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Jennifer Lewis-Hall, Facilitator:

Please join me again in welcoming back Sheryl Cates, whom you heard from earlier, who talked about technology applications and Sheryl is the CEO for the National Domestic Violence Hotline. Cassandra Thomas is also joining us and is Senior Vice President of the Houston Area Women's Center. Cassandra is one of the country's leading experts in the field of sexual assault. She is a renowned trainer and lecturer on various topics relating to domestic violence including sexual assault and the legal system. Amy Sanchez is Director of Fund Development and Communications for Casa de Esperanza. Amy has 15 years of experience working within the field of domestic violence and within Latino communities, and is an expert on community engagement and culturally-based programming.



Sheryl Cates, CEO, National Domestic Violence Hotline:

I've been asked today to talk with you about how to recruit, maintain, and utilize effectively your volunteers in your program and of course, I'll be speaking specifically for the hotline and how we've done that. I think that for many of you who are still in the room, you may or may not use volunteers but for those who are corporations, obviously you are using volunteers, talking to your workforces, speaking to them about how they can become more involved; hence, making sure that the corporation has a deeper understanding about these issues and how they can be affecting the change of either a local program – maybe it's a national program – or they're actually working in a volunteer situation that can promote advocacy.

So I want to talk just a little bit about that but I think we first have to talk about that there has been a huge change in the volunteer base that's available to us today as providers. We know that from the Bureau of Labor Statistics that only about 30% of Americans in the population are actually volunteering at this time. Thirty percent – it used to be around 60% and now we're at 30%, which means that there's less and less time for families to volunteer. It also means that there are less and less, I think, available volunteers and that means that many of us maybe, if we're in one community, utilizing the same volunteers or going after volunteers. That doesn't mean that we have to do that in a way that is usurping each other, but it may be in competition, just because of what volunteers may mean to your workforce.

In terms of effectiveness for the National Domestic Violence Hotline, we've seen five key things are what we think have made our program successful. Now, the hotline, as we talked about earlier, is open 24 hours a day, seven days a week. It is primarily to answer the phone and so what we've had to do is be not only accommodating with volunteers but also looking at ways to be very creative because oftentimes, once people are trained, they get on the line and realize "this is too traumatic for me. I can't manage this. I don't feel comfortable with this," and we had to find other ways in which to use our volunteers. So one of the things that we first realized is that we need to bring our volunteers in and not just do a volunteer training, but we need to help them become mission driven.

We need them to understand what it is about this mission that they can make a difference. What we heard from them is not only did they want to make a

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difference, which is different from when I first started this work in 1982; I was volunteer coordinator, an outreach coordinator, a legal advocate. You know the five by seven cards everyone carried around as business cards in the early years in domestic violence and there were only six of us working in the shelter? So we had this huge card that had all of our titles on it. But those are the things that in terms of volunteers, back then, I think people just wanted to help. They just wanted to save this person's life and what we see today in terms of those volunteers who are coming into the hotline, is they want to be part of a solution. They want to see change. It's not just about helping or assisting. It's also about being part of a solution.



We have found that they also want to see measurable change and we were talking about the outcomes. That's interesting because there are things that people want to see, that incremental change that keeps them engaged in knowing their work is making a difference. We also realized that we needed to be more flexible and I think when we initially were looking at what volunteers could bring to the hotline, is ensuring that every call could be answered. That was our goal in developing the volunteer project. It was our goal and role to make sure that that phone could be answered. What we realized is that many people could not do that and they wanted other ways to be involved with us because they believed in our mission. They wanted to see change. They believed that we were part of a solution, but they also felt they could not be on the line. That wasn't what they could do. So we listened to them and listened to what their needs were in terms of volunteering. We started doing focus groups with volunteers. Now, this sounds very elaborate, but we had to get elaborate if we wanted to maintain our volunteer base. I think it became a system of when you know that there are 19,500 calls coming in and you still have ten percent of those that you need to still answer, we had to figure out how we could be more creative and be flexible.

Many of them, we found, were students coming through. But they needed three-hour time shifts or two-hour time shifts, which means a scheduling nightmare. But it was easier to have them on for two hours than not at all, and it's an unpaid labor force when you're looking at – for those of us who are on limited budgets and we want to expand our work or our services, we have to do that with volunteers. So it was critical that we do more flexibility.

The third thing that we looked at is that we needed to make sure that our staff was as equally involved in volunteers and honoring volunteers and their work in the workplace – that they help recruit them, that they help train them. So what we did is devise a buddy system. We wanted to make sure that we had a person that was on the line or that they were coming to volunteer, that they were assigned a staff person who they basically learned their job from. It has worked really well because they feel like they get the one-on-one that they want and desire. They also learned more about the people who are working on the hotline and it also helped in terms of their commitment to our overall agency because they got undivided attention while on the line. So that was something that really helped us in terms of our entire staff, their responsibility to help move this forward. We had ways that we identified gaps in our services so that we could have volunteers use those. So we found that administratively, we had challenges completing some of the tasks. Billboards and TLC, tender loving care, those kinds of things are ways to take care of volunteers. We also found, because of where we're located in

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Austin, there was not transportation so we've now set up transportation mechanisms to make sure that volunteers could get to and from our location and do that safely. So those were some of the things that we looked at in terms of the gaps that we were able to feel as part of this process. We also thought number five was most critical – that you have to have fun with volunteers. They are not paid but they do want to help you. They do want to make a difference. They do want to challenge you in your work. It's not that you need to entertain them, but there needs to be some level of fun there and be creative, so we asked to do that. The sixth thing is that we have realized that we have to put more money into our volunteer program. Often, I think that when you're in social services, we see that, as for us, we need to build one more hotline. Do we put one more hotline advocate on the line or do we build up and have a volunteer coordinator, or maybe another half-time volunteer coordinator, because they have been able to bring on five or six hundred hours of volunteer time if we had an additional person or part-time staff person to help manage and schedule all of the volunteers.



So that was something that we originally looked at, as we can't do this. We thought there was no way we could add additional money to the volunteer base but we found that it is paid off in the long run to think about a half time. We also looked at what's called Green Works. It's actually a group of older citizens or more mature citizens who are looking for things to do, and they have been able to help us build our volunteer base with older individuals who feel like they sit at home, they don't have enough to do, they want to be creative, they want to be a contributor, but have not had anything to do. So one of the things that they have helped us do, there's a program where we're paid a portion as our organization to help them build and grow a volunteer base.

One of the things in terms of the volunteer base that – I'm going to go quickly because I know that we only have about 10 minutes, is that we looked at with our volunteer base is making sure that we had not only people answering the line, the administrative pieces, we also looked at having recruitment teams in the future. We've not done this to date but we've thought about recruitment terms in terms of sending out volunteers to talk with other volunteers. Often, you'll go to fairs, volunteer fairs, and you'll go to especially corporations and others who have fairs for volunteers to just help social services say we have a workforce that would like to help you. But we also found that there is a need to send out possibly a group of volunteers to talk with other people about our work. So they would be our messenger instead of us trying to do that ourselves in recruiting them.

So we're going to devise a team of two and we've got targeted places that we're going, in terms of college campuses. We're going to teens. There's a list of those that we're going to be manifesting, but we feel like that that's a way for other people to spread our message and help us recruit, versus us doing all the recruiting. It will, I thin, make it easier for us in the future. The other thing that is unique with the hotline is that we've built a national advisory council and this is a volunteer board who specifically is doing fundraising and marketing for us. We looked at the top five markets for the hotline and then we assembled a group of people to be on that national advisory council to ensure that there is more of us doing this wonderful work and that there's a way to expand the volunteer base in a way that uses the skills, expertise, and

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talents of those who have very limited time but they know their market. They have deep-pocket friends or they have a particular set of skills that we can use as the hotline to further promote our mission, our services, and to ensure that we continue as we go forward. So that's another use for those who may already have those advisory councils. Some people call them circle of friends. Some people call them diamond sponsorships or they have other names for their groups that they use to help work with them in terms of fundraising. But I think it's an underutilized group of people oftentimes.



This again is in terms of volunteering. They just don't want to give money but they want to invest, and then they want to see a solution. So I hope that is a part of your volunteer program; you're thinking about how you're using your volunteers to be a part of the solution to end domestic violence or expand your services in your particular city. Let me just see if there's a couple other things here. I think from our perspective is that obviously, volunteers are critical to our work. We could never afford to do all the work that needs to be done in our services if it wasn't for volunteers. So for those of you who have corporate partners and you have employee programs that are about volunteering, I can just give you an example.

Target came in from our local program in Austin and helped us. It's really important in a hotline to have an aesthetic a place as possible. They are hearing crisis after crisis after crisis all day long and what we wanted to do was to create an environment that was soft and that people felt well there. So Target came in and helped us repaint the offices. They helped us redesign our space setting when we had our desk dividers; putting up pictures, helped us redesign the room. It really made a tremendous difference so I hope that you'll use your corporate partners that are in your communities to help you devise ways to make it more appealing to your clients; if you're not doing client direct, then other ways that they can make it a real serviceable, manageable way to expand your services. I think it's critical that we keep those partnerships going and that we can utilize their workforce. So I just want to encourage you to keep using your volunteer bases.

**Amy Sanchez, Director of Fund Development and Communications,
Casa de Esperanza:**

I have been asked to talk a little bit about Casa Esperanza. We are located in Minnesota. I'm going to give a very brief organizational overview and then tell you specifically how we use volunteers throughout our organization. We were founded almost 25 years ago – actually this spring will be the 25th year – by a group of Latina women in Minnesota. Yes, we have Latinas in Minnesota, quite a few.

Basically, they looked at the domestic violence shelters and coalitions and services in Minnesota and realized that Latinas – sometimes because of language barriers, sometimes because of cultural barriers – would not be served with the current system. So that's how Casa Esperanza was founded. We were founded as a shelter primarily. For 16 years, we operated as a shelter and we had our outreach programs in the community. Almost nine years ago, we conducted a strategic plan that basically transformed our organization and what it did was say we are a Latino organization and our mission is to mobilize Latinas and Latino communities to end domestic violence. That sounds like a bunch of words, but from a domestic violence

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perspective it completely and totally transformed the way that we did our work because if you are saying if you exist to mobilize other people to end domestic violence, it basically says Casa Esperanza, we don't think we're the experts.

We don't think that we're going to end domestic violence as an organization. It is the community that will end domestic violence. Our philosophy in all of the work that we do, whether it be from running our shelter or a crisis line to working with youth, to working with children, to working with corporations, that is always in the back of our mind. What is our mission and how do we carry out our mission in the day-to-day lives? How does that ultimately end violence against Latina women and children?



The services that we provide: I said we have a shelter – we call it El Refugio; a crisis line; and we do direct advocacy within the courts. An interesting thing that I would like to say here is that when we surveyed hundreds and hundreds and hundreds of Latina women eight years ago in Minnesota and now across the nation, time and time again, Latinas said to us "We do not necessarily want to leave. We want the violence to stop." I would challenge and put this out there for all the practitioners in the room. I don't think it's just Latino women that are saying that. I think it's all women. So, what is the responsibility to us as service providers to think about? If they want the violence to stop, what do we need to do about that? Again, that's why our whole philosophy and intent is about mobilizing the community. I have been very happy and a couple of times – even though I have been doing this for 15 years – moved to tears today. The PSAs and whatnot, hearing about the role of men in this – that's something that, as well for the community we serve, is fundamental and has to be part of the solution of ending domestic violence.

The other thing, the most important thing, our new thing around our services and initiatives is about four years ago, we began to do work on a national level. We provide training and technical assistance for the Office Against Violence Against Women, to all OVW grantee organizations who are mainstream organizations wanting to work within Latino communities and then also to Latino domestic violence organizations that do not get funding from OVW, which is an interesting funding change that the government has made. So we literally serve hundreds of organizations across the United States, very specific things around advocacy, how to do Latina-based advocacy, and then also organizational development to make the organization stronger around fundraising, around communications, marketing, board of directors developments – all those things that are really critical for domestic violence organizations to remain sustainable in the future. Our philosophy of working with volunteers is exactly the same as our mission. It's the putting the hands in the work of the people to end domestic violence. From an organizations perspective, what does that take? You need to have a solid organization that is about quality, that is about integrity, that is about commitment, and it always comes back to victims, survivors, and families. We give multiple, multiple opportunities for volunteers to give. Some domestic violence organizations have been relatively focused on direct service provision to victims and often, volunteers don't want to do that. They work a 12-hour day; they do not want to come and answer a crisis line. They do not want to come and go to court with a victim, although there are many volunteers that do. So as an organization, again, it's about saying how can we see all of our

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priorities, all of the needs that we have as an organization, and match volunteer interest and skills with what we want to achieve as an organization? So we have infrastructure things around job descriptions. The volunteers know exactly if it's coming and painting our shelter, which we had volunteer groups do, to reviewing content, to providing content for the tools and the things that we use on a national level, to helping us re-brand our organization eight years ago. All different things were done with the use of volunteers. We served, last year, a little over 12,000 people as an organization; seven thousand of those were served by volunteers. I was saying earlier, compared to many of the organizations here today, we have a tiny budget. Our budget is \$1.8 million and we have 25 full staff time people. So we need volunteers.



We have hundreds of volunteers that work with us every year. I'll give you a couple of examples. The Centros de Informaciones Recursos – basically they're information centers, resource centers that we have in Latino marketplaces in the Twin Cities. They have three computers – use of technology – three computers and they're run by volunteers. Latinos come and they get any single question that they have answered.

Some people say "Well, what does that have to do with domestic violence?" It has everything to do with domestic violence. Women will come to us and say "I got this letter from school. I don't know what it says." So our volunteers will translate it for them. Men will come and say "I just lost my job. What do I do?" We've gotten landlords to give money back, first month's deposit back to people once they have evicted them. Tons and tons of things. We've found birth certificates from Mexico. Any question that people have, we resolve it and the reason why it's so important for domestic violence is, especially with an immigrant population, it reduces the stress in people's lives and unless you've lived in another country and didn't speak the language, you don't know what that's like.

Just everyday normal things that are normal for us, that we can maneuver, are very difficult for immigrant populations. So reducing the stress in people's lives, by volunteers, has been a really great strategy. Another initiative that we have is for Sonida. That is our community engagement work that we do within the community. I have a couple of different examples I want to share with you that we use volunteers for. We have done participatory research. We have trained volunteers. The University of Minnesota – a great professor, Michael Rodriguez. We kind of shamed him and twisted his arm and said "Michael, we need your help. We don't have any money." So Michael basically got his class, who were all studying to be investigators, to design a research study for us. What we did then is they came in and they trained community members to go out and to conduct the research project that we had. That was a project that was based not on needs or deficits; we were trying to figure out what are the hopes, dreams, and goals of the community and what things they needed to put in place to achieve those hopes, dreams, and goals. When you start from a place of assets and strength, the results you get are incredible.

The University of Minnesota students trained our community volunteers and then instead of not paying the volunteers which, if you're conducting a research study you would anticipate paying people, we said to the volunteers well, we're not going to pay you but we're going to give a donation on behalf

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of you to an organization of your choice. So, what does that do? It is valuing the work that the volunteers are putting in and at the same time, it is saying your work here does cost money and we're going to use that money to help another organization. One of the things that came out of that is that women were saying "We're isolated, we want to learn how to drive." The practitioners in here know that that's something that often, women can live with.



So we worked the Minneapolis public schools and we created a volunteer-based driver's education program, in Spanish, for Latinas. We trained congregation members. Again, instead of saying call the domestic violence organization in your neighborhood, we trained Latino congregations across the United States about how they can take on the issue of domestic violence and it's all volunteer-run. We have engaged a group of 30 Latino men in the Twin Cities who said "We want to take on this issue but we're going to do it a little differently," and we said okay, we'll follow what you're doing. They found a motivational speaker in Mexico who did a motivational CD in Spanish for men. Basically, it's an hour-long CD.

It doesn't say "domestic violence" one time in the entire CD but it's all about domestic violence. Finally, we train youth because youth are our future. We started out with a film called "Ubicate" which Verizon Wireless helped us to put together and that was done by Latino youth for Latino youth. Out of that, we have developed a peer education program. So we train youth to go and talk to other youth as well. When I talked about the broad potential for the use of volunteers and again, with our philosophy of seeing the strength and the assets behind the community, we have engaged volunteers. I'm going to speak specifically to corporations right now. They have come in and they have painted our shelter. They've donated our phone line, our technology that we need. They have donated other computers throughout our organization. Local corporation General Mills helped us do our web page, our initial web page and they did it all in Spanish for us. The Spanish-speaking marketing group from General Mills came in and said "We know you guys can do it, but we're going to take it on." That saved us thousands and thousands of dollars and a lot of time. We have volunteers from a local corporation that come in and plant the garden every spring with the kids that we have at our shelter and talk to them about taking care of plants.

We have obviously fundraising, sponsorship of events and things like that. We have been able to do a lot of work in the community with volunteers and I think the important thing is that people want to help. I have never met a person that when I talk to them about Casa Esperanza and what we do, that they said "No, I'm not interested." Everybody that you talk to wants to help and so, it's a matter from the practitioner's standpoint, being able to say what is that person interested in and how does that help me to achieve my goals that I have as an organization? Volunteers are not about coming in and making photocopies. I know if I was a volunteer, I wouldn't want to do that. Again, it's about saying what do you want to achieve as an organization and how can volunteers help that? The one thing that we did a few years ago that was very powerful is we took a group of Latinos and American Express to this big building in downtown Minneapolis and some of the senior vice presidents of American Express held this luncheon for the children and their mothers. We didn't talk about domestic violence. What the American Express executives talked about to the kids is you stay in school. Stay in school and study hard

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because I want you to take my job one day. It just almost brings me to tears because you saw these little kids, tiny, tiny kids, who had never been in a skyscraper, had never talked to anybody that looked like them that they knew was making a lot of money, and it made the kids think "My life is really bad right now. I'm really mad at my dad or I'm mad at my mom, but if I stay in school, I can make a difference." Even things like that – that's for the corporate partners in the room.

Domestic violence is one issue in the life of a woman and a child. Sometimes we get so focused on that issue that we forget to see that they're just kids and they need to stay in school and they need to get presents at Christmas time and they need to do things like that. It's about looking at the strengths of the family. So there are tons and tons of ways for volunteers to make those dreams come true for those children.

Cassandra Thomas, Senior Vice President, Houston Area Women's Center:

I've been in this work for 25 years. I've run a program in Houston. It's the only domestic violence sexual assault program in Houston, which is the 4th largest city in the nation. When I say we need volunteers, I ain't joking. When I started, we had 25 staff and a thousand volunteers. Now I have 125 staff and I have 700 volunteers and I need that 300. I'm trying to find them because volunteers really are key to what we do. If I'm going to serve the 4th largest city in the country, I need about 1,500 people on staff and nobody seems to want to give me the money to hire that many folks. So when I talk about volunteers, I'm talking about my other staff because that's how we treat volunteers. They are our staff and that's how we start off with. When you come to us, you're coming to join the work. There are a lot of ways to do that. One of the things that we have to start with is figuring out what you want to do.

When we talk about volunteering, I have a lot of options for you. One is you can do a special project. We have a fun run, we have a gala, we have the Astro-wise, we have this, we have that. If you want to just join a project, then go for it. Or if you just want to do one day, fine, I've got some weeds, I've got some copying. I'm sorry; I do need volunteers to make copies. Part of it is that volunteers have to decide how much they want to give or I want to be more long term and long term has to be defined now because when I first started doing this work, long term was three years. When I got a volunteer, I kept him for three years and I thought I was doing good. Now, if I keep them for a year, I feel like I'm really doing good. So I have to define long term with volunteers. What is it that you consider to be long term? Are you talking about three months because you're going on sabbatical and they give you three months? Or are you talking about really giving me a year? So when we talk about volunteerism, we really have to kind of redefine. That's what we were talking about earlier, is you have to define the problem. You have to define volunteerism now because it's different for different folks. When I talk to corporations about bringing me volunteers, that's what I start with. You've got how many folks that want to volunteer? Okay, back up, what do they want to do? They want to do good. I'm glad. God needs a lot of workers but...what does that mean? So we have to start there.



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That's their part. My part is I have to be creative in how I use them. They've been talking about that. One of the things that always comes up is that domestic violence programs and shelters is that a lot of shelters are anonymous. So programs say "We want to come and do work at the shelter, but they won't let us." Come to Houston. Tell you company to send you down to where we are because we'll let you come. The problem is between anonymous and confidential. A lot of places are still trying to be anonymous. We gave up. We built a 125-bed shelter that has an elementary school, a daycare, a job-training program all on one complex. When the walls went up, everybody said what is that place and they made it their mission to find out what it was. So we just said help, the shelter is here. We aren't trying to hide our location so a lot of people can come and work. I think when corporations go to the shelter, you have to talk about anonymous versus confidential. If you are an anonymous shelter, what kinds of things can we do to help you stay anonymous? But my piece is if you're going to come to my shelter, besides being a staff person, you also have to talk about what your responsibilities are around helping to keep this place confidential. It's not anonymous but I really don't want you to take a bus and go "That's the shelter and the women's center office is over here." I don't want that. I need every volunteer who comes in to make an agreement with me that "I am going to keep whatever happens in here to myself. I'm not going to tell anybody where the shelter is. I'm not going to talk about how many beds there are. I'm not going to talk about any of that stuff because I have to keep women safe."

It is all of our responsibilities to do that and what I found is that when I go in agreement with people and they know that every little thing you do determines whether or not a woman stays safe, then people are more than willing to keep their mouths shut. Then the volunteers are welcome to come on in and get to work. But I also have to be creative, so I have to do things that I may not like to do.

Sheryl talked about changing the shifts from three hours to two hours. I haven't gotten that far yet but I might. We let volunteers take the calls at home. We'll call forward to their home. That means you're up all night and I don't want to hear the next day about your boss being mad because you were up all night because that's what you volunteered to do. But that's something they can do on Saturdays. "I promise to stay home from nine until three and take the hotline calls." Then that way, they don't have to leave home. They can cook dinner. They can wash clothes. They can do whatever because we're trying to maximize their time. "I want to give my time but I still have family, I have friends, I have all this stuff over here." So if I can make the time and the volunteer work mesh, I'm able to keep the volunteer. I talk about let's try to do some things at home.

For us, the biggest piece around volunteerism is training. That's why you have to decide up front what you want to do. If you're going to do a one-time event, I just need to tell you a couple of things, we can move on. But if you want to work with clients, you have to be trained. I just don't let anybody work with clients. You don't have to have a degree. I tell volunteers all the time I can teach anybody how to work with clients but there are two things I can't do. I can't make you care and I can't give you more time. Those are two things you have to bring to the podium, but the rest of it I can train, but the

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training is extensive. What we have to do is be creative around training. My training is 50 hours and most folks go "What?! I thought we could go a weekend and be done." Well, actually, I do weekend training. You give me Friday night, all day Saturday and all day Sunday and I'll do the rest with DVDs. I offer a course at two universities that you can get college credit for volunteering. One of the universities does a weekend – Friday, Saturday, Sunday – and then the rest of your time is in volunteering. The other university, you have to do it over the whole year. The first half of the semester is the training; the second half is the volunteering. I can get college credit because I'm trying to get my Master's. Yes, you can. So they can still volunteer. We can do things that will make it easier for people to want to volunteer but they have to be sure about what they want to give us.



What can volunteers do? You name it. Especially corporations, you have to go to the program and say what do you need done? A lot of times, they come and they say "What do you want us to do," and I'll go what do you want to do? "Well, I don't know. What do you want me to do?" Anything, what you want to do. They'll say "I'm going to lunch, do you want to go to lunch?" "Yeah, let's go get Mexican." "I don't care. Where do you want to go?" It's the same thing around volunteerism. "What do you want to do? I don't care? What do you want to do? I don't care?" Somebody's got to come up with a plan. Talk to your volunteers. If I said I need you to come in and Xerox my training manual for me, I need 500 training manuals and you go "What? I don't want to do that." If you had just offered me something else-- That's what I mean. You have to figure out in front what you want to do. Talk to them. If you don't want to do copying, you come in and say "Okay Cassandra, we'll do a lot of things but nobody wants to copy, nobody wants to file, nobody wants to type." Okay. I've got a place to go, then.

Then you have to decide whether you want it job-related or not job-related because I can use management people to help with devising policies and procedures. I can use marketing people. Oh, God I can use marketing people. I can use finance. You want to do something related to your job, I've got work for you to do. But a lot of folks don't want to do this. "I do that all day long, I'm going to do something else." Well then, do you want to play with the children? I've got a lot of coloring books and a lot of colors and they kids need help staying in the lines. "That's what I want to do. I want to play with the children." I've got people who come in and say "I just want to play with kids for three hours." Great. Meet me at this time. I've got coloring books. I've got Legos. You can play.

They also have to decide what they want to do job-related or not because there is a lot of work. If you don't tell me what you want, it's really hard for me to help. In terms of retention, I don't know what retains volunteers. I say it up front. I don't know because every volunteer is different. This volunteer wants to party. This one says "Don't give me a party, I'm not coming." This one wants a card. "Don't send me no card, save stamps." I don't know. I've done it all. I've done the party. I've done the card. I think the only thing that works is the personal touch. I thank you for doing this work. If they need something else, I especially need the corporations to tell me. I had one corporation say "You know, my people really like to get stuff." Hey, we sat the kids down and said "Do y'all want to make cards?" They made thank you cards and they were ecstatic. I had another corporation say "Don't send us

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one more thing because every place we volunteered, they sent us stuff." The one thing I hear over and over again is "Do not put my name on a mailing list. I'm volunteering. When I want to give you some money, I'll let you know." I just need to know. If you don't tell me, I'm putting your name on the mailing list. But if you tell me up front, that's fine. I'll keep it off. It's that kind of dialog that needs to happen that unfortunately, doesn't happen that often.



They come and say they want to volunteer and that's where it stops. There needs to be a lot more information if it's going to be a pleasant experience for the corporation and for the volunteers and a pleasant experience for the agency. The last thing is just in terms of turning volunteers into donors, there is one thing I always ask my volunteers to be. I start off my trainings with I'm sorry. I misinformed you. This is not a volunteer opportunity. This is a movement joining. When you came in, you joined a movement to end violence against women and children. So if you want to get out now, hit it. If you stay, that means you've joined my movement. I need you to join me in terms of education. I need you to speak this wherever you go and that's really what I want from you. This is my speech.

Some of you have money; write me a check now. Some of you don't have money but you love to give parties, so give a party and ask everybody to bring baby clothes and bring it to the shelter. We need baby clothes or I need diapers. I always need diapers. Have a diaper party. Or the holiday time, I've got many organizations back home who are having holiday parties and what they bring are toys for the kids because we have a holiday store for the mom where she comes and shops for her kids and no money exchanges hands. The kids get to shop for mom. So I tell them give a party and have the interest of your party be something for the shelters. Those kinds of things people don't mind doing.

I tell them I need to be able to give women pots and pans. I need you to have a garage sale and instead of selling the stuff, y'all empty out your pots and pans and your cabinets and bring them to me. Scour them first and then bring them to me so I can pass them on to women. Those kinds of things people can do when they can't necessarily give cash because some of us are cash poor. We've got a lot of junk but we don't have any cash. So I need to help people to realize they can give me everything. They can give me cash. They can give me junk. They can make connections for me. You know somebody who has money. You may not have a dime, but you know somebody who does. I'll beg for you. You don't have to beg. Pass that name, I'll do the begging. It's those ways of making sure that people can become donors because it's not always about the check; sometimes it's about the connection. That's the kind of thing I tell volunteers. I need you to join the movement and that means that I need you to join on every single level.

Jennifer Lewis-Hall:

As I write on one of the cards--I have a national card line and I was thinking of you all and it says "A powerful woman draws strength from her soul and expresses joy from her heart. I have the power to do anything," and you exemplify that in every sense of the word. You caring about those young children that you talked about and giving them an example and I think attaching your professionalism but yet, your emotional desire to really want

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to help somebody. When you think about people's families being torn apart, not only intervention, but just a child having a chance to live for a normal day, an hour at a time. So I think that's why that's so resonated with me personally and it really touched me in so many ways.

As we mentioned at the start of our session, we wanted to talk about a call to action and really have a way to come together with this initiative at the end of the day and it's very important, I think, to really have a way to organize our thoughts and to be able to have just a few brief bullet points and I would certainly like to have Lupita Reyes come up and join me. She is the national program director for the Verizon Foundation at this time and also, I'd like to give her a round of applause.



Lupita Reyes, National Program Director, Domestic Violence, Verizon Foundation:

I appreciate all the great discussion. I listened a lot to all the experts in the room. Part of what the foundation takes away from all of this is a lot of education, a lot of the great work that you all do. What we look for, and we talked about it in the measurable outcome panel discussion which was very good, we talked about it in the media awareness – what are the right messages to which audiences – and then the volunteerism. But all through that, what was important to us is the technology and the technology programs. How can you advance your program through the use of technology? I think it will help a great deal with your measurable outcomes in measuring the data and having a system in place to kind of let you know where you're going. For us, or at least when we first started out, it was about getting the victim back to work and empowering her to move on with her life and be productive. But what we've learned today is that there's a process and it doesn't happen overnight. It's a change in attitude. It's a change in behavior.

Jennifer Lewis-Hall:

If you like, we can start with technology applications for domestic violence. Sheryl, you are certainly part of that panel and Cindy, you were. If you could perhaps, because I know we had to quickly end from your session, I would love to hear from you very briefly about the three most important things or the top things that we can take away or need to do now.

Cindy Southworth, Founder and Director, Safety Net, National Network to End Domestic Violence:

I think that one piece that resonates for Sheryl, Casey, and myself is we need to get technology knowledge because if we, all of us in this room, understand resources better, we'll understand how they might apply to help the hotline, a local program, a Family Justice Center, a survivor in crisis right now, but we need to learn. So we need to learn about all of these amazing resources and to do that, I think we need to get technology advisors. So sometimes it's going to be corporate partners and other times, if you are a local shelter and for years, we've been putting attorneys and accountants on our boards so that we can tap into their pro bono expertise, we need to get tech-savvy women and tech-savvy men on our boards of directors so you have someone to call and say what's a VPN? What's VOIP? What's video relay? How do I do web cameras safely? I think we need to learn, we need to get tech advisors

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and have them be our guardian angels and we need to start talking about technology and not be afraid of it as a domestic violence movement.

Jennifer Lewis-Hall:

Thank you so much. Certainly wonderful information there as our takeaway from the technology area. Education and awareness. What we can do there in the next year or so and also the important areas where we can take information away. Three things you might want to leave with people that we can take away from your panel today.

Brian O'Connor, Public Communications Manager, Family Violence Prevention Fund:

The first thing I would definitely say that we could do and that's available to everybody is to localize the national campaign. As I mentioned when I was speaking before that we have a kit that's available and it gives talk points on which you can talk to your public service announcement directors at local radio stations and TV stations and make the case for why these should be aired.

Lisa Lederer, President, PR Solutions:

I think Karen and I both had something. I think we want to get a talk show producer or a columnist to adopt a cause for the next year to really cover the violence against women act and the need for full funding and really ask them to make a year-long commitment to cover that issue.

Karen Jeffreys, Project Coordinator, Rhode Island Coalition Against Domestic Violence:

I think the third piece – I'm sorry I'm a broken record about this, but our movement is very, very privileged that we have a structure in place. We have 50 state coalitions. Each state coalition has member programs. We have this fantastic structure that most movements don't have already in place and I think from one of our perspectives is build the field. We have advocates out there that are doing amazing work, Angela said it earlier, of saving lives everyday. But we really have to build the capacity around communications in terms of building the field capacity and infrastructure to do good communication on an ongoing basis.

Brian O'Connor: There's also something that we talked about as far as engaging diverse audiences. Specifically I talked about engaging men but there are a lot of campaigns and a lot of efforts out there to engage men. Certainly look in your own networks right and see who's out there doing some really good work that you can perhaps partner with. Certain give us a call as well and we should strategize and think more deeply on how we can do that. As I mentioned, there are certainly a lot of women in the fold who can also then reach out to other men to bring them in. that's really where there's opportunity. Certainly, too, we talked a lot today about the next generation and really trying to figure out ways to engage teens on a deeper level. Technology is something that is also one of the first places I think everybody can go and figure out on your website-- it's kind of in the same breath as far as engaging audiences. It's not necessarily easy but start with your website for example. We talked about blogs and some of the influence they can have there, particularly with younger people. Verizon has used text messaging



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technology during Hurricane Katrina to increase donations so the diverse audience is coupled with really innovative ways to try and reach them, particularly I think online where there's large reach and it can be relatively cost efficient. So that would be my advice today.

Jennifer Lewis-Hall:

That's great. Thank you. The measurement panel – again what are the top three things that we need to do now.

Eleanor Lyon, Director, Institute for Violence Prevention and Reduction, and Associate Professor in Residence, University of Connecticut School of Social Work:

One is to create systems that reward rather than penalize programs for collecting data so that it's positively rather than used to de-fund or used in a penalizing way. It involves survivors or clients in the process to make sure that they're related to their needs and their desires.

Bea Hanson, Chief Program Officer, Safe Horizon:

I think another one was I think something that we all talked about, and that's defining reasonable, measurable outcomes for interventions and preventions so that they're really something we can measure and it's really based on services. The other thing is developing simple, safe, relevant, consistent measurement tools that we can develop. Eleanor talked about that a little bit during her presentation.

Jennifer Lewis-Hall:

Thank you, thank you very much. Is that everyone? Lastly, we'd like to hear from the volunteer panel, which is still assembled right here. So either a note from each of you or someone can share your thoughts together. Cheryl, would you like to share a brief thought?

Sheryl Cates, CEO, Texas Council on Family Violence and National Domestic Violence Hotline:

I just have one that I think is critical and I think all of us talked about. I think you have to evaluate what your program is and then how to best use volunteers. It seems that was a theme throughout, that there are many, many ways to do and work with volunteers but I think you have to start with your own program, evaluating that; as a corporation, what your volunteers are willing to do as well as the program who's on the receiving end of working with volunteers, evaluating what is needed. Then how to match that in a way that's appropriate for everyone because you do want to keep them longer than a day. It takes a lot of time and energy and your goal is to give everyone a rewarding experience and I think it bodes well for both when that occurs. So I think what you can do today is evaluate your program and your capability in terms of a volunteer base.

Cassandra Thomas, Senior Vice President, Houston Area Women's Center:

I'd just like to add one other thing and that is that when we engage in volunteers, we need to remember to engage volunteers that are younger. If you want to have leadership, mentor leadership, you want to have volunteers, you need to teach volunteerism. So maybe you have instead of a day when a corporation brings out their employees, they could bring out the families to



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volunteers. Then maybe we should, as agencies, have volunteer opportunities for kids. I know it's a little tricky, but it can be done. We have volunteer teen advisory board. We're teaching them how to be board members – my way. But also, it's building them up to learn how to volunteer because unless we have volunteers, all of us in this next generation will be defunct because we won't have the money or the resources to do the work we need to do.

**Amy Sanchez, Director of Fund Development and Communications,
Casa de Esperanza:**

I would say, especially for the corporate partners in the room, is to start small. Do one small thing. Maybe it's only within your work group or your division. Start small. I always believe that small successes make bigger successes so maybe it is doing the thrift sale or garage sale. Maybe it is adopting families during the holiday times. Maybe it is going in and bringing in a local program to do a training for your workforce. So start small and you'll get people excited and motivated and that could expand out.

Jennifer Lewis-Hall:

Amy, what would you say are some of the most successful volunteer programs?

Amy Sanchez:

From my perspective, they're the ones that have some kind of staff support, so a staff person who is accountable both to the organization but more importantly, to the volunteers. I think that the volunteer programs from the corporations that I have worked with, when you have senior leadership invested and excited and engaged, it makes for a very, very successful volunteer program. And also, the communication piece and finding out what people really want to do. What lights their fires? What gets that passion going? Then you'll keep them around for a long, long time.

Cassandra Thomas:

We actually ask the corporation. If they've done background checks, then we're okay with it. If they haven't, then we have to do them, especially if they're going to work around the kids. We don't let anyone work around the kids who've not had background checks.

Amy Sanchez:

We do background checks for people that work directly with kids as well. Same exact thing – if the corporation has done a background check, for other people that are in and out of our shelter or doing any other kind of work, that's fine with us. If we're having volunteers do a fundraising event or other things that doesn't involve direct work especially with children but also with women, then we do not do background checks.

Sheryl Cates:

That was actually a big problem for us, how many people really wanted to do something that was just much more mission driven. I'm not surprised to hear you say that. So I'll tell you that Deedee Bartlett, who's on your board at the DV hotline, presented at our luncheon last year and came up with the idea that we call the Purple Ribbon Campaign and it really synthesized for us all those people who don't have the time or don't have the inclination to come to the shelter. The background check's too difficult but they wanted to do



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something very mission driven. So we took Deedee Bartlett's idea and expanded in our community of Ossening in northern West Chester and essential it's organize all different sectors of the community. You get the police to tell you how many domestic incident reports you have. You then take purple ribbons and put one purple ribbon on a tree in a local spot for each DIR filed with the local police. You hold a candlelight vigil. There's a press conference. None of this requires a background check for anybody and yet it really brought a lot of new people into our work that we are then going to be able to take to some other level and also to other communities because they may never make it to our office. They may never go through our security protocols but they want to build it from one community to another and you can thank Deedee if you see her before I do.



Lupita Reyes:

Any other questions? I want to thank each of you, particularly our partners for a truly incredible and inspiring day. At this time, I'd like to introduce the president of the Verizon Foundation. I'll have Patrick come up again.

Patrick Gaston, President, Verizon Foundation:

It's really great to see that so many of you are still here. This is a tough issue but we have great people here and I think across the country to solve this problem. Let me first start by acknowledging everybody in this room, working so hard to make a difference on this issue. Please, give yourselves a round of applause. I was given a little bit of a scripted ending but I'm not going to do it that way. I just want to talk to you a little bit about what's on my mind vis-à-vis this particular issue and about how we might be able to work going forward and the kind of leadership that I will be providing at the foundation. Before I do that, as a closing item, let me thank Lupita Reyes for outstanding leadership. And her partner and co-leader Debbie Lewis, who's been outstanding on this. I think what we're going to do is we're going to lobby hard to have Jennifer Hall Lewis do something else with us but she's been terrific. A couple of thoughts.

Verizon is in this and I hope that it is clear to you that we've very serious about this. We are. You could tell by the quality and caliber of people here today. We had Denny Strigl. We had Dan Meade. We had executives around the table that you weren't even aware of that came here because this issue is important and for all the reasons that you cited. But importantly, it touches our communities in fundamental ways and there is something that can be done about it. So let me talk a little bit about strategy going forward. You should know we didn't talk about this today but the Verizon Foundation's focus is not just exclusively domestic violence. There are other things that we do that I believe that are very complementary in addressing the kinds of issues that are being addressed today.

I think that I will just tell you about them and maybe as you go forward, you can inquire investigate, talk with us as we collaborate, develop partnerships. We can figure out how we can leverage our other assets to be able to help in this area. One of the things that we've done over the course of the past year in our house is we've developed a significant capability to deliver literacy tools online and educational tools online, all of which are standards-based tools that we are using with our funding partners so that they can help to address the critical needs of students K-12 around this country, to be able to help

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teachers to teach better in classrooms, and to provide literacy tools that really touch the entirety of the families spanned, so that it's complemented as well with professional development of organizations that wish to be engaged in this kind of effort with us. The reason for our web-based strategy is that it is more sustainable, it is scalable and we can better assess its effectiveness. So it's critical that you know about this and if you go on our Verizon website, you will see a lot of information on the Verizon literacy network, a lot of information on our online K-12 offering called Marco Polo. You should be aware of this because I think someone mentioned to me earlier today that if you look into a home where there is violence occurring, oftentimes there is an issue around literacy, there's an issue around education. So I think that we can work together on some of these things.



The other thing that we're doing increasingly more of is we're doing national grants on a larger scale and the reason for that is we realize that there are some economies of scale involved in that. We can be much more effective if we do it that way and as a consequence, as long as we are sure that the organization is itself has the competence, the capability, the will to do it, we find that that ultimately helps more in terms of getting at the victims. We are not getting away from the need to look at what's going on locally in the various communities that you're involved in because we know that on the ground there are some good ideas that need to be implemented; there are some good ideas that need to be seated, to grow and we want to continue to support that. The way that we're structured as a business is that we have a corporate entity but we also have a local presence, and all our business – whether it is on the wire line side and on the wireless side. We're not going to get away from the issue of awareness.

Verizon Wireless has been doing that I think very effectively over the course of the past few years. You know that on this issue, awareness counts. I think Denny Strigl mentioned it today. The fact that a corporation like ourselves in collaboration with you is addressing the issue in the way that we are, we're talking about it. Joe Torre talked about this as well. Talking about it can help in this regard. So we will be engaged in limited awareness campaigns on this issue across the country.

On volunteerism, Cassandra, I like how prescriptive you are about what you want your volunteers to do. That speaks to professional development. We're big on that. We don't think that, for example, despite all the wonderful assets that we have on a national scale and on a local scale, we know that the most important thing ultimately is all of you that are engaged in providing the services. So if we develop assets online that really work, we have to make sure that we are training folks to be able to use the tools that we provide, that we are equipping folks to be able to understand and respond to the range of issues that we have to deal with. The issue of research – and I believe that part of this speaks to a little bit of research. Research, collaboration, and outcomes. I heard the measurement discussion focused sometimes on the macro aspects of the results, meaning are we changing the level of education at a macro level. Because we invest at frankly, the local level, the state level, and a per-grant basis, we also measure, on a micro level, so that if we're looking at outcomes, if I'm supporting you on a victim-to-workforce program, I want to understand how many victims wind up going to a job as a consequence of funding this program.

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So we want to be very clear that while I think the macro measurements are important, that we're looking at the effectiveness of any program that we support and that we fund. By the way, as you intersect and deal with our folks at the state and local levels, please keep in mind the discussions that we've had today because we have to be disciplined and if we're going to be able to be effective about getting at this issue, we have to be focused. Sometimes you have to focus us and sometimes we have to focus you. But the bottom line, it is a partnership, it is a collaboration, and it is for a very, very worthy cause. Thank you for taking the time to be here today. It means a lot to us. We're going to continue to work together and get at this issue.

