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[ Financial Training and Consulting  
for Charities and Nonprofits. ]

# Budgeting for your Volunteer Management Program

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## Learning Objectives

- Making the Case for a Volunteer Budget
- Best Practices in Budgeting
- Key Elements of a Volunteer Budget
- Assigning Economic Value to your Volunteer Program



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# Conventional vs Social Accounting

- Conventional accounting is the current accepted best practice
- Only includes items that are commodities
- Excludes environmental impacts
- Excludes social impacts
- Excludes non-monetized inputs and outputs



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# Conventional Accounting

- Conventional accounting assumes profit is the measure of success
- What does success look like for your organization ?
- How do volunteers contribute to the success ?
- How would success be impacted without a strong volunteer management program?



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# Conventional Accounting

- Accounting is a driver of behaviour
- If it's not counted it's not recognized
- What gets measured gets managed
- What get measured gets attention and is considered to be of value
- What is being monitored and presented will affect behaviour and attitudes.



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# Social Accounting

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- Broadens the domain of what is included in an organization's accounting statement to measure monitor, and evaluate to include items that facilitate behaviour which will help further goals of economic, social and environmental sustainability.



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# Budgeting for Volunteer Management - Planning

- Budgets are driven by the program plan
- Recruitment
- Screening
- Training
- Support
- Recognition



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# Budgeting for Volunteer Management -Best Practices

- Clarity
- Timetable
- Budget Headings
- Estimating Costs
- Contingencies
- Forgotten Costs



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## Budgeting for Volunteer Management - Capacity

- How many volunteer opportunities exist in each program area?
- What is the HR capacity available to manage volunteers?



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# Budgeting for Volunteer Management - Expenses

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- Different types of expenses ( fixed and variable)
- Fixed costs are those that do not vary with the number of volunteers.
- Variable costs are those that vary with the number of volunteers.



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## Budgeting for Volunteer Management – Overhead Costs

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- Overhead or administrative costs are the business expenses that are not chargeable to a particular program over service (rent, insurance, IT department)



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# Budgeting for Volunteer Management – Recruitment

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- Promotion/Advertising
- Communications
- Staff Time



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# Budgeting for Volunteer Management – Screening

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- Police Checks
- Telephone/Postage/Stationary
- Staff Time



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# Budgeting for Volunteer Management – Training

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- Trainer
- Venue
- Materials
- Food/Refreshments
- Transportation
- Staff Time



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# Budgeting for Volunteer Management - Support

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- Materials
- Telephone/Postage
- Out of Pocket Expenses
- Staff Time



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# Budgeting for Volunteer Management – Volunteer Recognition

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- Celebration Events
- Swag (T-Shirts)
- Food/Refreshments
- Staff Time



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## Budgeting for Volunteer Management – Other Costs

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- Database Management
- Volunteer Survey
- Insurance
- Workstation
- Computer

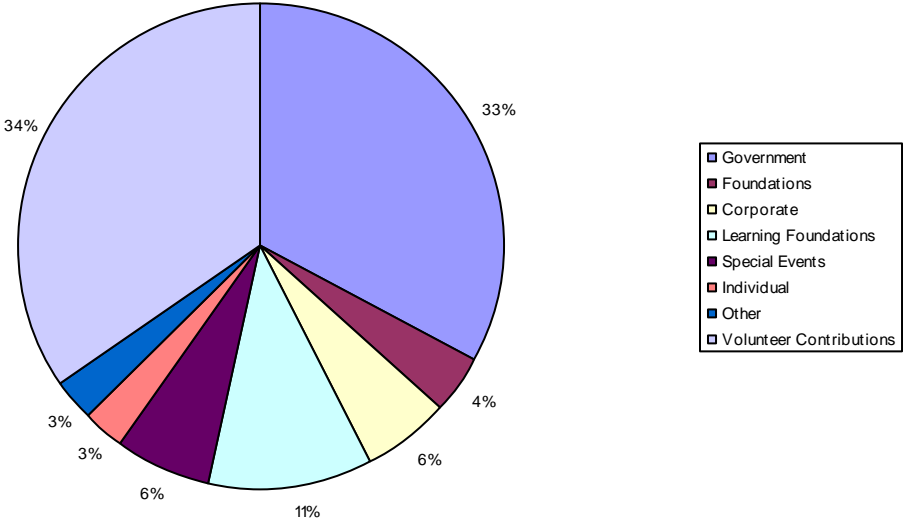


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# TOTAL CONTRIBUTIONS

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# Assigning Monetary Value to Volunteer Contributions

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- Social Accounting can tell the story of the value of the volunteers.
- Volunteers are a critical component of many programs that is hidden in conventional reporting as they are not paid.
- Counting and valuing volunteer contributions can support the impact the volunteers have on the organization and on the community that is served and ultimately impacted.



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## Case Study – Frontier College

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- Frontier College uses volunteer tutors to deliver almost all its literacy programs.
- The organization had over 3,000 tutors across the country.
- The value of the volunteer contributions was over \$2.2 million.
- The total budget of the organization was under \$4 million.
- Volunteer contributions made up the largest component of all inputs into the programs.

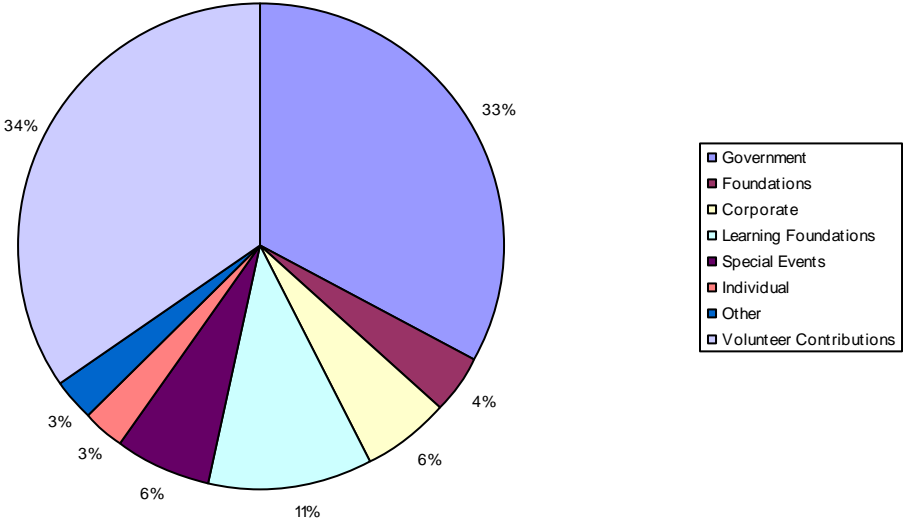


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# TOTAL CONTRIBUTIONS

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# Value of Volunteer Training

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- Literacy Training
- Leadership Training



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## Value of Volunteer Training

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- Literacy Training 2,645 volunteers @\$100 - \$264,500
- Leadership Training 175 volunteers @\$150 \$26,250



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# INTELLECTUAL CAPITAL

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- Human Capital – The skills and know how of employees and VOLUNTEERS.
- Organizational Capital – Knowledge and expertise embedded in the organization. (copyrights, patents)
- Relational Capital – Relationships with clients, suppliers, and the local community.



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# Benefits of Assigning Value to Volunteer Contributions

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- Can be used in annual reports to show how the organization is meeting its mission.
- Makes a stronger case to funders and donors for funding volunteer management and other programs.
- Increases motivation of volunteers who will perceive that their contributions are acknowledged and valued.
- Can improve public image.



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