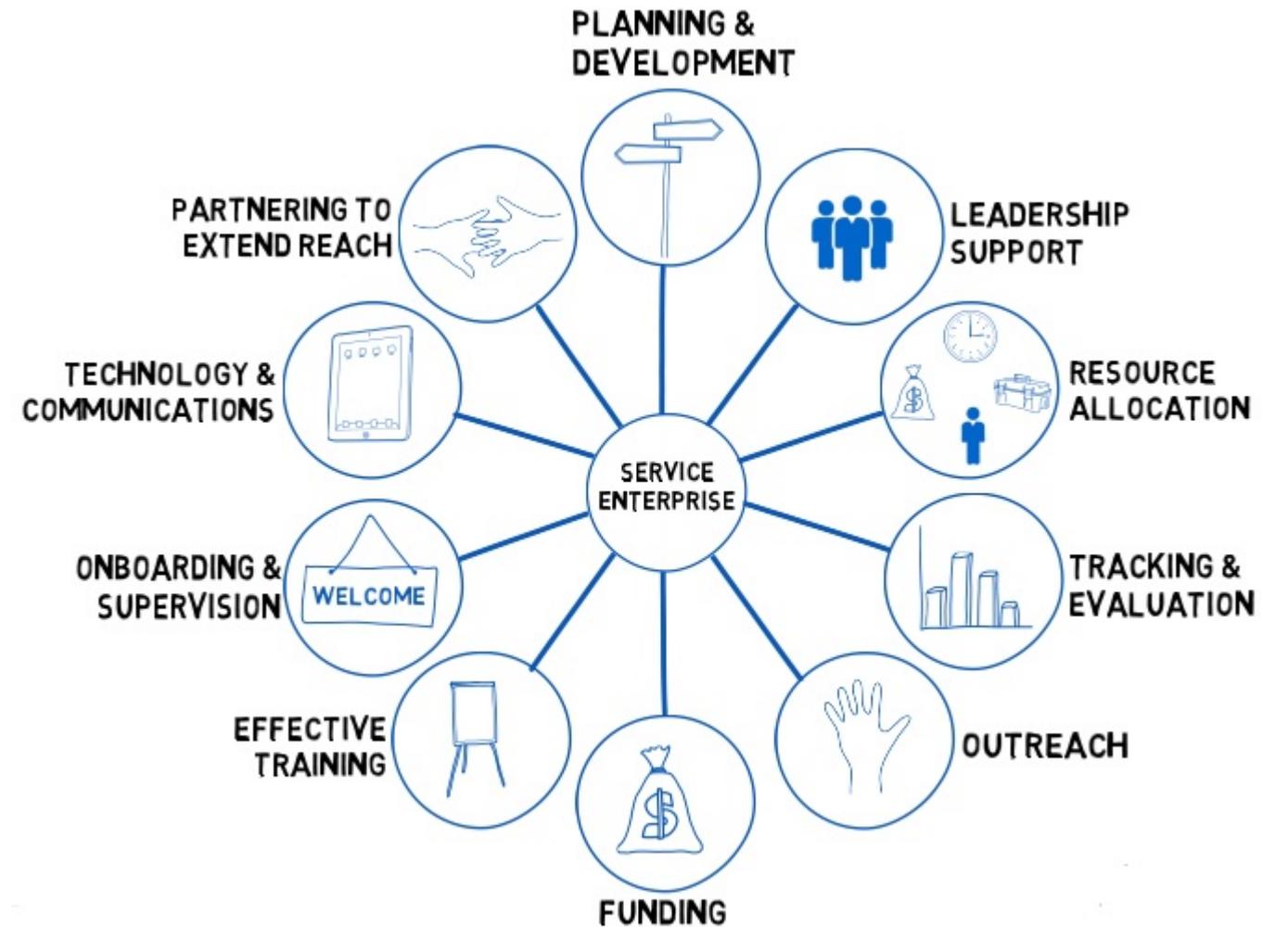
The estimated value of time donated by **Direct Program** volunteers is \$703,761. Please note that this calculation is based on the information you provided about service hours, your estimates of the hourly wage you would need to pay for someone to fulfill volunteer duties, and your answers about your cost of recruiting and training volunteers.

	Number of Service Hours		Average Value of Service Hour		Cost of Recruiting and Training Volunteers Due to Turnover		Estimated Annual Value of Volunteer Service
Direct Program Volunteers	40388	x	\$21.25	-	\$154,484.10	=	\$703,761.00
Operational Support Volunteers	0	x	\$11.12	-	\$0.00	=	\$0.00
<b>Overall Value</b>	<b>40388</b>	<b>x</b>	<b>\$21.25</b>	<b>-</b>	<b>\$154,484.00</b>	<b>=</b>	<b>\$703,761.00</b>

# PROGRAM MODEL

## ArizonaService Enterprise Initiative

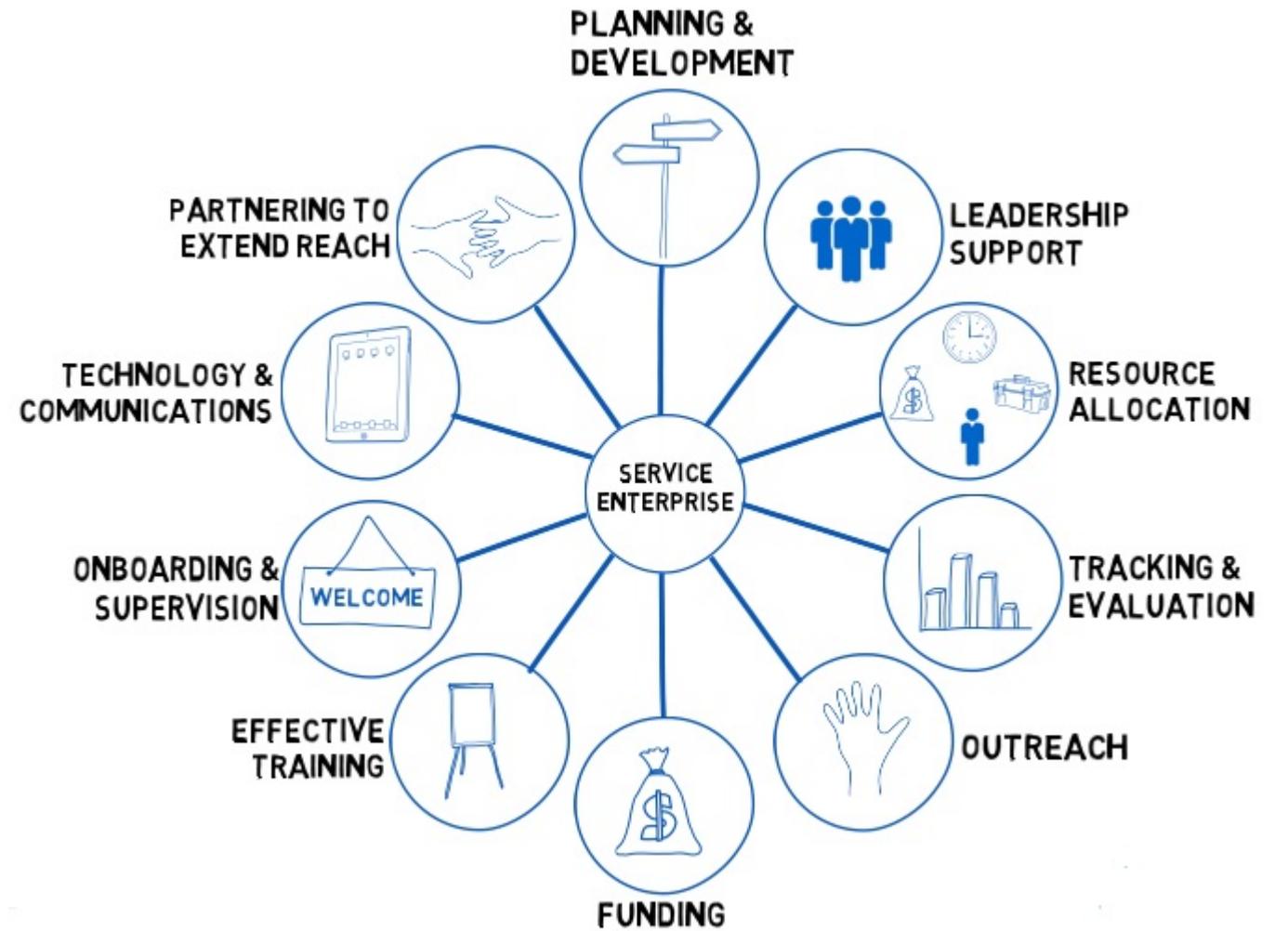
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# TRAINING EXAMPLES

## ArizonaService Enterprise Initiative

- Change management
  - A Culture of Engagement
- Technical Content
  - Impact Measurement



# CULTURE OF ENGAGEMENT

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What are possible challenges to integrating volunteers in new and different ways throughout your organization?



# CULTURE OF ENGAGEMENT

ArizonaService Enterprise Initiative

- How might you address these challenges?
  - How can you ensure that staff and current volunteers are prepared to work with volunteers in a Service Enterprise?
- 
- Facilitate conversations about engaging volunteers and any concerns the team has
  - Assess whether team members have had training or experience engaging volunteers
  - Discuss what a culture of engagement would look like at your organization—for all team members



# IMPACT MEASUREMENT

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- How do you currently track volunteers?
- How do you measure success?

ROVI

Number of Volunteer Hours	X	Value of Volunteer Hour	=	Value of Volunteer Contribution
15,000	x	\$23.56*	=	\$353,400

Value of Volunteer Contribution	/	Total Investment	=	Return on Investment
\$353,400	/	\$68,000	=	\$5.20

# SERVICE ENTERPRISE = INCREASED ROVI

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- # of (additional) services
- # of clients
- # of program sites/neighborhoods
- # of FTEs that volunteers represent
- # of partnerships/policies advanced
- Dollars and/or items donated
- Dollars and/or items raised
- # of volunteers led

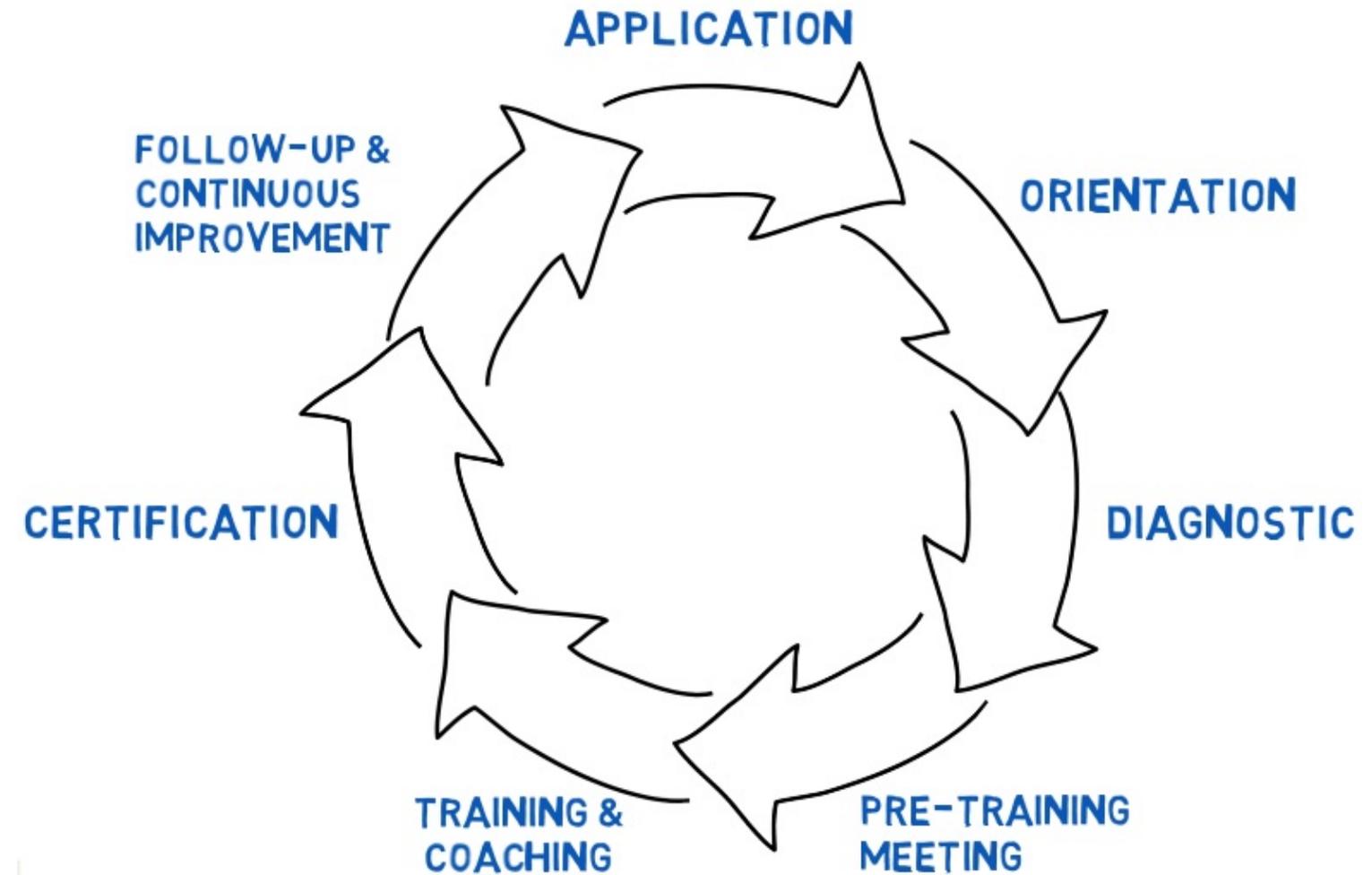
**OTHER WAYS  
TO MEASURE  
IMPACT**



# PROGRAM MODEL

ArizonaService Enterprise Initiative

- **National certification** signifying the organization's commitment to and proficiency in appropriately leveraging the time and skills of volunteers.
- A **peer network of organizations** from which to access best practices and support.



# SERVICE ENTERPRISE: NEXT STEPS

Arizona Service Enterprise Initiative



- **Questions?**
- To learn more about **Service Enterprise**, visit:
  - [PointsOfLight.org](#)
  - [Volunteer.AZ.gov](#)
- **Contact Information :**
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  - [EmilyLitchfield,elitchfield@azgov](mailto:EmilyLitchfield,elitchfield@azgov)
  - 602-542-2004



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