Best Practices
in Communications, Outreach, and Volunteer Management for Community Based Organizations
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Executive Summary

This report is the result of research conducted to identify best practices in the areas of communications, outreach, and volunteer management currently being used by community based organizations. Seventeen best practices related to these topics are highlighted. In addition, three case studies are included to provide examples of organizations that successfully employ several of these best practices. Gaps that were consistently found across all organizations are outlined and recommendations are made for improving these areas. Finally, a decision-making tool is included to help organizations prioritize which elements of their communications, outreach, and volunteer strategies are most important based on their capacity.

Methodology

Research was conducted through interviews with eleven professionals working for community based organizations and community development corporations. The organizations selected for interviews were identified by PCRG staff and members as being effective in the areas of communications, outreach, and volunteer management. The organizations analyzed were located in Pittsburgh, Pennsylvania; Warren, Ohio; Milwaukee, Wisconsin; and Youngstown, Ohio. These organizations ranged in size and number of paid staff; the full description of each organization’s capacity can be found in the Appendix. Each interviewee was asked the same set of questions regarding their practices. The interviews were transcribed and analyzed to find practices that were repeatedly mentioned across organizations, as well as practices with demonstrated success. In this way, the research attempted to reveal both standard best practices and innovative strategies that may not have been seen as frequently. From the body of research, five activity areas emerged - social media, e-newsletter, print materials, volunteers, and outreach. Best practices are therefore arranged by activity area. Three organizations were chosen for case studies because they utilized multiple best practices and formed them into cohesive strategies for success. Gaps were identified by analyzing the body of interviews for practices organizations appeared to struggle with, and recommendations were informed by interviews with professionals in related fields. The decision-making tool was designed and written at the end of the research period, using the organizations studied as templates for what success looks like at different scales and levels of organizational capacity.
**How to Use this Tool**

This report has identified seventeen best practices, each of which can be tailored to fit your organization. To help you identify how each best practice might apply to your organization, this report lists recommendations after each section. Recommendations are sorted into three different categories: low capacity, medium capacity, and high capacity. In this way, the tool guides you to choose the information most relevant to your organization so that you may gain the most useful insights. However, there may not be a category your organization fits into perfectly, and this system is not meant to be prescriptive. Rather, this tool is meant to help organizations quickly assess their own capacity and then set realistic goals to improve their communications, outreach, and volunteer management.

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**Organizational capacity levels are often referred to in this report. These are loosely defined as:**

**Low Capacity** – Predominately an all-volunteer organization without full time staff. Might have a small annual budget.

**Medium Capacity** – A few paid staff members. Communications and outreach duties are most likely shared amongst staff. May have some dedicated resources for marketing and communications.

**High Capacity** – Staffed organization with a robust budget. Will likely have at least a part-time position focused on communications. May utilize a communications strategy and have adequate resources dedicated towards its implementation.
Social Media

Social media can be a powerful tool if used correctly. Because most social media platforms are free for anyone to use, organizations can get a high amount of visibility at little to no cost. Social media is also easy to scale up or down for each organization’s capacity level.

1 Use of Facebook, Twitter, Next Door and Instagram to get the word out about your organization online

Social media allows the organization to reach out to the community even with few staff or a low budget. Facebook and Twitter are the most frequently used platforms. Instagram tends to have a smaller amount of followers but is good for showing followers any visually appealing events. All the organizations interviewed use at least one of these social media platforms. Trumbull Neighborhood Partnership has been successful enough to have a post about a house listing that drew thirty thousand views on Facebook in a community of thirty-nine thousand people.

2 Posting on social media between three times a day and three times a week

Posting often helps followers stay updated, however there is no agreed upon amount of posting. Some people feel that posting multiple times a day might cause followers to become irritated, while others feel it is a best practice. Lawrenceville United and Lawrenceville Corporation post multiple times a day while Oakland Planning and Development Corporation and Bloomfield Development Corporation post several times a week.

3 Use of promoted Facebook posts when possible to ensure more people see your organization’s online content

Promoted Facebook posts ensure that a post is seen by more people than a typical Facebook post would be, for a fee. It’s a good idea to test to see if promoted posts really result in increased attendance at events and/or Facebook views for your organization before committing to using them. Some organizations have found that promoted posts give them much better results than free Facebook posts, while others have not found a difference. Bloomfield Development Corporation uses promoted posts for their Saturday Market.

4 Use of Facebook Insights to understand which demographics you’re reaching with your online content

Facebook Insights allows organizations to calibrate its Facebook posts so they receive the most views – it reveals best times to post, most popular content areas, and other insights. These insights are different for everyone according to the community you are trying to reach, so it’s important to experiment with different options to see what works best. One popular content area for multiple organizations has been posts about real estate. Lawrenceville United, Bloomfield Garfield Corporation, and Oakland Planning and Development Corporation have all had success using Facebook Insights to refine aspects of their social media presence.
Using neighborhood hashtags on Instagram and Twitter to create an conversation around your neighborhood and your organization’s work

This allows the organization to start an interactive conversation with residents about the neighborhood, creating connections with residents and effective social media marketing for the organization. This has not been implemented very widely but East Liberty Development Incorporated and Lawrenceville Corporation have found success using neighborhood hashtags on Twitter and Instagram.

What does this mean for my organization?

**Low organizational capacity** - Focus on Facebook and one other platform, and update each once or twice a week with content relevant to your organization’s mission. Check the Facebook Insights page to see the audience you’re reaching.

**Medium organizational capacity** - Focus on Facebook and two other platforms, and update each 2-3 times a week with content relevant to your organization’s mission. Try exporting your data from Facebook Insights and tracking one or two statistics over time in Excel, such as “impressions”.

**High organizational capacity** - Focus on Facebook and three other platforms, and update each 1-2 times a day with content relevant to your organization’s mission. Use promoted posts for the most important topics. Export data from Facebook Insights and track several statistics over time. Try comparing how content you put on Facebook does in another platform with analytics like Twitter, or using a neighborhood hashtag.
E-newsletter

Having an e-newsletter is a great way to disseminate information about your organization because you avoid the costs of printing and physically distributing a paper newsletter.

6 Use of a weekly or monthly email newsletter to let people know about what’s going on in their area and what your organization is doing

Whether weekly or monthly, an email newsletter keeps residents informed of what’s going on in their community as well as keeping them aware of the organization and any programs or events it might want to promote. The organizations interviewed who do weekly newsletters have found them to be very popular, but also say they require a large amount of time and effort. Those with monthly newsletters have also been successful. Lawrenceville United and Allegheny City Central Association have a weekly newsletter, while Bloomfield Garfield Corporation and Bloomfield Development Corporation have a monthly newsletter.

7 Inclusion of event listings, articles, and spotlights on certain businesses or residents in the e-newsletter to create engaging content

Making the organization a resource for events and stories from the area will keep readers coming back to the newsletter, keeping you in residents’ minds and helping them to be more informed about what the organization has to offer. It’s good to remember that some residents may be reading email from their smartphones, so it may be beneficial to format the newsletter with this in mind, as Bloomfield Garfield Corporation has done.

8 Use of Mailchimp, Constant Contact, or Vertical Response for sending e-newsletters to better organize your contacts and provide analytics

Using a program to send the organization’s e-newsletter will help reduce work and improve organization, as well as providing access to analytics that could help improve the e-newsletter. If you are considering getting one of these programs, it is helpful to research pricing, which programs work well with others you might currently be using, and any limits on the number of contacts and emails the programs may have. Lawrenceville United, Bloomfield Garfield Corporation, and Bloomfield Development Corporation use Mailchimp while Oakland Planning and Development Corporation and Lawrenceville Corporation use Constant Contact. Allegheny City Central Association uses Vertical Response.

9 Use of e-newsletter analytics to understand who you’re reaching and the best format for the e-newsletter

E-newsletter analytics help with finding the best time to send e-newsletters, the best subject line, the best design, and the best content. They do this by allowing you to test different options and see which ones are most effective. Analytics also help identify which demographics are being reached. Some neighborhoods find their followers don’t have a preference regarding different e-newsletter options, while others find their open rate spikes when they change certain details, so it is a good idea to try it out. Lawrenceville United and Bloomfield Development Corporation have made changes to aspects of their e-newsletters based on analytics.
What does this mean for my organization?

**Low organizational capacity** - Use a *monthly* newsletter which includes *event listings* and send it out using an e-newsletter platform. Use analytics to improve the style and content.

**Medium organizational capacity** - Use a *monthly* newsletter which includes *event listings, articles, and spotlights*, and send it out using an e-newsletter platform. Use analytics to improve the style and content.

**High organizational capacity** - Use a *weekly* newsletter which includes *event listings, articles, and spotlights*, and send it out using an e-newsletter platform. Use analytics to improve the style and content.
Print Materials

In addition to online communications, it can also be helpful to provide some print materials for people in your community who may not have steady access to the internet, or whose attention is simply better caught by a physical flyer or brochure.

10 Use of flyers, mailers, listings in church bulletins or community newspapers, and annual or quarterly reports to let others know about the work your organization is doing

Publishing information through various print materials will improve knowledge of the organization and its programs in the community. These materials are useful for reaching those who might not have consistent access to the internet or for distribution at events. Most organization interviewed had some type of print materials.

11 Use of government-mandated community service programs and volunteers to help distribute flyers and other materials

Many neighborhoods will send individuals who are required to do community service to nonprofit organizations, and this is a great way to distribute print materials over a wide area for free. Another option is using volunteers, especially for more targeted efforts. Lawrenceville United, Bloomfield Garfield Corporation, and Oakland Planning and Development Corporation all use individuals with required community service hours, while others use volunteers.

12 Use of high school and college interns, volunteers, or pro bono work from creative agencies to assist with communications and design

This allows the organization to have communications and design help without having to hire on additional staff, resulting in better quality marketing materials that attract more participation in programs and events. Lawrenceville United, Allegheny City Central Association, Bloomfield Garfield Corporation, and Bloomfield Development Corporation use at least one of these sources for assistance.

What does this mean for my organization?

Low organizational capacity - Focus on flyers and listings in community newspapers. Use government-mandated service programs or volunteers to distribute materials. Use volunteers or interns to help with print communications.

Medium organizational capacity - Focus on flyers, listings in community newspapers, and mailers. If possible, produce an annual report. Use government-mandated service programs or volunteers to distribute materials. Use volunteers or interns to help with print communications.

High organizational capacity - Focus on flyers, listings in community newspapers, and mailers. Produce quarterly and annual reports. Use government-mandated service programs or volunteers to distribute materials. Use volunteers or interns to help with print communications.
Volunteers

Incorporating volunteers into your organization is a great way to get extra help for a low cost. In addition, volunteer efforts can strengthen the community and create a bond between community members, thus carrying out the organization’s mission.

13 Recruit volunteers through social media, press releases, and emails

Using many channels to recruit makes it more likely that you will attract great volunteers. Use press releases about big events as a way to put the word out in traditional media like newspapers. Send emails and post on social media regularly about past volunteer efforts and what types of activities volunteers can do at your organization. Trumbull Neighborhood Partnership has found success with these methods.

14 Test out various strategies to entice volunteers to return

Although the best strategy for retaining volunteers did not emerge from this research, several organizations were trying out different methods. One possible way of retaining more volunteers is to give volunteers leadership roles that will give them a sense of ownership and responsibility, as Lawrenceville United does. Another way to boost retention is to send follow-up emails asking volunteers to return, as Bloomfield Development Corporation is starting to do.

15 Use of volunteer databases in Excel, Pittsburgh Cares or VolunteerSpot to organize volunteers

Volunteer databases make it easier to organize possible volunteers and their contact information, as well as grouping them according to different projects if desired. Pittsburgh Cares and VolunteerSpot are platforms where volunteers can sign up online and organizations can track them through the website. Lawrenceville United uses Pittsburgh Cares while Bloomfield Development Corporation uses VolunteerSpot. Organizations may have some trouble tracking college volunteers as their emails will go out of use after four years. Another concern is that Pittsburgh Cares is part of the HandsOn Volunteer Network which has drastically shrunk in recent years.

What does this mean for my organization?

Low organizational capacity - Start recruiting volunteers by posting a recruitment message on social media and in the organization’s e-newsletter. Use Excel to record current volunteer information.

Medium organizational capacity - Use social media and email to post pictures and articles of past volunteer activities along with a recruitment message. Test out one strategy for retention, and use a volunteer database.

High organizational capacity - Recruit volunteers with social media and email content, test out two strategies for retention, and attempt to use one of the databases that allows online sign-ups.
Outreach

Direct outreach is an essential tool in the community based organization’s toolbox. While online media is a great way to keep a large audience informed, direct outreach builds deeper relationships that can benefit the organization for years to come.

16 Direct outreach to community leaders and businesses using phone, email, and in-person visits in order to increase your organization’s reach in target neighborhoods

Many people respond more quickly to direct contact such as calls or in-person visits. If the organization is trying to create strong relationships with certain people, businesses, or other organizations, this method is important. This is not to say that less direct outreach like newsletters and social media is not also important, but each approach has its own strengths and are best when used together. Lawrenceville United, Bloomfield Garfield Corporation, Bloomfield Development Corporation, Oakland Planning and Development Corporation, Lawrenceville Corporation, Trumbull Neighborhood Partnership, Youngstown Neighborhood Development Corporation, and Layton Boulevard West Neighbors all use direct outreach.

17 Use of contact databases in Excel, Constant Contact, or Salesforce to organize contacts

Contact databases make it easier to organize all the organization’s contacts and remember pertinent information about relationships with those contacts. Constant Contact is more geared towards email, while Salesforce was originally designed for salespeople and tracks interactions with contacts as well as contact information. Excel is an easy and basic spreadsheet program that can be used to track contact information. Bloomfield Development Corporation uses Excel, Oakland Planning and Development Corporation uses Salesforce, and Lawrenceville Corporation uses Constant Contact.

What does this mean for my organization?

Low organizational capacity - Reach out to other organizations and leaders with connections in your community. Use email if in-person visits or phone calls are difficult to arrange. Use a spreadsheet like Excel to track contacts you have made.

Medium organizational capacity - Attend community events to get to know community members. Make time for door knocking to get to know residents, and try to develop at least one strong contact on every block of the neighborhood you serve. Use an email marketing service like Constant Contact to track communications with contacts.

High organizational capacity - Increase amount of contacts through door-knocking, attending events, and direct outreach by phone and in person. Attempt to grow your contact list in a way that is demographically representative of the neighborhood you serve as a whole. Set a goal of having the majority of households in your neighborhood in your contact list. Use contact relationship management software like Salesforce to track contacts, meetings, and relationships.
Gaps and Recommendations

The interviews conducted revealed numerous best practices based on strategies currently employed by the organizations studied. However, there are also some areas that could be improved upon at most of these organizations. The gaps were identified by analyzing the research as a whole, and the recommendations come from interviewing experts in communications and volunteer management.

Visual Branding

Many organizations said that not much time was spent on visual branding, other than including a logo on some of their materials. Many organizations were not consistent with the use of their logo and neglected other aspects of branding such as using a consistent set of colors and fonts. A graphic designer interviewed for this report says that organizations should pick one or two fonts to use in their materials, and a limited and consistent color palette. It is also recommended that organizations use a logo which has a simple design that scales down well and only uses one or two colors. Having excellent visual branding will ensure an organization’s materials look professional and that the people they serve recognize them immediately by their brand.

Communications Plans

Most organizations interviewed did not have a written communications plan, with many saying that the plan was simply in someone’s head. While this may be a functional strategy in the short term, if this person were to leave the organization, the organization would have to start from the beginning to create a new communications strategy. To avoid this situation, it is recommended that organizations have some sort of written description of the communications strategies the organization employs, including print and digital strategies, an explanation of the organization’s brand and its use, and standards for contact management.

Volunteer Management

Though most organizations used volunteers, many did not seem to have a cohesive strategy around recruitment or retention of these volunteers. To increase the sustainability of the organization, it is important to develop strategies to recruit and retain volunteers in a systematic way. Strategies in this area should be further researched, but some possible best practices include sending follow-up emails and thank you notes to former volunteers, as Bloomfield Development Corporation was starting to do at the time of interview. Organizations could also use community meetings they may already organize as a way to encourage concerned residents to become volunteers. It is additionally recommended that any recruitment or retention efforts should be documented and outcomes evaluated, so the organization can begin to narrow down effective strategies.
Youngstown CityScape is a CDC based in downtown Youngstown, Ohio. Its mission is to revitalize the city through a variety of efforts including beautification, historic preservation, and development. Associate Director Phil Kidd was hired on within the past year, and manages communications for the organization. Kidd has pioneered a strategy that leaves behind some more traditional communications practices and embraces new media. He does not have a written marketing plan, but has a clear vision of his communication priorities for the organization.

Social media is a top priority under Kidd’s leadership. The organization publishes at least one post on social media a day, focusing on Facebook and Twitter. In addition, the budget that could have been used for more traditional media has been redirected under Kidd into paying for promoted Facebook posts to accompany the typical free posts. He says this has been very useful for the organization, especially as their social media presence is fairly new and promoted posts aid in gaining followers quickly. He reports that he has seen a measurable difference between events that have been advertised in promoted Facebook posts, and those advertised in free Facebook posts. Kidd also takes advantage of the structure of Facebook events - he has found that if the organization is holding an event, posting about other programs and opportunities within that event page will notify all those who have expressed interest in the event. This makes these individuals more likely to read this information than if they simply saw the information as one post among many in their newsfeed.

As part of his modernized strategy, Kidd has eliminated printed material such as flyers, which also eliminates the need for physical distribution of these items. This means CityScape has saved money by cutting down on both the cost of the printed materials and the cost of staff taking time to distribute those materials. In addition, CityScape does not put out an email newsletter because Kidd feels it is “more respectful of people’s time and attention span” to simply send emails when relevant events arise. Therefore, the organization does not use a content management system, which also cuts costs. The one aspect of print media Kidd still focuses on is press releases, which he is diligent about releasing along with social media posts and emails. He feels confident that between posting on social media and getting the word out in newspapers, he can reach most of the city’s population. To bind together these strategies, he is sure to pay attention to visual branding, using consistent colors and the organization’s logo.

Kidd does not do much door to door outreach, but CityScape has still been very effective at engaging residents through other means. The organization gets involved with residents through Facebook groups created for block watches, as well as holding a large scale volunteer event every year. To recruit volunteers, Kidd says he uses a multifaceted approach including posting on social media, engaging with United Way and student groups, sending email blasts, and putting out press releases. To organize those who respond, he has volunteers sign up in advance of the event through the CityScape website. This creates a database that not only makes it easier to be prepared on the day of the event, but also makes recruiting easier the next year, because the organization can easily contact all past volunteers.
**Case Study**

**Trumbull Neighborhood Partnership**

Trumbull Neighborhood Partnership (TNP) is a five year old CDC based in the small city of Warren, Ohio. Focusing on neighborhood revitalization, the organization’s work includes land use, housing, demolition, renovations, and home ownership, as well as management of the Trumbull County Land Bank. Executive Director Matt Martin manages communications for the organization among his many other duties.

Martin has been improving the organization’s communications steadily over recent years, although he does not have a written communications plan. After an intern suggested TNP improve its social media use, Martin invested more time into learning various social media platforms and improving the organization’s online presence. TNP is now advanced enough at social media that it successfully used Facebook to help sell a house, with the online listing reaching thirty thousand people in a city of thirty-nine thousand. Martin encourages other executive directors in similar organizations to make an effort to learn social media, emphasizing to them that after he made the initial time investment, updating across platforms now only takes him about fifteen minutes a day.

The social media platforms Martin uses are Facebook, Twitter, and Instagram, having accounts for the organization itself as well as some separate accounts for the Trumbull County Land Bank. This translates to Martin posting multiple times a day. However, he doesn’t use Facebook Insights as he finds that it groups data in a way that obscures the performance of individual posts. He also sends an e-newsletter through Mailchimp, which is not monthly, but distributed as events arise. No matter the platform, Martin is mindful about branding, saying he always makes sure to put the TNP logo on everything that goes out because each program is also branded with its own separate logo and he doesn’t want any confusion. He is also diligent about using consistent wording, finding “the reclamation of derelict vacant space” to be a useful phrase to describe the core mission behind all the diverse programs and services the organization offers.

To reach out to residents about these programs and services, TNP distributes flyers at workshops and meetings, as well as when they go door to door for any other reason. In past years they received a HUD grant to hire full-time outreach staff, meaning that they went door to door very frequently in the past. Now that the grant is over, TNP is reorganizing their outreach efforts. The organization still puts door knockers on neighboring properties whenever a nearby house is about to be demolished and still has close relationships with neighborhood organizations, although Martin stresses that he tries not to make them the only point of contact for neighborhoods. To augment outreach, Martin maintains a contact database in Excel. Another Excel database holds a list of all volunteers and their emails, as TNP uses volunteers frequently. When TNP makes an effort to recruit volunteers, it uses press releases, relationships with press contacts, emails, and social media posts to form a concerted outreach strategy. In addition to responding to recruitment, potential volunteers also frequently contact the organization themselves because they see photos of volunteer projects on TNP’s social media that entice them to get involved.
Case Study

Lawrenceville United

Lawrenceville United (LU) is a CBO based in the Lawrenceville neighborhood of Pittsburgh, PA. With three full-time employees, the organization works to improve the quality of life of those living in Lawrenceville while bridging the gap between longtime residents (20% are 65+) and the younger residents who have arrived due to the recent development of arts and culture in the neighborhood. They accomplish this by bringing the community together through programs like neighborhood block watches, community gardens, and a senior advantage program.

To support these programs, Community Engagement and Program Manager Helen Ewing has developed a successful system of communications and outreach, doing the majority of this work herself with the help of an intern. Ewing’s strategy starts with a written plan detailing the types of events the organization hosts and what actions are needed to market each type. This plan allows all parties involved in an event to have a realistic understanding of the work that goes into a successful marketing and outreach campaign and how early it needs to be started.

The social media arm of Ewing’s strategy is based around Facebook and Twitter. She updates Facebook three times a day with content about events and programs, updates Twitter about every other day, and was active on Next Door before the platform changed policies to disallow neighborhood organizations. She reports that the link between posting on Facebook and turnout at events is strong. Facebook Insights have helped Ewing determine the best timing and topics for posts: she now tries to make posts as interactive as possible and include photos often.

Ewing also manages the email newsletter, which is sent out weekly. Each week she crafts a newsletter in Mailchimp that contains about 25 local events and is sent out to all LU members. Since the newsletter is members-only, she attempts to post everything from the newsletter to Facebook as well. She has used analytics to make the newsletter more successful, which has led her to tweak the time of day the newsletter is sent out, make the language clearer, and change the title from “Weekly e-newsletter” to “This week in Lawrenceville”.

LU has also been successful at distributing flyers and other promotional materials. When flyer distribution is needed, individuals with mandatory community service hours are sent over by the district magistrate. This way LU can put a flyer on every door even as an organization with limited staff capacity. LU also posts flyers in bars, storefronts, libraries, and senior centers, as well as in children’s school folders. Finally, Ewing lists events in the local newspaper The Bulletin and in church bulletins around Lawrenceville. She reports that flyer distribution is the most effective method of marketing she uses.

Ewing also manages volunteers, for which she uses Pittsburgh Cares, a volunteer organization whose website lists local volunteer opportunities. She has found that volunteer programs are most successful when the organization designates a community member who is passionate about an issue to help lead the volunteer program around that issue. After volunteer programs are set up, Ewing uses Excel and a sign-in sheet to track volunteers, but is interested in changing to a more effective tracking system. She also uses an Excel database to track contacts in the community, but is switching to SalesForce in the near future.
### What does this mean for my organization?

<table>
<thead>
<tr>
<th>Capacity</th>
<th>Focus on Facebook and one other platform, and update each once or twice a week with content relevant to your organization’s mission. Check the Facebook Insights page to see the audience you’re reaching.</th>
<th>Use a monthly newsletter which includes event listings and send it out using an e-newsletter platform. Use analytics to improve the style and content.</th>
<th>Focus on flyers and listings in community newspapers. Use government-mandated service programs or volunteers to distribute materials. Use volunteers or interns to help with print communications.</th>
<th>Start recruiting volunteers by posting a recruitment message on social media and in the organization’s e-newsletter. Use Excel to record current volunteer information.</th>
<th>Reach out to other organizations and leaders with connections in your community. Use email if in-person visits or phone calls are difficult to arrange. Use a spreadsheet like Excel to track contacts you have made.</th>
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<tbody>
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<td>Low Capacity</td>
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<td>Medium Capacity</td>
<td>Focus on Facebook and two other platforms, and update each 2-3 times a week with content relevant to your organization’s mission. Try exporting your data from Facebook Insights and tracking one or two statistics over time in Excel, such as “impressions”.</td>
<td>Use a monthly newsletter which includes event listings, articles, and spotlights, and send it out using an e-newsletter platform. Use analytics to improve the style and content.</td>
<td>Focus on flyers, listings in community newspapers, and mailers. If possible, produce an annual report. Use government-mandated service programs or volunteers to distribute materials. Use volunteers or interns to help with print communications.</td>
<td>Use social media and email to post pictures and articles of past volunteer activities along with a recruitment message. Test out one strategy for retention, and use a volunteer database.</td>
<td>Attend community events to get to know community members. Make time for door knocking to get to know residents, and try to develop at least one strong contact on every block of the neighborhood you serve. Use an email marketing service like Constant Contact to track communications with contacts.</td>
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<td>Focus on Facebook and three other platforms, and update each 1-2 times a day with content relevant to your organization’s mission. Try exporting your data from Facebook Insights and track several statistics over time in Excel, such as “impressions”.</td>
<td>Use a weekly newsletter which includes event listings, articles, and spotlights, and send it out using an e-newsletter platform. Use analytics to improve the style and content.</td>
<td>Focus on flyers, listings in community newspapers, and mailers. Produce quarterly and annual reports. Use government-mandated service programs or volunteers to distribute materials. Use volunteers or interns to help with print communications.</td>
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<td>Attend community events to get to know community members. Make time for door knocking to get to know residents, and try to develop at least one strong contact on every block of the neighborhood you serve. Use an email marketing service like Constant Contact to track communications with contacts.</td>
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## Organizations Interviewed

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<td>Oakland Planning and Development Corporation</td>
<td>Yes</td>
<td>13 full time, 2 part time</td>
<td>1</td>
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<tr>
<td>Rebekkah Ranallo</td>
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<td><a href="http://www.opdc.org/">http://www.opdc.org/</a></td>
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<tr>
<td>Youngstown Cityscape</td>
<td>No</td>
<td>2 full time, 4 part time</td>
<td>Shared among staff</td>
</tr>
<tr>
<td>Phil Kidd</td>
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<td><a href="http://www.youngstowncityscape.org/">http://www.youngstowncityscape.org/</a></td>
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<tr>
<td>East Liberty Development Incorporated</td>
<td>No</td>
<td>9 full time, 2 part time</td>
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<tr>
<td>Elizabeth Sensky</td>
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<tr>
<td>Lawrenceville Corporation</td>
<td>No</td>
<td>3 full time, 2 part time</td>
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<tr>
<td>Moira Egler</td>
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<tr>
<td>Bloomfield Garfield Corporation</td>
<td>No</td>
<td>8 full time</td>
<td>1</td>
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<tr>
<td>Andrew McKeon</td>
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<td>Layton Boulevard West Neighbors</td>
<td>Yes</td>
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<tr>
<td>Brianna Sas-Perez</td>
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<td>Bloomfield Development Corporation</td>
<td>Yes</td>
<td>1 full time, 1 part time, 1 intern</td>
<td>Shared among staff</td>
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<tr>
<td>Christina Howell</td>
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