Developing a Volunteer Program Toolbox for Open Streets Cape Town

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Abstract

Open Streets Cape Town (OSCT) is a nonprofit organization that works to create a car-free space where residents can celebrate the public space that is lost due to urbanization. Roads are closed to hold Open Streets Days where communities are able to play and mingle in streets. Volunteers are essential to the success of these Open Streets Days but OSCT's volunteer program is still in the early stages of development. For this project, we examined volunteerism in Cape Town, assessed OSCT's volunteer program, and researched the efforts of other Cape Town organizations. We developed two informational documents – a social media handbook and a volunteer program handbook – to serve as guides for Open Streets and similar volunteer dependent organizations.

Authorship

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Katelyn drafted the Recommendations section and Introduction as well as the Background sections regarding what populations may be potential volunteers, existing youth volunteer programs, student involvement, retired residents' involvement, and existing training programs. She also drafted the participant observation section of the Methods section.

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Kirsten drafted the Background section addressing concerns with volunteer populations. She also had a hand in drafting and editing the recommendations section of the report. She also was responsible for all the project's data analysis, graphics, and formatting.

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Taylor drafted the Background section exploring volunteerism factors, the potential of skills-based volunteering, and examined OSCT's current training program. She also drafted the Methods section about group interviews and semi structured interviews. Additionally, Taylor was the main editor of this report.

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Alexandra drafted the beginning sections of the Background as well as the section regarding volunteer retention. She also drafted the entire findings section and the section of the Methods section detailing group interviews. In addition, she focused on editing the Introduction and Background.

Acknowledgements

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Introduction

Increasing urbanization, resulting in more roads and automobiles, has reduced the amount of safe recreational spaces. Subsequently, there is a decrease in community participation in outdoor activities, which is linked to detrimental health issues like childhood obesity (Stigsdotter, 2010). A reduction in the amount of safe recreational areas not only negatively effects health, but also communities as a whole. The rapid urbanization of areas in and around Cape Town has caused a decrease in the amount of recreational spaces available to citizens (Tarver, 1994). This decrease has contributed to a deficiency in interactions between people, contributing to spatial divides between socioeconomic and racial groups (Agarwal, 2009).

Citizen-driven initiatives such as Open Streets Cape Town (OSCT) focus on closing the gap that separates the community while also celebrating public space. OSCT offers a solution to community divides by providing Cape Town suburbs with a shared space through events called Open Streets Days. Open Streets Days are a collaborative effort between OSCT, community partners, and the government of Cape Town to close streets in different neighborhoods for a day to allow people access to a safe recreational area in their communities. These Open Streets Days are designed to bring people together to create a more cohesive community.

Given the collaborative, community centered nature of Open Streets Days, there is limited external funding for organization and operation. Consequently, the success of Open Streets Days is dependent on volunteers. Only 2.2% of the South African population routinely volunteers (Niyimbanira & Krugell, 2014; The World Factbook, 2016), as compared to 25% of the United States population that routinely volunteers (New Report, 2014). A 2014 study on South African volunteer motivations found that the number of volunteer hours completed varied by race/ethnicity, educational attainment, and incentives offered (Niyimbanira & Krugell, 2014). OSCT must consider these findings in its efforts to recruit and retain volunteers for Open Street Days.

Any organization that utilizes volunteers requires a volunteer program to manage the recruitment, training, and retention. Retired citizens and local youth are two populations that have been recruited by other organizations as effective volunteers. For example, Habitat for Humanity South Africa partners with local high schools, such as Westerford High School, to raise money and recruit volunteers to participate in build days (Westerford High School Clubs and Societies, 2016). In the United States, the Retired and Senior Volunteer program facilitates retired citizens of New York

City to volunteer for different organizations in and around the city. Training is also common for all organizations, but approached in different ways. For example, the American Diabetes Association separates their volunteers into two distinct groups: a volunteer planning committee and general volunteers. The planning committee is composed of 20-30 volunteers who are chairs of a sub-committee responsible for planning different components of the event. The committee meets monthly to plan the logistics and training of the volunteers in their own sub-committee. Then the committee chairs assign tasks and train the general volunteers the month before the event (Foster, 2016).

The final component of an effective training program is retention. Many people expect incentives for their volunteering efforts and incentives can come in several forms (Darity, 2008). Whether these incentives are a sense of fulfillment, personal gain, or a provision of basic services, they are a crucial part of why citizens volunteer. One way that other organizations have provided these incentives is by reaching out to transportation or food services and having them donate their services in exchange for publicity (Do Paço, 2013).

To maintain and extend the initiative of OSCT, a strong volunteer network is necessary. The aim of the volunteer program is to organize, diversify, and generate enthusiasm within volunteers. The current volunteer program used by OSCT has faced challenges in its mission to retain effective volunteers. Since the organization is growing, it needs a volunteer program that can grow with it to produce dedicated, skilled volunteers. This project assisted Open Streets Cape Town by improving upon their existing volunteer program. During our time in Cape Town, we attended two Open Streets Days. At the first Open Streets Day in Langa, we observed the flow of the day and the volunteers in action. For the second Open Streets Day in Bellville, we attended OSCT's training program and participated as volunteers in various roles. Following informational interviews with current staff and volunteers, as well as potential volunteers, we suggested changes to the existing volunteer program. The suggestions to the program were compiled into a handbook and presented to our sponsors for future use at OSCT.

Background

The Open Streets campaign began with Ciclovía, a similar street closing program that began in Colombia in 1974 and occurs every Sunday and public holiday (Ciclovía, 2016). These programs work to close city streets to motor vehicle traffic to bring cyclists, pedestrians, and the general public together. The mission of the OSCT project is to bring the people of Cape Town together in a shared space regardless of their social, economic, political, and racial/ethnic differences to help bridge gaps between communities (Open Streets Cape Town, 2016). The organization works toward fulfilling their mission through campaigns, walks, public debates, and programs to foster a more cohesive community. The organization's main program, Open Streets Days, brought the first formal open-street community program to Africa. OSCT is a nonprofit and has minimal funding from the government of Cape Town (Campbell, R., 2016). Therefore, there is little room in their budget to pay for workers at each Open Streets Day. Each year, Open Streets Days become more common and popular but with the increasing participation from the public comes a need for more unpaid workers. The organization aims to expand with time and eventually become as large at Ciclovía (Campbell, R., 2016). OSCT relies heavily on help from volunteers and therefore requires a strong volunteer network to keep up with their growing vision. To build a strong volunteer network, a more structured volunteering program needs to be designed. In order to develop a better program, there must be a clear understanding of all parts of the platform: recruitment, training and retention.

How should Open Streets Cape Town be recruiting volunteers?

OSCT has expanded as a program and consequently requires a volunteer system that can also grow. Currently, the volunteer network is large enough to assist in successful Open Streets Days but is not skilled enough or consistent enough to allow for growth (Campbell, R., 2016a). OSCT averages 30-50 volunteers per event from many different demographics in the Cape Town area. The majority of the residents that volunteer during Open Streets Days are between the ages of 18 and 35 years. The volunteers are split into various delegations to perform crucial tasks and to keep the event running smoothly. Each delegation is given separate tasks that they are responsible for. These tasks include surveying the participants, answering questions, blocking off the route, selling merchandise,

and several more. A more in-depth description of how these tasks are distributed to each specific volunteer role can be found in Table 1.

Table 1: OSCT Volunteer Roles (Campbell, 2016a)

Role	Tasks
Volunteer Coordinator	§ Coordinate all marshals on the day § Hand out t-shirts § Hand out lunch vouchers § Liaise with Operations Manager
Survey Coordinator	§ Organize surveys onto clipboards § Coordinate surveyors (shifts, sections of the route) § Collect all surveys and file them afterwards § Liaise with Operations Manager
Surveyors	§ Approach people and ask them to respond to a few questions
Info Hub Coordination	§ Oversee setup of the info hub § Coordinate info hub volunteers & tasks (see below) § Liaise with Operations Manager
Info Hub	§ Provide general information about OS § Database signups § Sell merchandise § Receive reports of emergencies, lost children etc. & pass on info § Receive lost property
Host	§ Welcome participants (along route & at key points (e.g. train station) § Hand out maps
Logistical Support	§ Help with setup
Media	§ Post on Twitter & Instagram about OS § Liaise with journalists
Section Leader	§ Coordinate a section of the route § Liaise with Operations Manager § Welcome activity organizers/vendors § Check that activities/vendors' setup fits guidelines/'rules' § Check that marshals are in place § Monitor road closure points, activities, marshals & vendors all day § Respond to any emergencies & notify relevant person
Route Marshal	§ Support the Section Leader § Monitor road closure points, activities, marshals & vendors
Train Marshal	§ Lead a group on the train to OS
Bike Bus Marshal	§ Lead a group on bicycles to OS

The complicated nature of shutting down a street to cars for an extended period while ensuring that everyone at the event is safe and happy calls for a large number of volunteers who are able to remember their designated task and perform it efficiently. However, Open Streets is lacking manpower and those who do volunteer at an Open Streets day often to not return to volunteer again. Therefore, an effective recruitment system is necessary to provide OSCT with the volume of volunteers needed.

Factors that affect volunteerism

Volunteers are the backbone of many nonprofits organizations (Rowe, 2013). In the United States, one in every four people volunteer (New Report, 2014). Approximately 1.2 million South Africans volunteer (Niyimbanira & Krugell, 2014), 2.2% of the population (The World Factbook, 2016). Why is this number so low? In a 2014 study, Ferdinand Niyimbanira and Waldo Krugell used data from a 2010 Volunteer Activities Survey study to explore the links between individual resources and volunteer engagement. The study compared the number of hours volunteered to race/ethnicity, gender, education level, age, marital status, incentives from volunteering, benefits of volunteering, employment status, and monthly earnings. Study findings indicate that race is a predictor of volunteer engagement. White South Africans were found to volunteer 8.5% hours fewer than the Black and Coloured population. In fact, Blacks volunteer on average almost double the hours of any other population group. The findings from Niyimbanira and Krugell's (2014) study are consistent with the experiences of OSCT. According to the OSCT Operations Manager, Rebecca Campbell, most of their volunteers are one-time volunteers and tend to be Black or Coloured. Another factor in volunteerism is motivation. South Africans are likely to volunteer more hours if the volunteer opportunity benefits people other than family or friends. While studying the sub-sample consisting of only Black and Coloured populations, Niyimbanira and Krugell (2014) found that there is a direct correlation between hours volunteered and higher levels of education, receiving something in return for volunteering or helping people other than family and friends.

Who is willing to volunteer and why

With four Open Streets Days scheduled in the summer of 2016, more volunteers will need to be recruited and trained. After researching different characteristics of potential volunteers for OSCT, two promising sources have been identified: local youth and retired residents. These two large sectors of the Cape Town community remain relatively underutilized by OSCT. The population of

Cape Town consists of about 8% high school aged students (15-19 years old) while the elderly (65+) make up about 5.5% (Metropolitan Municipality). On average, the retirement age for South African workers is 60 years old as dictated by the Legislature Service Board (Kutuma vs. Limpop Legislature, 2014). In the United States, full time employees spend on average eight hours per day at work. Once they retire, those eight hours that were spent at work become time for leisure activities (Brandon, 2013). Students share a similar advantage with retirees. The average school day in South Africa is approximately seven hours long, which leaves a free time after classes and between sporting and other extra-curricular activities (Chisholm, 2005). The two groups could provide resources to OSCT that they are currently lacking including time and manpower.

The middle-aged population group is not an ideal target group because they lack free time. Currently 57.9% of the population participates in the labor force (Kazemi, 2016). Since, over half of the working aged population is either employed or actively seeking employment there is limited time that can be dedicated to volunteering. However, expatriates located in South Africa could prove to be a viable source of volunteers. Expatriates are immigrants that reside in a country either temporarily or permanently. It is a very involved and lengthy process to obtain a work visa in South Africa (Scarce Skills & Work Permit, 2016) so oftentimes expatriates are without a job for a period of time. OSCT can utilize this expatriate population because they may have time to spare; "The ease of the expat lifestyle inspires many foreigners to get involved" (Giving Back, 2011). Even though expatriates may provide a small source of volunteers the middle-aged population overall does not seem to be a very promising volunteer source.

Young people as a viable source of volunteers

Youth service programs have been put in place in South Africa to help the youth of the country develop leadership skills, build confidence, and provide a link to existing opportunities (Delany, 2013). A program in South Africa called the National Youth Service program has focused on building bridges for the youth so that they can transition from school to the working world. They have worked to link people to existing opportunities in the working world so that they do not fall into a jobless limbo (Delany, 2013). Though Open Streets Cape Town cannot provide employment for youth volunteers, OSCT can provide a learning opportunity for younger volunteers to develop their interpersonal skills. For example, as a surveyor, they would learn how to communicate effectively with the public and simultaneously boost their confidence. High school aged youth are a potential

target population because they could benefit the most from a bridge into the working world (Delany, 2013).

Five minutes up the road from OSCT's office is Trafalgar High School. The school has a popular Interact club that is four years old (H. Murray, personal communication, Nov 21st, 2016). Interact is a club for students 12-18 years old interested in getting involved in their community and making a difference (Interact, 2016). Each Interact club carries out two service projects a year. The goal of this program is to encourage young people to tackle issues in their community and build international relationships. Each Interact club is partnered with a Rotary Club sponsor in their area. Rotary is an international organization with over 35,000 clubs and over 1.2 million Rotarians all over the world. The Rotary International has three service clubs that make up their organization: Interact (students 12-18), Rotaract (young people, 18-30), Rotary Community Corps (non-Rotarians). As students get older they continue to move up through the program and continue to give back to their communities (Interact, 2016).

A few Cape Town organizations are successfully taking advantage of the potential volunteer pool of young people. One example of such an organization is Habitat for Humanity South Africa. Students at Westerford High School, for example, participate in their own Habitat for Humanity club that donates money to the organization through a coalition of South African schools. The group also donates their time by participating in annual build trips (Westerford High School Clubs and Societies, 2016). Somerset College, a private school located outside of Cape Town, gives to Habitat through a financial donation (Habitat for Humanity 2015 Annual Report). In addition to giving back to Habitat for Humanity, the students at Somerset College grow a garden and donate the produce to a local soup kitchen, tutor 6th graders from a nearby elementary school, and coach a hockey academy every week (Social Responsibility - Somerset College, 2016). There are 54 high schools in Cape Town alone, 13 private and 41 public. These volunteers are not being used to their full potential and therefore are a viable group to target during the recruiting process for OSCT.

Investigating the volunteering preferences of a slightly older group of young people, Michael S. Garver studied the volunteer motivations of university students. The goal of the research was to increase the volunteer work done by university students (Garver, 2009). The study found that students are more likely to volunteer if an organization's "opportunities they promote... match up with the underlying motivations of potential volunteers" (Garver, 2009). Although this is a United States based study, we can use the data to make inferences about South African volunteerism as it

relates to young people, despite the fact that the two have very different demographics. In 2013, the demographics of South African university students was 70% Black, 17.4% White, 6.2% Coloured and 5.4% Indian/Asian (2013 Higher Education Data: Participation, 2016). In the same year in the United States, the demographics of university students was 16% Hispanic, 6% Asian/Pacific Islander, 15% Black and 59% White (U.S. Department of Education, 2016). The demographics of South African and American students were broken into different categories, but clearly the two differ greatly. However, the United States based study can still be applicable in South Africa because both populations are students. By understanding the reasons why young people volunteer, a more effective recruitment program can be developed to obtain more volunteers.

Several studies have pinpointed the exact reasons why students volunteer their time to different organizations. One study suggests that the main factor for students is the type of volunteer activity (Garver, 2009). Students are more likely to participate in a volunteering opportunity if the activity involved is in a field that they have a strong interest in. A separate study supports the fact that the main reasons why students volunteer are the potential values to be gained, altruistic volunteering, and an opportunity to have new learning experiences (Moore, 2014). Unlike other age groups, young people's desire for altruistic volunteering matches well with the needs of OSCT – a willingness to help others and the ability to learn new skills. By evaluating the research from both studies, a better recruitment program can be created to appeal to many young volunteers.

Retired residents are potential volunteers

Another group of people that is underutilized by OSCT are the retired residents of Cape Town. Marc Musick and John Wilson completed a study based on survey responses of United States adults from 1990 to 1999 on the topic of volunteering. The pair found that after retirement, people end up with an accumulation of knowledge, skills, and free time to put those skills toward a cause they are passionate about.

> "After retirement, people end up with an accumulation of knowledge, skills and free time to put those skills toward a cause they are passionate about" – Marc Musick and John Wilson

The elderly volunteer for fewer organizations but volunteer more hours on average than younger

volunteers (Musick, 2007). In Australia, studies "demonstrate that volunteering peaks in midlife and declines after age 55, although older individuals tend to give more time to their volunteer activities" (Warburton, 2007). On average, a volunteer 65+ years old will volunteer for approximately 88 hours a year while a young adult (16-24) will only volunteer 40 hours a year (Musick, 2007). The time commitment that the average retired volunteer puts into an organization and the retention of those volunteers makes the retired population an appealing potential volunteer source.

An example of an existing program that utilizes elderly volunteers is the Retired and Senior Volunteer Program. Based out of New York City, this program recruits, trains, and places volunteers at local community-based organizations. This program has over 3,000 volunteers aged 55 years and older at hundreds of different non-profit agencies around the city. Similar programs have popped up in both Australia and the U.K. (DiCostanzo, T., Futrell, B., Molina, A., Ryan-Spirakis, D., & Solazzi, F., 2016).

A key advantage that the retired population offers is a wealth of knowledge. If OSCT is able to match the skills, experiences, expertise and knowledge of its older volunteers, the volunteer program would be more efficient. "Skills-based volunteering is defined as a strategy for building the capacity, impact and sustainability of non-profit organizations" (Skills-based, 2014). Utilizing this strategy on Open Streets Days has the potential to maximize efficiency and boost morale, as the volunteer would feel more confident in their ability to complete the task. The Hands on Network in the United States has put skills-based volunteering to use and has found that volunteer recruitment and retention has improved as well as the company's reputation (Skills-based, 2014).

One concern regarding the use of the retired population as volunteers is their physical effectiveness. Many people lose their ability to get around unassisted or perform physical tasks as they get older. Despite this concern, the volunteer program at OSCT has several ways to get around this issue. In Table 1, we display the different tasks that each volunteer is expected to perform. Volunteers of all ages could work as a host, media worker, or an information hub assistant, regardless of their physical abilities.

Major concerns regarding using the two groups

The majority of Open Streets Days occur in townships outside of Cape Town, not in the middle of the city. Townships are made up of low-income housing, including government provided redevelopment homes and informal shacks. As with suburbs in the United States, it is unlikely for

people to travel into the area unless they are a resident or an invited guest. The main reason volunteers for Open Streets Days might be hesitant to travel into an unknown community is that townships tend to be comprised predominantly of Black residents. For many White South Africans, this remains an unfamiliar and scary atmosphere (Altbeker, 2008).

Another limitation to hosting Open Streets Days in poorer communities is the heightened levels of violence present. In her 2008 study that examined the relationship between community violence and its effect on Cape Town's children, sociologist Nancy Shields argues that "Community violence in Cape Town is especially problematic… [w]hen compared with violent crime rates for Detroit for 2003… Cape Town [crime rates] are higher in every category, especially for murder and rape" (Shields, N., 2008). A 2008 (CSVR) paper that relates crime rates to South African inequalities says that policing is more prevalent in rich neighborhoods than in poor ones. Residents of richer neighborhoods may feel unsafe venturing into low-income communities with lower police presence.

> **"Community violence in Cape Town is especially problematic."**
> -Nancy Shields

Travel expenses, long commutes, and location safety are very legitimate concerns that could be scaring away potential volunteers. Also, Open Streets Days occur on Sundays which are a day of rest for many, specifically those who attend or have religious commitments. We hope that by encouraging groups of people to volunteer together, the majority of these concerns will be mediated. Providing transportation to and from the volunteering venue could also make volunteers feel more comfortable.

Social media can assist with recruitment

Getting a message to spread across a large group of people has become easier over the years with the development of social media. Thirteen million South Africans use Facebook and within the last year that number has increased by 8% (Snyman, 2016). Tools and platforms such as Facebook, Twitter and Instagram can facilitate the expansion of Open Streets as an organization and initiative. These new platforms are a great place for nonprofits to spread their message to an ever growing public audience at little to no cost. According to a 2009 study, "the largest nonprofit organizations

are outpacing corporations and academic institutions in the adoption of social media" (White, 2010). The study surveyed 76 charities, 80% of which agreed that social media is an important part of nonprofits strategies, especially moving forward (Barnes, 2009). Social media allows organizations to reach further out into their communities. This makes it easy for potential volunteers to stumble across the organization and find out more information. OSCT can utilize social media to connect with their followers and keep their existing and potential volunteers updated.

What makes an effective volunteer training program?

OSCT's current volunteer training program

Proper training for volunteers is imperative for any event to run smoothly. OSCT breaks volunteer's duties into several categories, as shown in Table 1. Currently, OSCT holds a brief meeting the Saturday or Sunday before the Open Streets Day for volunteers to attend. During the meeting, volunteers are introduced to how the Open Streets Day will run and choose which role they would like to fulfill. OSCT has acknowledged the importance of volunteer training and wants to implement a consistent program that will prepare volunteers for their event day roles.

Examples of existing training programs

Sandy Foster, the Associate Director of Development at the American Diabetes Association (ADA), informed us about one type of training program that is used by other organizations (Foster, 2016). The ADA separates volunteers into two different groups: a volunteer planning committee and general volunteers. The volunteer planning committee is composed of 20-30 individuals that work year-round at monthly committee meetings. The committee is run by a Chair and a Co-Chair and there are chairs for each subcommittee. These individuals are responsible for figuring out logistics of the event and training other volunteers in their specific subcommittee. The other group, the general volunteers, are the hundreds of people that come out the weekend of the event. These volunteers are assigned their tasks through the chairs of each subcommittee. Training calls to the general volunteers are set up in advance to inform them of their duties during the event. Each task has the best practices documented to provide a "blueprint" to supplement the volunteer's training.

What factors influence a volunteer's desire to return?

Given that OSCT relies on volunteers for the success of their programs, it is necessary for the organization to maintain a large number of consistent volunteers. This is something that OSCT has struggled with because most volunteers only participate in one Open Streets Day (Campbell, 2016). Presently, OSCT has a small board of consistent volunteers. However, the group is not nearly as large as the Managing Director of OSCT, Marcela Guerrero Casas, and the Operations Manager, Rebecca Campbell, would like it to be. The organization needs to be able to increase the number of returning volunteers to set up a long-term recruitment and training process.

> "Individual volunteers look for a sense of fulfillment or personal gain but can also be motivated by being provided basic services."
>
> -Arminda do Paco and Ana Claudia Nav

Volunteering has many different motivations and in order to retain a sufficient number of volunteers it is necessary to understand those motivations. Many people expect incentives for their volunteer efforts and these incentives can come in several forms (Darity, 2008). Individual volunteers look for a sense of fulfillment or personal gain but can also be motivated by being provided basic services. For example, if an organization is hosting a program that requires volunteers to show up at a specific location, it is beneficial for the organization to provide volunteer transportation. One way that this has been accomplished by other organizations is to reach out to transportation, food service or other useful organizations in order to have them donate their services in exchange for publicity (Do Paço, 2013). This is a twofold strategy for developing a successful retention rate by entering into a symbiotic relationship with local businesses. The easier that OSCT makes it to participate as a volunteer at their Open Streets Day and the more incentives they offer to both individuals and businesses, the more successful their volunteer program will become.

Partner organizations and businesses play a role in the retention of volunteers by providing in kind services to volunteers. One such example of a partner organization is Bicycle Cape Town. They donate their bikes for use on Open Streets Days to transport volunteers and participants from

different locations of the city to the location of the Open Street Day. They refer to this system as the "bike bus" (Campbell, 2016). This partnership allows volunteers a mode of transportation to the Open Streets Day as an incentive to continue volunteering even when it moves to different locations around Cape Town. OSCT looks for partner organizations that they see "potential synergies with" in the different communities that the Open Streets Days are located in (Campbell, 2016). Additional partner organizations could provide additional incentives to potential volunteers.

Existing organizations that Open Streets Cape Town can model their program after

A similar campaign, CicLAvia, has established itself as a successful open streets organization with a strong volunteer base by using incentives and providing courtesy services to their volunteers. CicLAvia is an organization based in Los Angeles that is modeled after Bogota's Ciclovía Program. CicLAvia has put into action several retention strategies including appreciation dinners and incentives based on a point system (Volunteer Rewards Program, 2016). Every CicLAvia volunteer is invited to a dinner hosted by the staff to properly thank them and show the organization's appreciation for all its volunteers. This dinner is coupled with a merchandise incentives program where each volunteer can receive rewards based on their volunteer hours. These rewards include key chains, shirts, and tote bags; the more hours worked the more merchandise the volunteer receives. CicLAvia also provides every volunteer that works two shifts or more with lunch from a participating sponsor (Volunteer Rewards Program, 2016).

Another organization that gave us insight into their retention program is the American Diabetes Association. We contacted Sandy Foster, the Associate Director of Development, and she provided information about the organization's largest event, celebrating its 25th anniversary this year. The American Diabetes Association uses a few methods to retain their volunteers that are similar to those of CicLAvia. The volunteer planning committee gives each chair in that committee a sense of responsibility and personal ownership over a part of the event (Foster, 2016). This helps to ensure that these chairs continue to assist in the planning of future events by giving them a sense of importance. Another part of their retention program is keeping volunteers updated on current campaigns and reminding them of the importance of their work. Celebrations are held at the beginning and end of the campaign to acknowledge the work done by all the volunteers, specifically the planning committee. Committee chairs are even rewarded with special gifts like jackets or hats to

provide extra incentive. Sandy Foster suggested that a condensed mission statement that focuses on the key elements would help to influence the largest audience possible. An organization must figure out what their mission is and how it will inspire many different people with different objectives (Foster, 2016).

The methods employed by these various organizations have been successful so far in their mission to keep volunteers engaged and coming back. Although the budget for OSCT's volunteer program is currently too small to exercise any extravagant incentive plan, it is useful to begin adapting these methods for OSCT. There are small incentives that can be worked into OSCT's program that will not severely impact their budget. As OSCT continues to grow, they will be able to expand their volunteer program budget. This will allow retention tactics such as merchandise incentives and volunteer receptions to become a reality.

Methods

The aim of this project was to increase volunteer participation in Open Streets campaigns through the assessment of the current state of volunteers, the documentation of volunteer motivations and general outlook on volunteerism, and the modification of a volunteer recruitment, training, and retention program.

Participant Observation

To gain a deeper understanding of OSCT's volunteer program, we participated in the Open Streets Day located in Langa on October 30th. Participant observation was used to document our observations and assess the preparedness of Open Streets volunteers and employees.

Participant observation involves the observer taking part in an event and making observations while participating (Observation: Participant observation, 2016). Since we were the observers in the Open Streets Day, the qualitative data was from our four viewpoints. By having direct exposure to the current processes that are used for recruitment, training, and retention, we were able to suggest potential changes to the organization that are applicable to future Open Streets Days. We acknowledge this method has flaws. For example, we have our own individual viewpoints that could be biased and we have immersed ourselves in a different culture that could cause us to misinterpret situations.

Data collected during participant observation was documented in field notes. Field notes include sensory impressions and summaries of conversations or details of what happens at the event (Chiseri-Strater, 1997). During the event, our notes were short enough to help us remember specific experiences and interactions but not occupy so much of our time that it took away from our experiences. Immediately after the event, time was allotted for reflection and analysis of the event to make a more detailed documentation of our experiences. Each team member jotted down field notes from their perspective. We both observed and participated in the interactions between the current volunteers and potential volunteers at the Open Streets Day. The results from this methodology provided a better understanding of the volunteer experience and highlighted desired characteristics in potential volunteers.

To gain a deeper understanding of the training program currently implemented by the OSCT organization, we participated in the training program for the Bellville Open Streets Day. The objective

of this participant observation was to assess the current volunteer training process and determine potential alterations to make the training program more effective. Knowing the scope that the training program must cover helped us to recommend changes to the current training for a more comprehensive program.

Group Interview

An effective method for understanding the opinions of possible volunteers who could be recruited for OSCT was to conduct group interviews. To evaluate where potential volunteers stand and what ideas or opinions they have about volunteering, we conducted multiple group interviews with different sample populations. The target populations for these group interviews were broken down into two groups: young adults and retired residents of Cape Town. Conducting a group interview among a population of potential volunteers allowed us to talk to several people at once and create a flow of opinions, which is more effective than conducting one-on-one interviews (Frey, 1991). The structure of a group interview allows the subjects to open up and speak more freely due to its semi-structured nature, rather than feeling confined to simply answering the question.

To choose our young adult subjects, we met with the principal of Trafalgar High School, Mr. Nadeem Hendricks, and he connected us to the leader of the Interact Club, Mrs. Murray, and three of her students who are passionate about volunteering. Aside from interviewing the three Interact students, we interviewed four students from Trafalgar High School that were not members of the club. The club members were obviously enthusiastic about volunteering so we found it necessary to get the opinions of the general student population as well. We also contacted Cape Town High School and were permitted to talk to four students there. During each of these three group interviews, we sat in a classroom with the participants in a circular formation to promote conversation.

Though finding a group of retired residents who were willing to participate proved to be difficult, we conducted a group interview with five retired residents of Cape Town. Mrs. Murray has relations with the Waterfront Rotary Club and gave us their contact information. We attended the Rotary Club's weekly meeting and met with the five participants after the meeting. We sat around a table while conducting the interview, which allowed everyone's voice to be heard.

For this method, data was recorded using notebooks and laptops. Two group members facilitated the interview. Note taking was delegated to two people to ensure that the flow of the

conversation was not disturbed. The data that was collected from each of these group interviews went on to assist us in understanding the motivation, reservations, and opinions of potential volunteers. The interviews were reviewed using content analysis by all group members to find themes in the data that were relevant to OSCT and South African volunteerism (Wilson, 2016). Content analysis was chosen because it can encompass two actions in one. Conceptual content analysis includes coding the data to find specific words and themes while making inferences about emerging patterns. Relational content analysis then allows us to build on these themes by forming relationships between them. Specifics on the questions that we asked can be found in Appendix A.

To assess what OSCT wants out of a reformed volunteering program, it was beneficial to gain employee insight. We conducted a group interview with OSCT employees Marcela Guerrero Casas and Rebecca Campbell. Both Marcela and Rebecca work in the same office at the same time so it was logical to conduct a group interview rather than individual interviews. We sat around a table, which allowed the conversation to flow and helped us come to a common consensus about volunteer program details. We knew when we had enough data points when the questions had been sufficiently answered and we were confident that we could make recommendations for the volunteer training process. We conducted this group interview at the OSCT office shortly after the Bellville Open Streets Day. To analyze the data, we compiled our notes and transcribed them, assessing the responses using conceptual and relational content analysis in order to find themes in the data and create useful relationships. This data was then used to generate a volunteer program manual for OSCT to use for future Open Streets Days. OSCT employees are the driving force behind the success of a new volunteer program so it was crucial for us to gather and assess their opinions and advice.

Semi-Structured Interview

To improve upon OSCT's volunteer program in terms of recruitment, training, and retention, we interviewed residents of Cape Town as well as representatives from organizations in the area. These two distinct groups allowed us to gather a vast range of opinions; Cape Town residents provided us with their perspectives on volunteering whereas organization representatives allowed us to develop a deeper understanding of volunteer programs in Cape Town. We collected text data via semi-structured interviews (Handwerker, 2001). This approach allowed us to address key themes,

but provided flexibility to probe or clarify if the response was not thorough enough at first or our questions were not understood (Trochim, 2006).

Cape Town residents were recruited in or around public centers like a grocery store or café. We used purposive quota sampling (Berg & Lune, 2012) because it is the best way to determine if factors influencing volunteerism are distinct between racial groups, gender, and age groups, as the literature indicates. Our target sample was 90 people, as broken down into the demographics shown in Table 2.

Table 2: Purposive quota sampling sizes for each race, gender, and age group.

	15-25	26-54	Above 55	Total
Black	10	10	10	30
Coloured	10	10	10	30
White	10	10	10	30
Total	30	30	30	90

Equipped with the prepared questions, a pen, and a notebook, we asked anyone who agreed to participate to provide verbal agreement after listening to the consent statement (Appendix B). Teams of two conducted interviews that lasted between two and five minutes. We took turns asking questions and were able to take notes that highlighted important keywords and phrases to make analyzing the results easier. We asked questions related to their existing knowledge of OSCT, their volunteer history within OSCT or other organizations, what motivates volunteering, what experiences they have had in volunteer training programs, and what incentives might have kept them volunteering with certain organizations. In addition to asking questions about past experiences, we asked interviewees to respond with their initial thoughts when we said the word volunteerism. These word associations provided general impressions on volunteering rather than specific accounts of experiences, and proved useful when the interviewee had limited volunteer experience (Frequency Distribution Tables, 2013). The specific questions used for these interviews can be found in Appendix B.

The interview questions with Cape Town residents were answered in several different ways, requiring multiple techniques for analysis. For the questions resulting in a yes or no answer, a simple univariate statistical analysis was completed that we turned into graphs and tables to represent our

findings. The non-numerical text data from the word association was analyzed using basic frequency distribution (Frequency Distribution Tables, 2013). This allowed us to see the most prevalent ideas people had when they think of volunteerism. Breaking down this data made it easier to compare answers across the different demographics. To ensure the safety of our collected data, we password-protected the individual documents. Once we gathered the data, we created visual representations to convey our findings.

We also conducted an interview with Mike Rodwell, a Bellville resident who is very passionate about volunteering, especially with Open Streets. Data collected from this semi-structured interview was valuable information that provided insight to Mike's passion for Open Streets, volunteering, and why. Similarly, we conducted an interview with Holly Murray, the advisor of Trafalgar High School's Interact Club. This interview allowed us to understand more about the Interact Club and Mrs. Murray's personal motivations behind volunteering. The non-numerical text data from these interviews was examined through a process of content analysis because they were more in depth than the rest of our resident interviews.

Representatives from organizations in Cape Town were interviewed to gain insight into different volunteer programs. For these more in depth interviews, two team members facilitated while the other two took notes and each interview lasted between 15 and 45 minutes. The organizations that we spoke to included Cape Town Carnival, The Color Run South Africa, and Greenpop.

We asked all three representatives questions related to their volunteer history, what motivates them to volunteer, what experiences they have had in volunteer training programs, and what incentives might have kept them volunteering with certain organizations. In addition to asking questions about past experiences, we asked the representatives about the specifics of their respective organization's volunteer program. These interviews were analyzed with content analysis similar to previous interviews that were very dialogue heavy. We reviewed the notes to find key indicators such as motivations, expectations of training programs, and incentives to build retention. When these themes and relationships between the themes were established we used them as modifications and suggestions for OSCT's current volunteer program. The specific questions used for these interviews can be found in Appendix B.

Survey

To assess the opinions of Open Streets Day volunteers, we used a verbal survey. A verbal survey was more effective in this context than a written one because we did not want to limit our results to only the opinions of those that are literate (the literacy rate in Cape Town is 85.2%, Western Cape Government). Also, there were very few opportunities for volunteers to sit and complete a written survey during the Open Streets Day. We took a convenience sample of all the volunteers that were available at the Open Streets Day in Langa. Our questions were closed ended (see Appendix C), taking about five minutes to complete. Four of us walked around in teams of two and delivered the survey to volunteers from OSCT. We had pen and paper in hand to mark down the results. These surveys aimed to understand the perceptions on volunteers' experiences in the volunteer program and consequent experiences as a volunteer. The participants were also asked about possible changes that would better clarify the volunteering process. Survey data was coded into a single document so responses could be directly compared. Volunteers were also asked about the possibility of volunteering at OSCT in the future. Once we gathered the data, we created visual representations to convey our findings.

Findings

Who volunteers in Cape Town and why?

To build a strong volunteer program it is necessary to identify a target population. In Cape Town, volunteer patterns and tendencies were examined by conducting semi-structured interviews with 84 randomly selected individuals. The demographics of these individuals can be seen in the table below.

These short interviews asked questions to establish demographics (age, race, and job status) and gauge the individual's volunteer history and perception of volunteering. We found that race did not play as large of a factor as was predicted; 26% of Blacks and 36% of both Whites and Coloureds were found to have volunteered before.
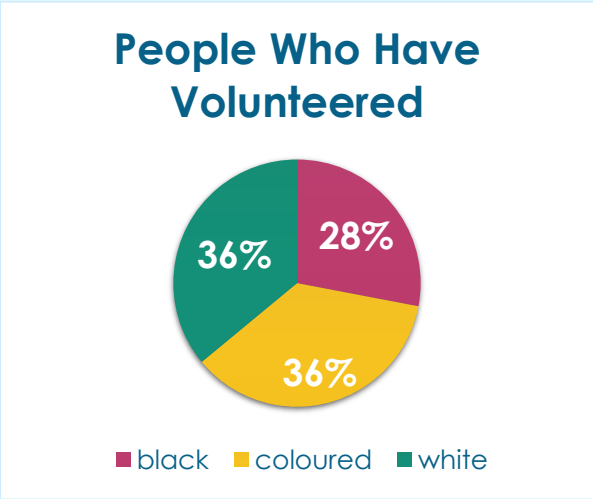
Figure 2: Pie chart of people who have volunteered based on race.

In terms of age, the research displays that 65% of people aged 15-25, 43% of people aged 26-54, and 77% of people aged 55 and older have volunteered in their lifetime. These interviews revealed a correlation between work status and previous volunteer work. While full time workers made up 41% of the interviewees that had volunteered, they also make up 59% who have not. Meanwhile 16% of part-time workers, 28% unemployed, and 15% retired individuals have volunteered before.
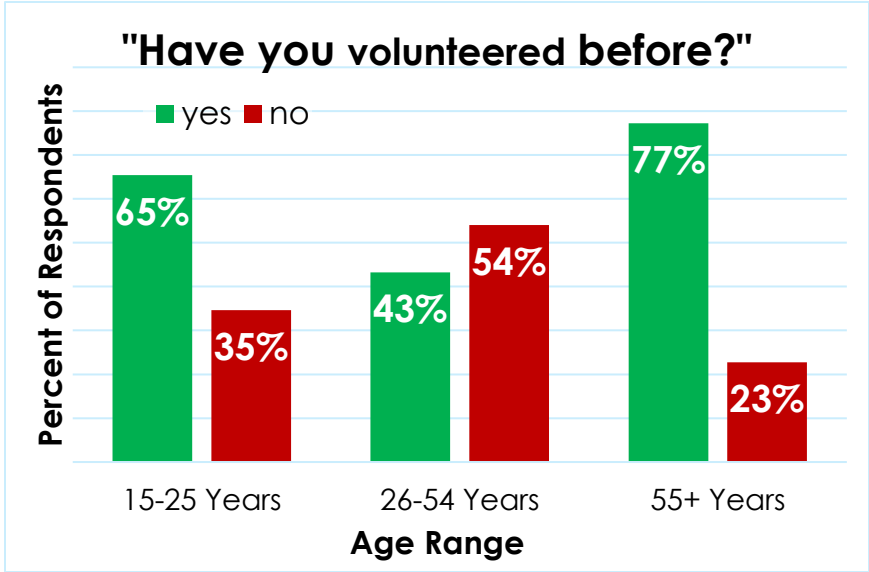
In addition to enquiring about individual's volunteer history and demographics, we asked about perceptions, motivations for volunteering, and the influence

Figure 3: Bar chart relating age to the question "Have you volunteered before?".

incentives may have. A word association was used during the interview to gather what people thought about volunteerism. The results from the word association were put into a word cloud that can be found as Figures 4 and 5. The larger the word the more often it appeared in the results. The most common word that individuals expressed when thinking of volunteerism was "helping" which has a positive connotation. However, "free" and "work" were also very large implying that many individuals view volunteering as working for free.

Figure 4: Volunteerism word association word cloud.

A word cloud was also used to analyze the motivations people have for volunteering. The most common motivator for interviewees is helping people. This result correlates well with the results for whether or not incentives influence a person's desire to volunteer. The majority, 51%, of individuals answered that incentives would not encourage them to volunteer more and may even discourage them. A common phrase that we received as a result of this question was that volunteering "comes from the heart."

The data gathered from the 84 semi-structured interviews confirmed our original inclination to target young adults and retired individuals. However, this data had several possible errors due to the way questions were asked and interpreted. Errors may have occurred when asking individuals about their previous volunteering experience. Interviewees may have interpreted the question as "have you ever volunteered in your lifetime" whereas some people may have interpreted it as "have you volunteered recently." Similarly, many people did not seem to consider small acts of volunteerism volunteering. Therefore, if an individual has picked up trash or done some other task on their own, they may not have answered yes to previous volunteering because they were only answering if they had volunteered with an organization. These errors could

Figure 5: Motivations word cloud.

affect our results because we are not getting an accurate response as to who has volunteered before.

There were a couple of discrepancies between our results and the literature regarding volunteer motivations. The majority of the literature we referenced supported the idea that Black and Coloured South Africans volunteer more than White individuals. However, our research concludes that Blacks, Coloureds, and Whites volunteer approximately the same amount. Our results did support the literature in terms of job status; both concluded that full time workers volunteer less than those who do not work full time. Our percentage of full time workers who volunteer may have been so high (41%) because most our interview subjects were employed full time.

How Do Organizations Around Cape Town Recruit Volunteers?

There are several organizations in and around Cape Town whose success can be accredited to their volunteer programs. For the purpose of enhancing OSCT's volunteer program, we

Figure 6: The Color Run SA's online volunteer sign-up

interviewed employees from several different organizations. These organizations gave insight into their recruitment processes. When interviewing Craig McLennan, the National Project Manager of The Color Run SA, we learned that The Color Run recruits volunteers through their website and through partnerships with companies in the area. For their most recent event, 600 people signed up to volunteer online but only 50 showed up on the day of the event. The Color Run needs roughly 200 volunteers to operate, so the partnerships with organizations work as a backup plan. The Color Run donates to a company in exchange for employees volunteering (C. McLennan, personal communication, Nov 17th, 2016). Greenpop, an environmental social enterprise, also uses web based platforms to recruit volunteers (T. Van der Waerden, personal communication, Nov 17th, 2016). Talitha van der Waerden,

Greenpop's Experience Manager, informed us that the organization relies heavily on social media to recruit new members. Through the use of social media outlets and website advertising the organization is able to recruit a substantial number of volunteers and interns (T. Van der Waerden, personal communication, Nov 17th, 2016). Another organization that provided recruitment insight was Cape Town Carnival. Bradley Baard, the Creative Director of the carnival, revealed that most of their volunteers come to them through word of mouth. The carnival is a large event and most of the volunteers are performers so tryouts are held to select which volunteers can participate (B. Baard, personal communication, Nov 23, 2016). In the early stages of the carnival before holding tryouts, the carnival employees would travel to different college campuses and seek out performers. Paying a company in exchange for volunteers is an interesting strategy that begs the question: are they still volunteers? OSCT does not have the budget to implement this particular strategy nor the luxury to turn away volunteers. However, these are both interesting concepts that could be explored in the future when OSCT and its volunteer program grow.

The current system that OSCT employs to recruit volunteers includes a website sign up page and town meetings (Campbell, 2016). The town meetings are open meetings held by the OSCT staff where anyone can sit in and participate. Often, volunteers sit in on meetings and then sign up directly with the OSCT staff rather than completing the online form. OSCT's online form is very similar to that of The Color Run and is an effective and popular recruiting. Another useful technique that can be immediately implemented is a strong social media presence like that of Greenpop. According to our findings, if an organization's public presence via social media is strong, it is likely that their website will be visited more often and therefore their web sign up more effective. Although all the information gathered from these organizations is valid, it is not all useful to OSCT. Data gathered from Cape Town Carnival in terms of recruitment in not necessarily applicable to OSCT because the majority of carnival volunteers are performers whereas Open Street's volunteers are not.

Can We Conclude Young Adults are Plausible Volunteers?

As previously stated, results from semi-structured interviews indicated that 65% of interviewees aged 15-25 had previously volunteered. We found that university students in certain majors such as sociology are required to complete community service to be able to graduate (C. McLennan, personal communication, Nov 17th, 2016). Group interviews with high school students at both Trafalgar High School and Cape Town High School revealed that students must complete a volunteer project for their life skills class. Along with these requirements, certain clubs such as the Interact Club exist to give students volunteer opportunities.

From these interviews, we concluded that the youth of Cape Town would be plausible volunteers for OSCT. OSCT can capitalize on the fact that many young adults are required to seek volunteer opportunities and likely already have volunteer experience. By engaging with clubs like the Interact Club at Trafalgar High School and forming relationships with schools, OSCT could establish connections with a steady source of volunteers.

Are Retired Residents a Good Source of Volunteers?

Cape Town residents aged 55 and older have proven to be very familiar with volunteering; 77% of people interviewed within this demographic report having volunteered before. We intended to interview several groups of retired residents to understand how they could work with OSCT. However, gaining access to large groups of this population was more difficult than anticipated. The retirement homes that we contacted explained to us that their clients pay for their privacy and therefore they could not allow us access for interviews. Because of this difficulty, we changed our approach and focused on interviewing clubs and organizations where elderly residents were abundant. One such group was the Waterfront Rotary Club, an organization that focuses on volunteering and giving back to their community. We interviewed five members of the Rotary club to understand how the club gets involved in local communities and why each individual volunteers. Each member we interviewed had an extensive volunteer history and their own reason for volunteering. The Rotary Club is very specific about the organizations and causes that it involves itself

with. While we were able to get useful data for the 55+ demographic, unfortunately we were not able to link the club with OSCT.

The retired residents of Cape Town proved to be difficult to recruit. Organizations like the Rotary Club are very set in their ways and do not like to stray from what they know or partner with new organizations. In addition, this population is difficult to recruit from a social media standpoint. Our group interview at the Rotary Club revealed that retired residents had little presence on social media platforms. Three of the five interviewees had no forms of social media. We were able to conclude that retired individuals are common volunteers, which aligns nicely with the literature used to prepare this basis of this study. However, one aspect that we could have improved on to make our results stronger would have been to conduct more than one group interview with this age range. Originally, the goal was to speak to several retirement homes and get many different opinions, but we had difficulty accessing this population. The research leads us to believe that while older Cape Town residents could make for a solid volunteer source, they are difficult to recruit and therefore not as promising as the youth population for potential OSCT volunteers.

What Makes an Effective Volunteer Training Program?

As mentioned previously, interviews were conducted with individuals from different organizations in Cape Town. The participants were asked to share their volunteer training routine. Craig McLennan from The Color Run revealed that their volunteers are only trained on the day of the event, two hours before it begins. This training starts with a group briefing and then volunteers are sent to their individual stations where they are further instructed on their specified tasks by an employee of The Color Run. Cape Town Carnival was found to use a similar method. Bradley Baard, the representative that we interviewed, explained that many of their volunteers sign up as a group. For each of these groups there is a group leader. In the weeks leading up to the carnival, the group leaders must attend several training sessions and are given a training manual with which they train their group members. The carnival has over 2000 volunteers so it is very practical for a delegation system to be in place (B. Baard, personal communication, Nov 23, 2016).

Research was also conducted with OSCT through surveying and participant observation. At the Langa Open Streets Day, we conducted surveys with OSCT volunteers to gauge how prepared they felt to complete their tasks for the day. These surveys revealed that volunteers felt well prepared to complete their assigned tasks. We did not anticipate this response, but were happily surprised. Also in Langa, we participated in the Open Streets Day and recorded the things we saw and felt. The consensus from our field notes was that the day was well run. However, the beginning of the day before the start of the road closure was slightly unorganized and chaotic. At the Open Streets Day in Bellville, we conducted participant observation again. For this event, we participated as volunteers on the day and attended the training session one week prior to Open Streets Bellville. Through our participation in the training program and the day, we saw first-hand that the training program was thorough and prepared volunteers for their tasks. However, as with all programs, minor changes could streamline the process and make it more fun.

The data collected from interviews, surveys, and participant observation revealed some of the best practices that other organizations around Cape Town utilize. The delegation tactic utilized by both The Color Run and Cape Town Carnival is an efficient training technique that would foster an organized training session. While it is impractical to train volunteers on the day of the event like The Color Run does, it is

VOLUNTEER HANDBOOK

Open Streets Cape Town

This document was compiled for Open Streets Cape Town by Katelyn Chagami, Kirsten Herchenroder, Taylor Teed, and Alexandra Wolfe, four students from Worcester Polytechnic Institute in Massachusetts, USA.

Figure 7: Front page of the Volunteer Program Handbook.

practical to assign people as mentors for specific tasks. The research on existing training programs allowed recommendations to be made based on the shortcomings noticed by our surveys and participant observation. These recommendations were compiled into a volunteer program handbook that was delivered to OSCT for future use as the volunteer program continues to expand.

While the research on training programs was extremely informative and allowed for recommendations to be made, there may have been flaws in the data collection. For example, the surveys that took place in Langa were conducted before the start of volunteers' tasks. Therefore, when asked if they were well prepared for their positions, the volunteers answered without truly

knowing because they had not yet completed their tasks. We acknowledge these potential flaws. Even so, our findings compare nicely with the training program literature used for this project.

How Should Retention Be Improved?

A volunteer program gains strength by keeping people engaged and coming back consistently. Through our research, we found the most successful tactics to creating a high retention rate. Results from semi-structure interviews show that the use of incentives was not appealing to about half, 51%, of interviewed individuals. However, 49% of the population is motivated by incentives so we must keep them in mind as a future tactic for OSCT to use. Incentives are not feasible to use in the immediate future because OSCT has a small budget and cannot afford to spend money on incentives for their volunteers. Many subjects felt that volunteering must come from the heart and incentives should not be necessary for true volunteering.

Mike Rodwell, a long time OSCT volunteer from Bellville, explained that he volunteers from the heart and enjoys giving back to God for turning his life around. Mike is an avid volunteer who seeks to better his community and does not expect anything in return; he simply continues his work because he loves it. Likewise, Mrs. Murray from Trafalgar High School, told us in an interview that she was brought up with a Christian background and volunteering was something that her parents always encouraged. She continues to volunteer today and is the advisor for Trafalgar's Interact Club. To her, incentives should not be involved in volunteering and believes that "if you are volunteering for the incentive than you are doing it for the wrong reason" (H. Murray, personal communication, Nov 21st 2016).

The organizations that participated in our semi-structured interviews provided feedback and advice on retention methods. The Color Run uses a thank you email to make their volunteers feel appreciated and to leave a lasting impression that makes the volunteers want to involve themselves with the organization again. Cape Town Carnival sets up a debriefing session after the event to bring the lead volunteers together and allow their voices to be heard. This session is a chance for the volunteers to feel like their opinions are valued and their experiences are important to the organization, while also allowing the organization to gather important feedback. Brad also revealed plans to implement "love bunnies," these love bunnies are people that give every volunteer the applause they deserve at the end of the parade route. Love bunnies can boost the morale of volunteers and make them feel as though they are doing a great job and their work is really

appreciated. Greenpop uses an incentives system with their interns that consists of a 20% discount to the Festival of Action in Zambia. Talitha mentioned that the volunteer program currently does not have an incentive system but she offered advice on the subject of retention. She recommends that past volunteers share experiences with the new volunteers to engage the new people and keep them excited for what is ahead. She also stressed that it is important to remain flexible and keep volunteers happy so they continue to volunteer with the organization. In terms of logistics, she recommended keeping track of people who have assisted with events as future contacts. Lastly, Talitha stressed that most volunteers enjoy what they do and believe in the cause of the program they are volunteering for so it is important to stay in touch and keep them updated.

The data and advice gathered on the subject of retention was extremely beneficial to the mission of this project. Incentives can become expensive and have the potential to discourage people from volunteering. The information provided by the semi-structured interviews with The Color Run and Cape Town Carnival allowed us to make educated recommendations to OSCT to enhance their retention. Recommendations were compiled into the previously mentioned volunteer program handbook for use by OSCT.

Recommendations

Based on our findings and research, we have developed recommendations for Open Streets to improve their volunteer program. These recommendations are meant to guide Open Streets for years to come and allow for growth. These recommendations appear in two handbooks: a social media handbook, and a volunteer program handbook. The content of these handbooks is summarized here.

Recruit

Social Media

Staying connected with people and making new connections through social media is very useful, however, posts can also benefit nonprofit organizations in other ways. A simple post can assist with fundraising, self-promotion, and relaying the organization's mission (Young, 2016). Social media provides a whole new way for organizations to keep in contact with individuals that has changed the way the two interact forever. These types of posts and interactions are especially helpful for nonprofit human service organizations because their services are intended for the individuals they can target on social media.

Table 3: Explanation of social media platforms from the social media handbook.
Statistics: (Damon, 2013) and (Statista, 2016)

Platform	What to Post	NPO Benefits
Facebook Users: average age: 38	Facebook is visual platform where users share a diverse mix of content. However, relying only on content produced by a single organization can be repetitive. Adding in thought-provoking content will provide for more social engagement through Facebook posts. Every Facebook page only reaches 16% of its audience organically so spending money for a pay-to-play can provide some additional reach.	Facebook pages are the center of conversations and can act as a community hub to host discussions about key issues and as a broadcast medium.
Twitter Users: 39% over 35	Twitter is all about timely content and breaking news. Organizations can benefit from posting relevant content that has news value.	Tweets can be a broadcast medium as well as a personal communication platform. This means that it is easy to both engage with individuals and provide content about the organization.

Instagram Users: 41% under 24	Instagram is a free smartphone application where users post pictures that they can apply filters over for visual effects. Photos posted can create intimacy, engage audiences, create visual stories and appeal to emotions.	Instagram is perfect for reaching younger audiences, especially Generations Y and Z. Its platform also allows for simultaneous posting between social media platforms so that the Instagram picture can be posted on Instagram, Facebook, Twitter, Tumblr and Foursquare at the same time.

Volunteer Sign Up

The simplicity and accessibility of the form shown in Figure 7 from Open Streets' website is beneficial to encourage the public to sign up to volunteer. However, not everyone is a good fit for volunteering at Open Streets. With every submission, an email will be sent to the provided email address to learn more about the potential volunteer. An example email can be found in Appendix D. Those who are not committed to volunteering at OSCT likely will not take the time to respond to the email. Therefore, OSCT will have a good estimate for the number of volunteers that will participate in the given Open Streets Day training.
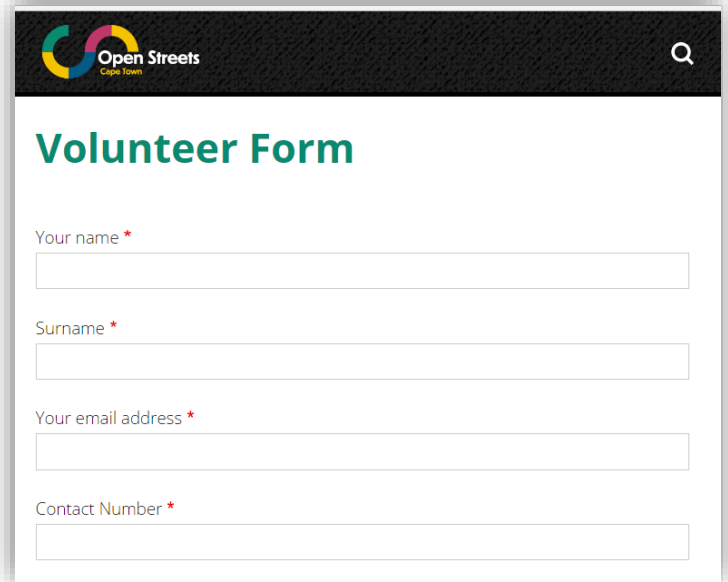
Figure 8: Volunteer sign up form from the Open Streets Cape Town website. (Open Streets, 2016)

Contacting Schools

Ten schools were contacted in pursuit of group interviews with students. A complete list of these schools can be found in Appendix F, Table 4. We started at Trafalgar High School and completed two separate group interviews there, one with three members of the Interact Club and one with a random assortment of four students. The principal, Mr. Hendricks, put us in contact with local schools including Cape Town High School. The other schools in the chart either did not respond or responded saying that their students had too many exams to participate at the time. In the future, it is recommended to contact schools during the months when students are not occupied with

exams. Though email correspondence proved to be less effective than direct contact, there was some success in receiving responses from schools. An explanation of what OSCT is, what is expected of volunteers, and why the students should get involved in Open Streets Days should be included in the email. One example of a good incentive to involve students in the volunteer program is a skills certificate.

Skills Certificates

This skills certificate would provide proof of a valuable skill such as communication or professionalism to a volunteer after they complete their service. This certificate would enhance students' resumes and entice them to volunteer for Open Streets. A total of 11 students were interviewed and all of them expressed interest in an incentives program that involves getting certified skills to put on their resume. If the students do not have perfect grades, adding volunteer experience, extracurricular activities, and skills can increase their chances of being admitted to a university (H. Murray, personal communication, Nov 21st 2016). This information was considered and a sample certificate was drafted for Open Streets to use. A copy of the sample certificate can be found in Appendix E. Below is a list of potential skills to put on this certificate and what requirements are needed to achieve each skill.

Table 4: Sample skills for Skills Certificate.

Skill	Requirements for attaining this skill:
Mediation	✓ Complete the mediation training ✓ Complete all their volunteering tasks on the Open Streets Day ✓ Successfully mediate a situation at an Open Streets Day
Professionalism	✓ Attend the training session ✓ Complete all their volunteering tasks in a professional manner
Communication	✓ Attend the training session ✓ Complete all their volunteering tasks for a role that requires maximum communication (i.e. host or surveyor)
Public Speaking	✓ Attend the training session ✓ Speak at the day of the event to a large group
Leadership	✓ Attend the training session ✓ Complete all the volunteering tasks of a section leader ✓ Train a group of volunteers

Train

Icebreakers

Icebreakers are an easy way to create a sense of engagement with a group of trainees. As leadership coach Pam Macdonald explains, "The level of engagement and interaction that a presenter is able to create and maintain during a presentation is frequently one of the most significant indicators of success and satisfaction for the presenter and the group" (Macdonald, 2015). In a long training session, it is important to get the group up and moving to keep everyone engaged. These group activities can increase group bonding and help to create a cohesive unit of volunteers while also allowing the presenter to evaluate certain skills. If the moderator is aware of the strengths and weaknesses of each volunteer, he/she will be better equipped to assign roles. For example, someone with good handwriting and people skills who does not mind walking around all day should be a surveyor.

Simplifying the Manifesto

Volunteers are the backbone of Open Streets Cape Town; their performance and knowledge can work to enhance the image of the organization. To achieve this, it is crucial that volunteers know and understand the manifesto so they can accurately describe OSCT's mission to others. Volunteers may come from all different backgrounds and educational levels so it is important to create a simplified version of OSCT's manifesto. The current manifesto, while accurate and educational, uses language that is relatively difficult to understand. Therefore, a simplified version may be more beneficial for volunteers to memorize.

Original Manifesto:

By embracing the concept of Open Streets, all of us can create shared places that embody respect for all and help bridge the social and spatial divides of our city.

We believe that streets should:

- Enable safer and more cohesive communities
- Provide platforms for creative expression of local cultures and values
- Be places for recreation and social interaction
- Contribute to job creation and local economic activity
- Provide choice in how we move around the city

Simplified Manifesto:

By embracing the concept of Open Streets, we can come together as people to celebrate shared public space and build respect.

We believe that streets should:

- Be a safe place for communities to come together
- Be a place where local cultures and values can shine
- Be filled with people, games, and conversations
- Contribute to job creation and boost the local economy
- Allow us to move around the city in different ways

By putting the manifesto in simpler terms, the volunteers will be able to not only learn it but also be capable of expressing it to others.

Retain

Thank-You

Making volunteers feel valued is an important part of the retention process. Many organizations stress the importance of thanking volunteers for their time and effort. Different organizations approach this task in a variety of ways. Some examples include a hype human, thank you email, and a volunteer celebration.

> "Volunteers need acknowledgment, recognition, thanks, and love"
> - Bradley Baard,
> *Creative Director, Cape Town Carnival*

During the Open Streets Days, a "hype human", the most positive and enthusiastic volunteer, could locate every volunteer and express to them what a good job they are doing. The hype human can either remain at the information tent or bounce around the open space, locating volunteers as they go. Each volunteer that the hype human acknowledges can get a sticker or a button in order to keep track of who has been thanked for their time. The hype human role can also be combined with the info hub assistant role.

Another method of acknowledging and thanking volunteers is a thank you email. The Color Run sends out thank you emails a week after the event (McLennan, 2016). The email acknowledges the time and effort the volunteers have put into the event and thanks the volunteers for their continued support. Cape Town Carnival thanks volunteers after the event by giving them a certificate with their name to acknowledge the time and effort that they have dedicated. The certificate was

previously given out to all volunteers but is now only distributed to the head of the group of volunteers (Baard, 2016).

Yet another way to show appreciation for volunteers is to host a small celebration. In the United States, the American Diabetes Association holds an appreciation banquet for their volunteers before and after their big event (Foster, 2016). Similarly, CicLAvia, a Los Angeles based organization modeled after Ciclovía, invites their volunteers to a dinner hosted by the staff to thank them for their efforts throughout the year (Volunteer Rewards Program, 2016).

Finally, a celebration could be held at the end of a series of Open Streets Days to thank all the volunteers for the work they have completed. The celebration can be combined with a debriefing session to encourage volunteers to participate in the debriefing, addressed in the next section. The celebration could be for all of the volunteers that participated in any of the Open Streets Days in the series. Volunteers who attended more than one event can be given a special prize at the celebration to encourage them to continue participating in multiple Open Streets Days.

Debrief

A debrief is used in different training and work environments as a tool to learn from experience. The debrief "systemizes reflection, discussion and goal setting to promote experiential learning" (Tannenbaum, 2013). Debriefs are beneficial because it gives feedback to the organization about how to improve the event and volunteer experience. The debriefing can be given in many different forms such as a survey or a meeting.

Currently Open Streets distributes an online survey to volunteers. The survey is sent via email and requires no face-to-face interaction. Unlike the survey, the meeting would be held in person with the volunteers on an agreed upon date and time. Research has shown that there are three characteristics that can influence the effectiveness of a debrief: facilitation, structure, and multimedia aid (Tannenbaum, 2013).

The graphic below is called "The Diamond". It is a structure for an effective debrief used after a simulation in the medical field. The structure of this debrief was designed to "allow an exploration of the non-technical aspects of a simulated scenario" (Jaye, 2015). This debriefing structure is valuable in discussing a situation that volunteers found difficult to handle on the day and equipping the volunteers to address a similar situation in the future.
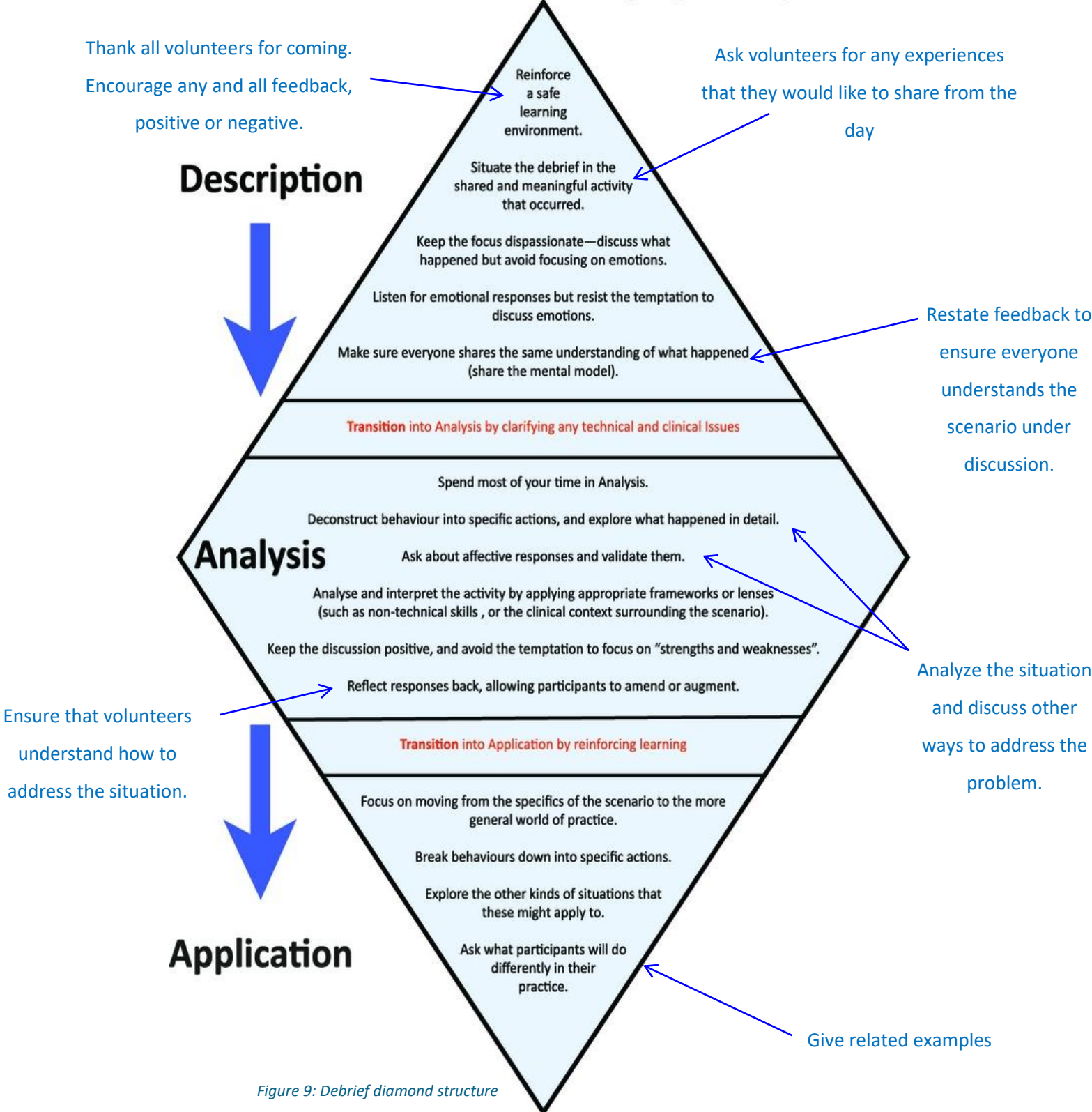
Debrief Diamond: Underlying Principles

Thank all volunteers for coming. Encourage any and all feedback, positive or negative.

Ask volunteers for any experiences that they would like to share from the day

Description

Reinforce a safe learning environment.

Situate the debrief in the shared and meaningful activity that occurred.

Keep the focus dispassionate—discuss what happened but avoid focusing on emotions.

Listen for emotional responses but resist the temptation to discuss emotions.

Make sure everyone shares the same understanding of what happened (share the mental model).

Restate feedback to ensure everyone understands the scenario under discussion.

Transition into Analysis by clarifying any technical and clinical Issues

Spend most of your time in Analysis.

Deconstruct behaviour into specific actions, and explore what happened in detail.

Analysis

Ask about affective responses and validate them.

Analyse and interpret the activity by applying appropriate frameworks or lenses (such as non-technical skills , or the clinical context surrounding the scenario).

Keep the discussion positive, and avoid the temptation to focus on "strengths and weaknesses".

Reflect responses back, allowing participants to amend or augment.

Analyze the situation and discuss other ways to address the problem.

Ensure that volunteers understand how to address the situation.

Transition into Application by reinforcing learning

Focus on moving from the specifics of the scenario to the more general world of practice.

Break behaviours down into specific actions.

Explore the other kinds of situations that these might apply to.

Ask what participants will do differently in their practice.

Give related examples

Application

Figure 9: Debrief diamond structure

Circle of Volunteers

New York Cares, an organization that runs over 1,000 programs for non-profits, has developed a system for classifying volunteers by engagement level. Their system classifies volunteers into six different categories: Shopper, Episodic Contributor, Short-term Contributor, Reliable Regular, Fully Engaged Volunteer and Committed Leader (Shwartz, 2010). As volunteers become more involved and their engagement level rises, harder tasks, more responsibility, and further training are offered to them. For example, after a volunteer has completed three projects through New York Cares they are offered the opportunity to become a Team Leader (Shwartz, 2010).

Open Streets can implement a similar system of volunteer classification based on the number of events the volunteer has attended and additional work the volunteer participates in between Open Streets Days. Classification could be structured as follows:

Table 5: Classification of volunteers guideline.

	Potential Volunteer	One-time volunteer	Community Contributor	Regular Volunteer	Leadership
# of events attended	0	1	any in community	3	3+
Posters	0	0	yes	yes	yes
Attends community meetings	no	no	yes	yes	yes
Trains other volunteers	no	no	no	no	yes
Notes	Filled out online application	Has only volunteered at one event	Volunteers only when event is in their community	Actively participates	Attends extra training to become a leader

Volunteers in different classifications would receive different updates and opportunities. For example, completion of all criteria for a regular volunteer makes that volunteer eligible to attend a leadership workshop. The leadership workshop will teach them how to train one-time volunteers during training sessions. The volunteer program will act as a "Circle of Volunteers" as shown to the right.

Volunteers are encouraged to continue to grow within the organization by learning and accepting more responsibility. The volunteer program comes full circle when leadership volunteers are able to train the new potential volunteers. Each new classification receives harder and more stimulating tasks, more qualifications to put onto their certification, and more input within the organization.

Figure 10: Circle of volunteers visualized.

After interviews, observation, and literature reviews, we have found the best practices for OSCT to employ moving forward. The recommendations that we have made will help OSCT's volunteer program grow as the organization expands it reach throughout Cape Town.

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Appendix

Appendix A: Group Interview Questions

Consent Statement:

"Hello, my name is _____. I am a student at Worcester Polytechnic Institute in Massachusetts, USA.

I am collecting information to help Open Streets Cape Town to develop a better volunteer program.

Would you be willing to participate in a focus group to discuss ____?"

Group Interview with potential volunteers

- Have any of you volunteered with an organization before?
  - Have people explain their personal experiences
- What motivates you to volunteer?
  - Steer conversation in direction of:
    - incentives
    - location
    - personal mindset
    - organization's mission
- What are any reservations or fears you have about volunteering in general?
- Have you heard about Open Streets Cape Town and if so, what's your impression of it?
- If OSCT was to award you with a certificate outlining the skills that you have gained through completing training, such as communication skills or leadership skills, would that encourage you to volunteer?
  - How useful do you think it would be?

Group Interview with OSCT staff

- What do you like about your current training program?
- What do you dislike about your current training program?
- What would you like to see in a new training program?

Appendix B: Semi-Structured Interview Questions

Consent Statement:

"Hello, my name is _____. I am a student at Worcester Polytechnic Institute in Massachusetts, USA.

I am collecting information to help Open Streets Cape Town to develop a better volunteer program.

Would you be willing to take 15 minutes to answer a few questions?"

Semi-Structured Interview

- Specify demographics:
  - Age, race, gender, and work status
- When you hear the word volunteer, what do you think of?
- What is your volunteer history like?
  - How often?
  - Type(s) of program(s)?
    - Was there a training program?
  - If you haven't, would you?
- Why do you volunteer?
  - What are your motivations?
  - Do incentives make you more or less likely to volunteer?
    - What kinds?
    - Influence frequency of volunteering?
- Have you ever heard about Open Streets Cape Town?
  - How, who, when, what?
- Participate or volunteer? (after explaining and listing upcoming locations)
  - Would you? Why, why not?
  - Do so again?
    - How did you sign up?
    - What role, feelings?

Appendix C: Verbal Survey Questions

Consent Statement:

"Hello, my name is _____. I am a student at Worcester Polytechnic Institute in Massachusetts, USA.

I am collecting information to help Open Streets Cape Town to develop a better volunteer program.

Would you be willing to take 5 minutes to answer a few questions?"

Volunteer verbal surveys at OSCT Langa

- Would you mind giving us your age?
- Would you mind giving us your gender?
- Would you mind giving us your race?
- How many OSCT events have you volunteered for?
- What did you use as transportation to this event, for example car, walking, biking?
- What role are you as a volunteer?
- How well prepared did you feel to complete your assigned volunteering role on a scale of 1 to 5, 5 being great?
- Are you volunteering with a group or alone?

Appendix D: Sample Email Contacting Potential Volunteers

"Hello _____,

Thank you for expressing interest in volunteering for Open Streets! The next Open Streets day is on _____ in _____ from ___am to ___pm. We have a couple questions to get to know you better. Please respond to this email with your answers at your earliest convenience:

Do you like talking to people?

Do you have a bicycle?

Have you ever been to an Open Streets Day?

What made you interested in volunteering?

Thank you for your time! We are looking forward to hearing back from you.

Sincerely,

_____"

Appendix E: Open Streets Skills Certificate

OPEN STREETS CAPE TOWN

CERTIFIES THAT

(name of volunteer)

HAS ACQUIRED THE SKILLS OF

MEDIATION

PROFESSIONALISM

COMMUNICATION

PUBLIC SPEAKING

LEADERSHIP

BY ATTENDING VOLUNTEER TRAINING FOR **OPEN STREETS (LOCATION)** ON **(DATE)**.

OPEN STREETS IS A CITIZEN DRIVEN INITIATIVE THAT WORKS TO CHANGE HOW PEOPLE VIEW THE STREETS. THIS CERTIFICATION IS GIVEN TO A VOLUNTEER THAT HAS MASTERED THE SKILLS TAUGHT IN TRAINING AND EXEMPLIFIES THEM ON THE OPEN STREETS DAY.

THIS CERTIFICATE EARNED ON
(DATE)

MARCELA GUERRERO CASAS
CO-FOUNDER AND MANAGING DIRECTOR

REBECCA CAMPBELL
OPERATIONS MANAGER

Open Streets
Cape Town

Appendix F: Figures

Figure 1: Cover photo retrieved from Open Streets Cape Town website (Open Streets Cape Town, 2016).

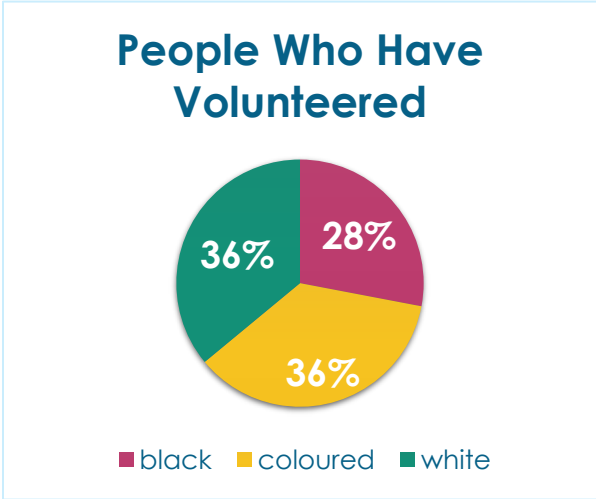Figure 2: Pie chart of people who have volunteered based on race.

Figure 3: Bar chart relating age to the question "Have you volunteered before?".

Figure 4: Volunteerism word association word cloud.

Figure 5: Motivations word cloud.

Figure 6: The Color Run SA's online volunteer sign-up

Figure 7: Front page of the Volunteer Program Handbook.

Figure 8: Volunteer sign up form from the Open Streets Cape Town website. (Open Streets, 2016)

Debrief Diamond: Underlying Principles

Thank all volunteers for coming. Encourage any and all feedback, positive or negative.

Ask volunteers for any experiences that they would like to share from the day

Description

Reinforce a safe learning environment.

Situate the debrief in the shared and meaningful activity that occurred.

Keep the focus dispassionate—discuss what happened but avoid focusing on emotions.

Listen for emotional responses but resist the temptation to discuss emotions.

Make sure everyone shares the same understanding of what happened (share the mental model).

Restate feedback to ensure everyone understands the scenario under discussion.

Transition into Analysis by clarifying any technical and clinical Issues

Analysis

Spend most of your time in Analysis.

Deconstruct behaviour into specific actions, and explore what happened in detail.

Ask about affective responses and validate them.

Analyse and interpret the activity by applying appropriate frameworks or lenses (such as non-technical skills , or the clinical context surrounding the scenario).

Keep the discussion positive, and avoid the temptation to focus on "strengths and weaknesses".

Reflect responses back, allowing participants to amend or augment.

Analyze the situation and discuss other ways to address the problem.

Ensure that volunteers understand how to address the situation.

Transition into Application by reinforcing learning

Focus on moving from the specifics of the scenario to the more general world of practice.

Break behaviours down into specific actions.

Explore the other kinds of situations that these might apply to.

Ask what participants will do differently in their practice.

Application

Give related examples

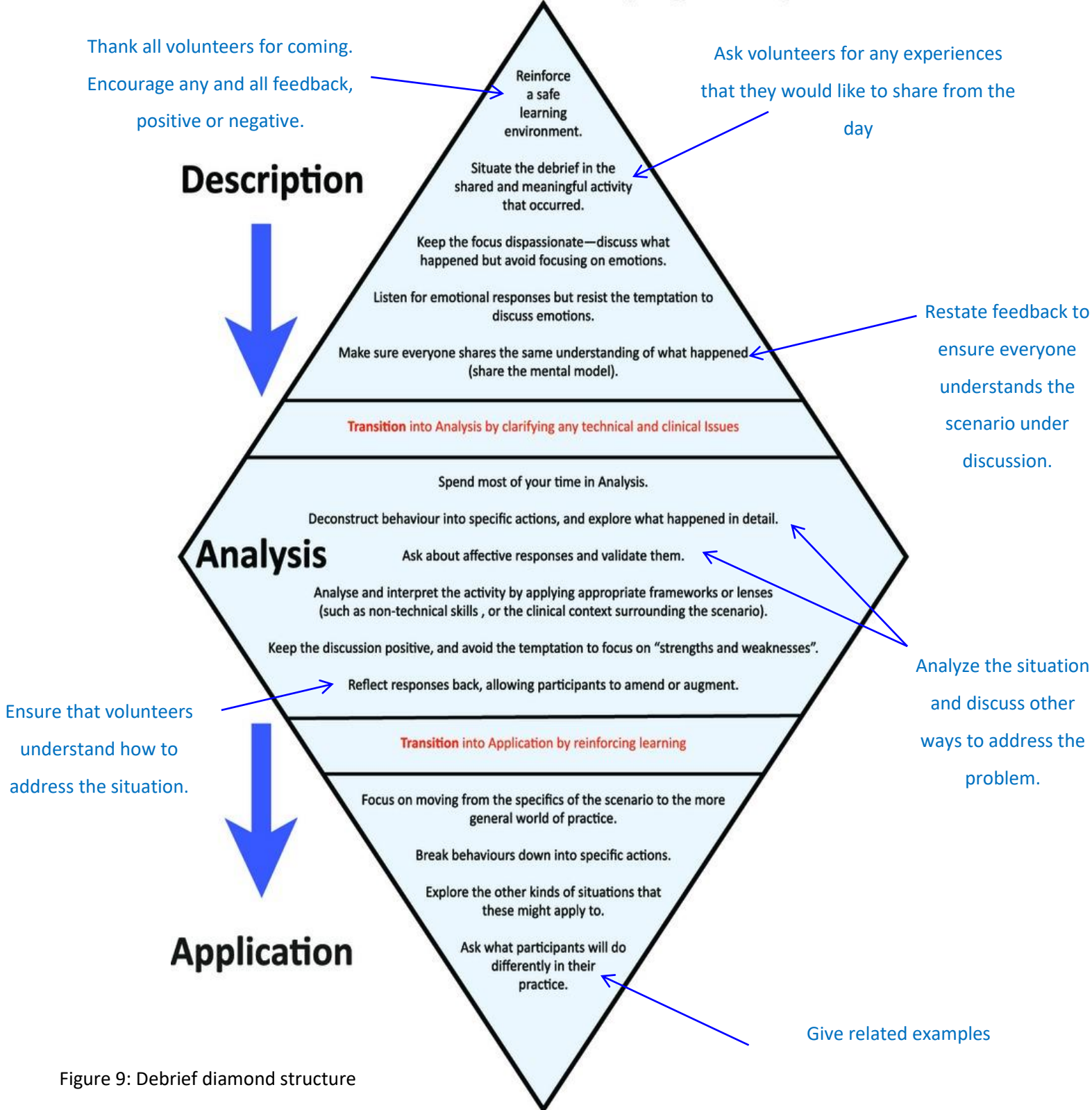Figure 9: Debrief diamond structure

Figure 10: Circle of volunteers visualized.

Appendix G: Tables

Table 1: OSCT Volunteer Roles (Campbell, 2016a)

Volunteer Coordinator	§ Coordinate all marshals on the day § Hand out t-shirts § Hand out lunch vouchers § Liaise with Operations Manager
Survey Coordinator	§ Organize surveys onto clipboards § Coordinate surveyors (shifts, sections of the route) § Collect all surveys and file them afterwards § Liaise with Operations Manager
Surveyors	§ Approach people and ask them to respond to a few questions
Info Hub Coordination	§ Oversee setup of the info hub § Coordinate info hub volunteers & tasks (see below) § Liaise with Operations Manager
Info Hub	§ Provide general information about OS § Database signups § Sell merchandise § Receive reports of emergencies, lost children etc. & pass on info § Receive lost property
Host	§ Welcome participants (along route & at key points (e.g. train station) § Hand out maps
Logistical Support	§ Help with setup
Media	§ Post on Twitter & Instagram about OS § Liaise with journalists
Section Leader	§ Coordinate a section of the route § Liaise with Operations Manager § Welcome activity organizers/vendors § Check that activities/vendors' setup fits guidelines/'rules' § Check that marshals are in place § Monitor road closure points, activities, marshals & vendors all day § Respond to any emergencies & notify relevant person
Route Marshal	§ Support the Section Leader § Monitor road closure points, activities, marshals & vendors
Train Marshal	§ Lead a group on the train to OS
Bike Bus Marshal	§ Lead a group on bicycles to OS

Table 2: Quota sampling sizes for each race, gender, and age group.

	15-25	26-54	Above 55	Total
Black	10	10	10	30
Coloured	10	10	10	30
White	10	10	10	30
Total	30	30	30	90

Table 3: Explanation of social media platforms from the social media handbook.

Platform	What to Post	NPO Benefits
Facebook Users: 57% male average age: 38	Facebook is visual platform where users share a diverse mix of content. However, relying only on content produced by a single organization can be repetitive. Adding in thought-provoking content will provide for more social engagement through Facebook posts. Every Facebook page only reaches 16% of its audience organically so spending money for a pay-to-play can provide some additional reach.	Facebook pages are the center of conversations and can act as a community hub to host discussions about key issues and as a broadcast medium.
Twitter Users: 55% female 39% over 35	Twitter is all about timely content and breaking news. Organizations can benefit from posting relevant content that has news value.	Tweets can be a broadcast medium as well as a personal communication platform. This means that it is easy to both engage with individuals and provide content about the organization.
Instagram Users: 56% female 41% under 24	Instagram is a free smartphone application where users post pictures that they can apply filters over for visual effects. Photos posted can create intimacy, engage audiences, create visual stories and appeal to emotions.	Instagram is perfect for reaching younger audiences, especially Generations Y and Z. Its platform also allows for simultaneous posting between social media platforms so that the Instagram picture can be posted on Instagram, Facebook, Twitter, Tumblr and Foursquare at the same time.

Table 4: List of contacted schools with location and contact information.

School	Location	Contact Info
Westcliff School of Skills	Old Paarl Rd, Bellville, Cape Town, 7530	www.westcliffschool.co.za/contact
Trafalgar High School	Coblestone Rd, Cape Town, 8000	Mr. Hendricks, Principal Mrs. Murray, advisor for the Interact club, hpwentworth@gmail.com
Cape Town High School	Paddock Ave, Cape Town City Centre, Cape Town, 8000	Phone: 021 424 2168
Queen's Park High School	Balfour St, Woodstock, Cape Town, 7915	admin@qphs.wcape.school.za
Harold Cressy High School	103 Roeland St, Zonnebloem, Cape Town, 8001	Mr. Behardien, Deputy Principal m.s.behardien@cressy.co.za
Stellenberg High School	Mountain View Rd, Stellenryk, Cape Town, 7550	info@stellenberg.org.za
Herzlia High School	Deerpark Dr E, Vredehoek, Cape Town, 8001	Mr. Falconer, Principal mfalconer@herzlia.com
South African College High School	Newlands Avenue, Newlands, Cape Town, 7700	Ms. Jenkinson, Headmaster's secretary, jenkinsonl@sacollege.org.za
Parow High School	Oostersee, Cape Town, 7500	info@parowhs.co.za
The Settlers High School	Settlers St, Bellville, Cape Town, 7530	Ms. Gallie, principal, principal@settlers.org.za

Table 5: Sample skills for Skills Certificate.

Skill	Requirements for attaining this skill:
Mediation	✓ Complete the mediation training ✓ Complete all their volunteering tasks on the Open Streets Day ✓ Successfully mediate a situation at an Open Streets Day
Professionalism	✓ Attend the training session ✓ Complete all their volunteering tasks in a professional manner
Communication	✓ Attend the training session ✓ Complete all their volunteering tasks for a role that requires maximum communication (i.e. host or surveyor)
Public Speaking	✓ Attend the training session ✓ Speak at the day of the event to a large group
Leadership	✓ Attend the training session ✓ Complete all the volunteering tasks of a section leader ✓ Train a group of volunteers

Table 6: Classification of volunteers guideline.

	Potential Volunteer	One-time volunteer	Community Contributor	Regular Volunteer	Leadership
# of events attended	0	1	any in community	3	3+
Posters	0	0	yes	yes	yes
Attends community meetings	no	no	yes	yes	yes
Trains other volunteers	no	no	no	no	yes
Notes	Filled out online application	Has only volunteered at one event	Volunteers only when event is in their community	Actively participates	Attends extra training to become a leader