

101

volunteer recruitment

S E C R E T S



Revealed by members of the VolunteerMatch community

Designing the Perfect Opportunity

It is important to create a unique experience for each volunteer — we do this with flexible scheduling and project work tailored to the individual's skill sets and preferences. ~Adrienne Arsh Center for the Performing Arts

2 My recruiting motto is "Block all roads to no." So here at Big Sunday we offer volunteer opportunities for all passions, ages, and neighborhoods (in California), performing various tasks from the most simple to the highly-skilled that can be accomplished in anywhere from an hour to several days. ~Sherry Marks, Big Sunday

No one wants to get sucked in to a time-devouring commitment. We start off by defining the amount of their commitment, and once they respond we detail how it works and how we help to make sure it works. ~Friendly Visitors Program, Visiting Nurse Home Care Agency

Be a volunteer department that attracts people who share their talents and expertise. For instance, if a person is really good at web development, let them develop a web

resource that makes sense to your organization. If they have a passion for music, give them the freedom to create a musically-based program. ~Paul Ikonen, Hospice Advantage

Philosophy change: Instead of recruiting volunteers by baiting them in, simply build a program that is fundamentally attractive and people will come unsolicited. ~John Girdwood, OMIA Foundation

6 Make sure your volunteers are happy with what they are doing. Our Daily Bread checks in with our new volunteers, and if the job is not a good fit we offer other opportunities for them to try out. ~Christina Garris, Our Daily Bread

You need to have a variety of volunteer opportunities that suit the volunteer's interest, but most important is to listen to new volunteers who speak about what they have a passion for. Once you tap into that, they will be glad to fill an event position because they are also fulfilling their own mission in life. ~Ronda Pope, RSVP of Richmond, IN

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VolunteerMatch is...

a national nonprofit dedicated to helping organizations recruit the volunteers they need. Register for a free account today at www.volunteermatch.org.

Designing the Perfect Opportunity



Knowing exactly what you are looking for in a volunteer and wording your opportunity accordingly is important. Be specific and know what skills are required for a volunteer role and you will help make sure the task is accomplished and the volunteer feels successful in their effort to help your organization achieve its mission. ~*The Sunshine Foundation of Canada*

9 I invite all our volunteers to take ownership and make the soup kitchen their own. If you don't like the way the desserts are arranged, get in there and plate them the way you think looks best. This approach increases volunteer's pride in their contribution and, needless to say, adds to the enjoyment of working in a team to help make this world a better place. ~*Dean Chavooshian, Village Temple Soup Kitchen*

My best secret is just to be real — be realistic about who you are as an organization, what you need, and creative opportunities for people and groups to get involved. Volunteering is not just about what we need — it is about matching your needs with the needs and expectations of the volunteers. Keeping it real goes a long way in finding the best and longest-lasting matches! ~*Janet Soto*

I strongly believe in supporting volunteers in their interest to improve or add something special or new to the volunteer program. It also shows that we care! ~*Marisa Martinez*

As I interview each person, I make a note of what their strengths are and learn what they like to do. I match their personality and talents to a job that fits them and helps

Help volunteers achieve their personal vision by removing barriers (this doesn't always mean relaxing expectations or accountability, but focusing on eliminating any speed bumps that keep them from creating the change they hope to realize). The more in-tune volunteers are with your mission and the more impact they help create, the more satisfied they are. This drives powerful word-of-mouth marketing that is worth its weight in gold. ~*Tobi Johnson, Tobi's Nonprofit Management Blog*

We practice saying "yes" whenever volunteers have ideas for ways they can help propel our mission forward. We meet volunteers where they are, at their office, place of worship, school, virtually via Facebook, VolunteerMatch, our local Volunteer Center, United Way. We nurture

We offer volunteers a full range of opportunities to fit their needs and their personal goals for meaningful, supported volunteer engagement.

~Roni Kendall, Cancer Connection

Make sure the prospective volunteer understands his role on the project well in advance, before placement. Sometimes adjustments will be made on-site depending on the situation, but the manager should assist in developing adjustments. The community being supported should also be educated about the role of volunteers to avoid wrong expectations. ~*Flument Mkinga, World Health Organization (WHO)*

Our volunteer recruitment secret is letting them know up front what's expected of them and what we will do to support them. By providing training, sharing the task at hand, and letting them decide where and when they want to do an activity, helps us keep wonderful volunteers happy and active. ~*Shannon L. Farnsworth*

them feel comfortable, like a unique member with a unique contribution. This respect gets them through the application and training stages and to the stage of actually volunteering, hopefully for life. ~*Carl Hendricks*

15 The key for me is listening to why people want to volunteer and what the core of their giving nature is. If a volunteer comes to me because they "want to give back," it is important for me to find out why that is. If they had a specific experience that is bringing them to us, then I want to try and recreate that experience the best I can. If they want to get experience in a particular area, then I do my best to get them plugged in to that area.

~*Jennifer Berry, Girl Scouts of Greater Los Angeles*

volunteers' creativity and take the time to build one-time projects into a deeper commitment to our mission. ~*Elaine Osowski*

Ask in such a way that people can say yes. Offer choice, flexibility, and meaningful involvement. Listen to the volunteers and help them to meet their goals as well as those of the community so there is a win-win situation. Incorporate innovative models of volunteering: shared roles, virtual, family, corporate, and episodic. ~*Reva Cooper*

Spreading the Word

I frequently let my current volunteers know when we need additional help and ask them to spread the word among their friends. Good people generally hang around together, so this usually works pretty well. I also have a 24-hour turn-around rule. If someone contacts me about volunteering, I get back to them no later than 24 hours after they contact our organization. This doesn't allow time for their enthusiasm to cool off.

~Joan Malley, Harbor House

21 The officers in the police department are very supportive of the program and they are the best recruiters. Building relationships with these people who recruit for the program is the key. *~Leslie Hinton-Montgomery, Kentwood Police Department*

an undergrad, working in the field or at our offices, we make sure they see the difference they make and how they help us fulfill our mission.

~Deldelp Medina, One Heart World-Wide

organization is to make sure that your name is in the community in a positive way. It is a wonderful thing when you hear someone say, "I hear about that group every where I go."

~Danita Coulter

We put bulletin announcements in the local church bulletins. *~Marjorie Williams*

30 A couple of examples of what I consider to be creative recruiting are: including a blurb in my realtor's newsletter (which goes out to thousands of area residents) or posting flyers at ethnic gourmet food stores for a specific language need.

~Tanya Munro Erway

If each of your existing volunteers recruited just one new volunteer, what effect would that have on your roster? You do the math!

~Tiger Schmittendorf, Erie, NY Fire Department

I have found that cultivating personal relationships with local newspaper editors and reporters has resulted in terrific results in recruiting new volunteers—and I always follow up with personalized thank-you cards I create from bluemountain.com.

~Sharon Fitzgerald, Meals on Wheels, Senior Outreach Services

We try to work all the angles: digital media, newspaper, radio, word-of-mouth, flyers, presentations, collaborations with other groups—community members will eventually receive the info, one way or another.

~Mountain Mentors Colorado

At One Heart World-Wide we use a combination of word-of-mouth, social media tools and professional associations. Regardless of whether they are a medical professional or

our volunteers have had and add a tag-line about volunteer opportunities with the agency, and usually a picture. The newspaper is more than happy to print the articles — and it's free.

~Donna Cobb, United Way of Nevada County

27 I've developed relationships with local churches, synagogues and community groups, and try to do a presentation for one of them at least once a month. This helps to educate people about our mission and work in the community, and usually results in a few new volunteers and a few new donors too! *~Jen Rowles*

I have found that one of the best methods for recruiting volunteers is by branding and word-of-mouth. The greatest thing you can do for your

Social Media & Technology



A proven recruitment technique leverages other free resources and pairs them with VolunteerMatch. For example, post opportunities on Craigslist and direct them to the same post on VolunteerMatch. This promotes your opportunities to (perhaps) a different audience than those searching volunteer specific sites and still allows for the efficiencies as it directs potential new volunteers back to VolunteerMatch — and into your recruitment process.

~Jessica Adams, American Red Cross in the National Capital Region

In fact, these descriptions can serve as a way that potential volunteers can self-screen. Those who believe in your mission will want to connect with your organization. ~Elizabeth Coleman, Mississippi Department of Archives and History

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Place the volunteer opportunity on all websites where potential volunteers look: in your county, Craigslist, Idealist.org, VolunteerMatch, neighborhood listserves, AARP's Create the Good, serve.gov, and local universities. All of these efforts are free and have really paid off for us. ~The Senior Connection of Montgomery County, Inc.

We use online VolunteerMatch tools and our social networks. When writing the volunteer role description, make sure to state the time commitment and the volunteer's objectives up-front, so that applicants know exactly what they're getting into.

~Shannon Harvey

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My best volunteer recruitment source is VolunteerMatch.org. I love it! ~Carol Cookson

“ Asking followers to repost or retweet opportunities gets the word out to hundreds or thousands of potential volunteers in an instant. Not sure how to get started? Recruit a volunteer to set up your accounts and send messages for you! ~Elizabeth Meyers, Alexandra House, Inc.

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Volunteer opportunity position descriptions that detail exactly what kind of help, time and qualifications we need have helped tremendously! Especially because we are not open on the weekends and our opportunities in the evening get filled quickly. ~John Malcomson, Asian Counseling and Referral Service

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VolunteerMatch is a wonderful tool for us to maximize our efforts to establish local government accountability. Our webmaster is a volunteer from Volunteermatch. Our response to the emails generated from our postings shares more info on what we want accomplished and the fact that we are looking for self-motivated people who will not need to be micro-managed.

~Barry Allen, Vanguardians

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39 Outsource volunteer management. HandsOn Network affiliates like New York Cares and Chicago Cares will recruit and manage the volunteers for you. Other affiliates will at the very least provide an easy online forum for you to recruit and manage the volunteers yourselves. ~John Jerger

34 Build a good foundation and use all available resources (VolunteerMatch, State Commission for Volunteer Service, DOVIA, etc.) to recruit. Your volunteer descriptions can make or break recruitment efforts.



Making a Great First Impression

Be there. Answer the phone, go to events, represent your organization everywhere you go, give out your business cards, and encourage people to call you. Respond to VolunteerMatch postings immediately when you can. Smile. Be helpful: if you can't help a volunteer find a slot with your organization, help them volunteer with someone else. ~Susan Wolford, Columbus Metropolitan Library

Make your volunteer event like a party. More people will come if there is punch and pie. ~George Weiner, Do Something

Communication with integrity, honesty and respect, the intention to create a win-win situation for all involved, a positive giving attitude, and gratitude! ~Geeta Sangha, Drishtee Foundation

making them wonder what to expect from you. Going to a hat-themed event? Don't just wear a cool hat. Go to the flea market and buy every hat you can find to pin all over your body.

~Evelyn Harms, RSVP of Central Oklahoma

Offer free food. Ask current volunteers to bring friends. Promise everyone pride of place and deliver in buckets. Make it special. ~Sarah Torres, UCLA Volunteer Center

49 Find a way to offer meaningful one-time opportunities. Treat this opportunity as your "first date," and ensure you leave the best impression with the individual or group. Close your time with the individual or group with the suggestion of regularly-scheduled opportunities and be

even if you have to have one on the day of your event. This gives your volunteers clear direction, lays out the program guidelines, and most importantly, protects your organization legally. ~Martha Siano

Ask your volunteers to bring or refer a friend. People tend to enjoy volunteering in pairs or groups. It increases their comfort level and brings more volunteers to the agency. Also, treat them like friends that are helping you with a favor, because that's what they are! Don't ask them to do something that you aren't willing to do yourself. ~Amy Rasor

Be excited about the opportunity, provide details, and be visible at the event. Let your enthusiasm for your organization shine through and have leaders from your nonprofit working

“The four F's: Have a Friendly, Fun staff so prospective volunteers like you, and ply them with Free Food whenever possible. ~Mark Fallon, Briar Bush

Nature Center

I've found that a personal "ask" works far better than a general appeal by e-mail or in a newsletter. There's something about the level of human contact involved that makes your request more likely to succeed. ~John Hopkins, Green Mobility Network

45 Match passion with purpose and volunteer yourself! ~Barb Cooke, Partners in Care

After I receive the volunteer from VolunteerMatch, I treat each person with respect — it is a precious gift they are giving. I make sure they know we appreciate and value their time. ~Virginia Norris, Procare Hospice

My secrets are laughter and keeping people wondering what I will do next! Keep your volunteers smiling by

prepared to provide an application and some specifics on your greatest needs. ~Pam Howard Gordon

I follow up with anyone who has expressed interest. When we post about an upcoming event on Facebook and people "like" it, I immediately send them a message asking if they are interested in volunteering. ~Stephanie Rokich

Use humor and creativity. One I use is, "You got me at Hello" Our Volunteer Income Tax Assistance (VITA) site needs Greeters. Use something catchy — it makes people smile and let's them know we're not all business. ~Jo-Lyne Ryker

Put together a volunteer training manual. Don't let anyone volunteer if they will not attend a training session,

alongside the volunteers. It helps that they see everyone working for the cause together. ~Christine Lott

55 If we're not having fun in pursuing our goals, who the heck's going to want to hang out with us in the first place? ~Bob Toye

Simple: free lunch. ~Jes Matta

We use Skype to conduct comprehensive interviews ensuring that both parties are clear on the expectations. We also give new applicants the contact details of previous volunteers (with their permission!) and this works very well, as the new applicants hear the "real" experience as opposed to the organization's version. ~Noeleen O'Callaghan

Increasing Engagement



My newest board member was in the audience at a recent presentation that I did. He had a lot of questions during the Q&A and they were good questions. I found out who he was and where he worked from the group facilitator and called him. He is now on the board, fired up to help our organization and has already recruited another top-notch board member! ~Shalle Wolff, American Red Cross

It's about relationships. Period. ~Mary Gossett

Many of our volunteers first received support from our organization when they were diagnosed with cancer, and once they are out of treatment, many decide to volunteer. We do our best to ensure they receive the best support when facing a tough time so that

Each volunteer we have is a special gift that we have received. I try to get to know them all so that we can put their special gifts to work for us. By being open to suggestions and letting volunteers use their own good judgment within our guidelines, they become invested in our mission and they keep coming back. ~Joan Malley, Harbor House

Relationship skills are of utmost importance in all volunteer management: listening to what people want from this experience, giving feedback as they begin their work, validating their contribution, providing support as they meet challenges, and expressing gratitude in all the ways you can, as often as you can. We don't need high volume here, rather long term commitment. ~Edith McLeod, Kaiser Permanente Hospice

the organization together, which is both efficient and inspiring in that they meet a variety of board and staff members at once. ~Katherine Wertheim, Werth-it Fundraising and Consulting for Nonprofit Organizations

67 We make sure our volunteers are appreciated, feel cared-for and have somebody on their side to assist them whenever they need help. Currently, most of the volunteers we get are sent by our former volunteers. We give them respect, and that makes our volunteer return or recommend somebody else to come and volunteer with us. ~Benjamin Milk, Youth Volunteer for Change (YVC)

We have a large target list of people who may be interested in volunteering but have yet to take action. We make personal phone calls to these people throughout the year to spur action. ~Jeff Grandy, Child Focus

when they are finished with treatment, they want to be a part of the organization as a volunteer. ~Friend for Life Cancer Support Network

62 We keep contact info of the referrals and add them to our e-newsletter list, donor list, and volunteer opportunities list. This will lead to repeat volunteers that understand the organization and in turn they can be good spokespeople in the community about what we do. Also, once volunteers know who we are and have had great volunteer experiences, they will have the basis and the information on how to support the council financially. This builds a cycle of volunteerism for our organization. ~Christine Ritch, Girl Scouts Carolinas Peaks to Piedmont

I work for New Hope Hospice and individuals must undergo a lot of paperwork and submit certain credentials necessary to becoming a volunteer. I made the process very organized and simple so that anyone can become a volunteer with very little effort. Putting together a simple program might take days, weeks or months, but in the long run it will save you lots of time, and once you have those volunteers they will stay, saving you more time and money. ~Kim Cool, New Hope Hospice

The most difficult volunteers to recruit are good board members who will fundraise. I have nonprofits use current board members to meet prospects, and I also suggest having a small gathering at someone's home for all the prospects to hear about

Providing opportunities that are one-time, one-day or short events is a way to get your name out there to volunteers. Then make sure they are provided clear instructions and have a great time. This helps them get over their initial fear of becoming obligated to an organization. It also hooks them into your organization and leads them to ask about other upcoming events and ways to help! ~Monica Mora-Handlos

Showing Appreciation

We offer volunteers a true connection and ownership of the Center, and acknowledge their contributions and impact towards its success with a unique benefits package which includes free membership and ticket benefits to the season's hottest performances. Our best recruitment tool is the enthusiastic volunteer who gushes about the rewards of volunteering with us: the sense of family and belonging, encouraging others to do the same. ~Adrienne Arsht Center for the Performing Arts

We hold once-a-month info sessions and have an organized, interesting national training curriculum. We hold great volunteer appreciation parties to show our love. We're fun, friendly and always available. ~Casa Baltimore

Our volunteers are our most valuable asset. They are our eyes, ears, hands and legs to getting our work accomplished and we couldn't operate without them. We value our volunteers and strive to make sure that they know it. We take the time to fully recognize our volunteers on our website, in our newsletters and every chance we get. ~Shauna Ewing Libsack, Star Legacy Foundation

Volunteer recruitment is like donor solicitation. If you work for a nonprofit, I'm sure your organization has a donor stewardship plan that includes thank-you letters, thank-you phone calls from Board Members, birthday cards, holiday cards, and appreciation events. A volunteer stewardship plan is just as important, especially since your volunteers are also prospective donors. ~Rene Bouchard

them — they are the best way to recruit volunteers. I also guarantee a positive and rewarding experience in which volunteers will have a direct impact on our organization. ~Caitlin Powell

79 Volunteers are not "free," we pay them with conversation and listening. ~Diane Cameron

I treat each person with respect, realizing they do not have to give their time—it is a precious gift they are giving. I make sure they know we appreciate and value their time. I treat them each as a unique, intelligent professional. ~Carl Hendricks

Gratitude has always worked for me. Volunteers are the most amazing people in the world because they help for free. I make sure my volunteers know they are appreciated and that, without them, I probably wouldn't exist. ~Gail Ferguson Smith

Volunteers at KC's Botanical Garden are encouraged to come to the Gardens on their day off to just have fun. Once a year we started having a Volunteers' Family and Friends get in Free Day so they can show off the fruits of their labors. Some people love the Gardens so much they decide to volunteer too. We've had two friends, a niece and a daughter, sign up! ~Connie Harclerode, KC's Botanical Garden

73 I have found that being sincere in my appreciation lets my volunteers know how necessary they are to the Sanctuary. Finding each person's strengths and encouraging them to grow helps both the volunteer and the animals. ~L. Landmesser, Le'Land's Heart Sanctuary

We have many "mandatory" volunteers here at our food pantry and thrift store from the courts and high schools. They often return as volunteers because they are appreciated and know that they are helping others. ~Anita Duffany Hill Ciulo

When someone offers to help me in my work, I very readily allow, rather welcome him along with his ideas. I share my difficulties and request suggestions. This makes the person feel included and very connected with my work. ~Vishakha Purandare

Ultimately what I find most important is to smile and thank the current volunteers I have and develop friendships and relationships with

Showing Impact/Telling Your Story



I remember when my 4th grade teacher asked me to volunteer during recess to help the two new Vietnamese students practice their English. I gained two new friends, they learned a little more English, and I learned at a young age that I could make a difference and contribute in a positive way to change lives. I try to always keep that in mind when recruiting volunteers — that I am offering them an opportunity to learn more about themselves and an opportunity to change lives. Who wouldn't want to reach out for that? ~Rachel Mertz-Rodriguez, Giving+Learning Program

83 At Our Saviour's Housing, I always make time for tours of our homeless shelter. I offer them during

mailing brought in, how many clients where served, etc. All those statistics you collect help tell your story. ~Mary Friend, Ronald McDonald House of Indiana

Our primary recruitment secret is passion for what we do—it's contagious. At the moment, we only have one permanent employee and about 20 individual contractors, everything else is handled by volunteers. Volunteers are our foundation, and they know that they are part of a very positive solution process. ~Candy Schumann, Spay Neuter Action Project (SNAP)

Having a cause for people to become passionate about. ~Team Heart

89 Focus on what motivates the recruit and explain the benefits. This will help them to see the impact of their participation on a larger scale. Be honest and open to suggestions because a satisfied volunteer will become your organization's best recruiter. ~Latoya Palmer

My secret to keeping volunteers is a one-on-one orientation telling them the history of the animal shelter and how much we rely on volunteer help. Then I do a weekly email newsletter including which dogs and cats were adopted, new arrivals, thank-you's to whoever helped out that week, and any other news as a way to keep people connected to the shelter and show them that their volunteering makes a difference. ~Peggy Bush

“ Make current volunteers the face of the organization. That allows the potential volunteer to think to themselves, “If they can do it, why can’t I?” ”

~Big Brothers Big Sisters of Orange County, NY

volunteer projects and interviews, when people bring donations, or any time people just express curiosity. During tours I highlight the impact volunteers have on our work. Visitors are so moved and impressed by our work that they often call me first when they’re looking to volunteer. ~Colleen O’Connor, Toberman Our Saviour’s Housing

The best way to recruit enthusiastic and committed volunteers of all ages is to have a simple, clear, and worthy mission that everyone knows. ~Judy M. Judd, Plowshares Peace and Justice Center

Tell your story about how people can make an impact. Even volunteers who stuff envelopes make an impact, you just need to find a way to show them. Tell them how much money the

Cultivate word-of-mouth (WOM) marketing by communicating the value of volunteering. Help potential volunteers understand how their own hopes, dreams, and commitments to a specific cause can be fulfilled in partnership with your organization—this means communicating clearly and concisely what your organization or program’s purpose and impact are in recruitment materials—this helps people quickly assess whether or not this is the right place for them to change the world. ~Tobi Johnson, Tobi’s Nonprofit Management Blog

Most high schools and many colleges have service learning and community service requirements. Contact local schools and get listed with the coordinator. Come up with mini capital projects for school service projects, Bar/Bat Mitzvah projects and Scouts projects. Also, many corporations give employees paid time off to do community service. Look around at local large companies. ~Mark Fallon, Briar Bush Nature Center

93 I like to recruit volunteers over 50 years old. They can share great experiences, insights and maturity in life. They also make great mentors.
~Marco Meneses, Chronic Disease Prevention at Broward County Health Department

and door prizes. If a current volunteer refers a friend, that volunteer's name goes in a drawing for a gift certificate. This give us an opportunity to do hands-on training with students at the same time. Getting the students excited is the key. They love the atmosphere and sharing their talent to make a difference in a child's experience. ~Nancy Kaufman, Mid-Michigan Children's Museum

Have recruitment booths at Starbucks, Savemart, Colleges, children's fairs and events that allow you to ask for help from a broader group of volunteers. A better chance to find people with a variety of skills and different perspectives. ~Sierra Nonprofit

I suggest they ask the Society of Hispanic Professional Engineers.

~Katherine Wertheim, Werth-it Fundraising and Consulting for Nonprofit Organizations

Students are the key! I live in a college town, so we have a gigantic resource in our front yard. I speak at volunteer fairs at the university as well as connect with fraternities and sororities who usually have mandatory community service hours. Once students like your organization and love volunteering, the word of mouth flows through the school, and you will have a lot of great volunteers donating time to your organization.

~Ashlee Dixon

“ We've had great success recruiting skilled volunteers who are interested in using their skills for good. We've had people volunteer to help with Adwords, HTML coding, marketing vision, etc. ~Emma Bundy, GreatNonprofits ”

Girl Scouts of Black Diamond uses the Charleston Area Alliance as a way to network with many other businesses to grow our corporate recruitment, but we have found having smaller gatherings with those involved in the Alliance is more productive. We make better relationships, network with more people — not only for their corporation, but for their individual volunteer opportunities — and get a better sense of what they are looking for in volunteer opportunities.

~Nathan Michael Gregorich, Girl Scouts of Black Diamond

As the Volunteer Coordinator for a children's museum my favorite recruitment tool for high school students is to have an open house and make it fun! I invite students from all local schools to play gallery games in the museum, with refreshments

We tailor our communications to various target audiences, such as spouses of deployed, those in between jobs, high school students, soldiers and retirees. It's about letting the prospective volunteer know what's in it for them, how this is a win-win situation for all involved, getting them behind what we do, and getting them to love it as much as we do! ~USO Fort Riley

I tell nonprofits to reverse-engineer the process and decide first what they're looking for, not who they know. I have them look at recruiting from other organizations where they might not think to look: for example, if they need diversity on their board and a treasurer, I suggest they ask the National Association of Black Accountants for recommendations. If they need Latino professionals,

101 My nonprofit takes advantage of the youth and energy of college students who are always looking for that extra something to do. Those that come on board with us are natural recruiters and always bring more. We never lack for a healthy volunteer network! I love college kids!

~Dana Eicher Armstrong