

The Impact of COVID-19 on Volunteering

Results of a survey of Maine non-profits



This report was developed for Volunteer Maine, the state service commission, by the Survey Research Center and the Data Innovation Project at the Cutler Institute, University of Southern Maine. Portland, Maine. June 2021.

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Introduction

Volunteer Maine, Maine government's partner for the federal Corporation for National Service, is dedicated to building Maine communities' capacity and sustainability for community service and volunteerism. Volunteer Maine is grounded in the belief that involved, responsible citizens who engage in community service and volunteerism help create vibrant, productive communities that are responsive to human and environmental needs and contribute to wellbeing of the State of Maine. Volunteer Maine awards grants to community initiatives throughout the state to help achieve this mission. In addition to awarding grants, Volunteer Maine undertakes internal initiatives to help advance the mission by offering opportunities that build the capacity for individuals and organizations to more effectively engage in volunteer and community service initiatives.

The impact of COVID-19 has been widespread across all facets of life in Maine, and particularly acute within the nonprofit sector which relies heavily on volunteers to accomplish their work. However, the extent of the impact, how organizations are adjusting to COVID-19, and what sorts of supports they need to re-build their volunteer base, is not yet known. To this end, Volunteer Maine reached out to the Data Innovation Project (DIP) and the Survey Research Center (SRC) at the Cutler Institute for Health and Social Policy at the University of Southern Maine to conduct an assessment of volunteering capacity at nonprofit organizations around Maine. The purpose of the survey was to better understand the impact of COVID-19 on the non-profit volunteer base, identify innovative solutions to the current situation, and gain useful insight into how Volunteer Maine and its member sites can most effectively contribute to the recovery efforts in communities across Maine.

The purpose of this report is to share the findings from the survey conducted in spring 2021. The report first describes the survey methodology – including the survey development, administration and cleaning processes – and then moves into the key findings with a focus on the impact of COVID-19 on volunteering, the state of volunteering during the pandemic, and the supports needed by survey respondents to recover their volunteer capacity.

Methodology

Survey Design

To develop the survey, staff from the DIP reviewed existing research, surveys, and assessments that related to non-profits and volunteering, such as the civic engagement module on the US Census, the Service Enterprise Diagnostic (SED), and VolunteerPro's Volunteer Management Progress Report. Throughout the drafting process, the DIP consulted with Volunteer Maine's Research and Evaluation Committee, whose members helped articulate the purpose of the inquiry, reviewed the proposed survey questions, and provided feedback. The final survey instrument consists of 39 total questions, which explored the following topics:

- 1) organizational demographics (e.g., number of staff, operating budget, proportion of budget dedicated to volunteer efforts, sector, county(ies) of operation);
- 2) the impact of COVID-19 on volunteer activity, such as the total numbers of volunteers before/after the pandemic, and how the volume of volunteering at the organization has shifted in terms of certain activities, frequency of engagement, and demographics;
- 3) the impact of COVID-19 on how the organizations managed volunteer practices, concerns voiced by volunteers, where and how volunteering could occur, volunteer resources, and how the organization shifted to accommodate the pandemic; and
- 4) the response to COVID-19 and recovery, such as the long-term impact on volunteer capacity, concerns for the future, resources needed to help recovery, as well as the role the organization and volunteers may have played in the current COVID-19 response.

Each section consisted of a series of closed-response, Likert-scale type questions, followed by open-ended opportunities to add additional thoughts or insights that might not have been captured. Once the survey was finalized, the Survey Research Center (SRC) upload the survey questions into the University-supported *Qualtrics* survey software for on-line administration. The final tool can be found in Appendix A.

Recruitment

Survey respondents were recruited in three ways: direct recruitment, randomized selection, and through releasing an anonymous link. The direct recruitment process distributed information about the survey and the intended respondent was via monthly newsletters targeting the non-profit sector, including Volunteer Maine, the Data Innovation Project (DIP), the Maine Association of Nonprofits and the Maine Public Health Association. The announcement included a link for volunteers to provide their full contact information and yielded 113 potential survey respondents. The research team also randomly selected 110 organizations from Volunteer

Maine’s newsletter and mailing lists and verified the appropriate contact information for each organization. Finally, an anonymous link was distributed to the DIP and Volunteer Maine newsletter lists in the last two weeks of the survey administration period.

Administration

The SRC sent an invitation to complete the online survey directly to 223 non-profit organizations in two waves. In March, the SRC sent personalized links to the 113 individuals who volunteered to participate; in early May, the SRC sent personalized links to the additional 110 organizations who were randomly selected. The SRC conducted as many as three follow-up calls with organizations who did not respond to the initial invitation, or only partially completed a survey. Later that month, an anonymous link was distributed by the DIP and Volunteer Maine and held open for two weeks in a final effort to boost the number of responses. The survey closed on May 26, 2021.

Final Sample

During the survey administration period, 153 individuals started the survey but 31 did not complete it; of those, most answered only the first one or two questions. When we exclude the incomplete responses from the sample, the final analysis sample consists of 122 completed surveys. The final sample represents an 80% response rate among those who volunteered to participate, and 21% among those who were randomly selected. Note that because participants could voluntarily skip some questions, the number of respondents on any given question or survey item varies.

Cleaning and Analysis

Once the survey was closed, the DIP project team closely reviewed and cleaned the raw data, which included removing incomplete responses, reclassifying text responses into appropriate categories when warranted, recoding continuous data into categories, and calculating increase or decreases between time periods. Open-ended response questions were also reviewed and coded thematically. To explore any differences between non-profits operating in rural versus urban areas, a rural flag was created. The DIP project team used the county (or counties) in which the respondent stated they operated and coded them using the rural-urban continuum codes established by the U.S. Department of Agriculture’s Economic Research Service;¹ any organization operating in a county with an index of six or greater was considered “rural.” Basic frequency and descriptive methods were used to analyze data from multiple choice and Likert-

¹ <https://www.ers.usda.gov/data-products/rural-urban-continuum-codes.aspx>

scale type question, with measures of statistical significance used when appropriate (primarily chi-square for cross-tabulations). Full question by question results can be found in Appendix B.

Limitations

The study initially intended to have a complete listing of non-profit organizations in Maine with full contact information (i.e., name, email and telephone) by which to distribute the survey. However, such a list does not readily exist, and compiling contact information manually is time consuming. Thus, the research team developed the multiple recruitment efforts described above. That poses some potential degree of bias, in that organizations that were willing and able to complete the survey may be significantly different from organizations that did not. It should also be noted that this sample represents only fraction of all non-profit organizations in Maine. Therefore, these results should not be interpreted as representative or generalizable to the entire non-profit sector but rather the experiences of those who responded to the survey. Additionally, because of the relatively low number of completed surveys, detailed cross-tabulations were not always feasible or reliable due to low cell sizes, which limits our capacity to draw conclusions about patterns based on organizational characteristics.

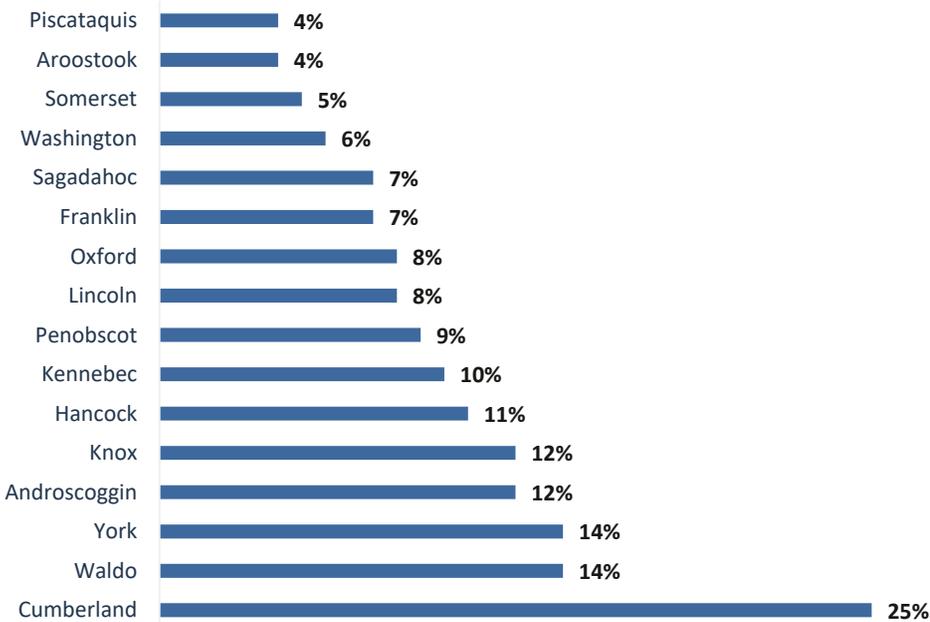
Findings

Demographics of Respondents

The majority of survey respondents were Executive Directors (36%) or Volunteer Coordinators (28%). About one-quarter listed something other than the options offered, and included Program Directors, Operations Managers, Communications staff, and Board Members. About half the respondents were from organizations with an annual budget that was greater than \$500,000 (47%); about one quarter (24%) had an annual budget of less than \$100,000. Of those who knew what proportion of their budget supported volunteer activities (107 of the 122), 67% said it was less than 10 percent. Just over half reported having a total FTE of less than five (53%), and 17% reported FTE of more than 20 although this ranged from zero to over 1,000.

While 15% said they operated statewide, others indicated specific counties with Cumberland being the most frequently selected (25%), followed by York (14%), Waldo (14%), Knox (12%) and Androscoggin (12%). However, all counties were at least somewhat represented (see Figure 1).

Figure 1. Organizations by County



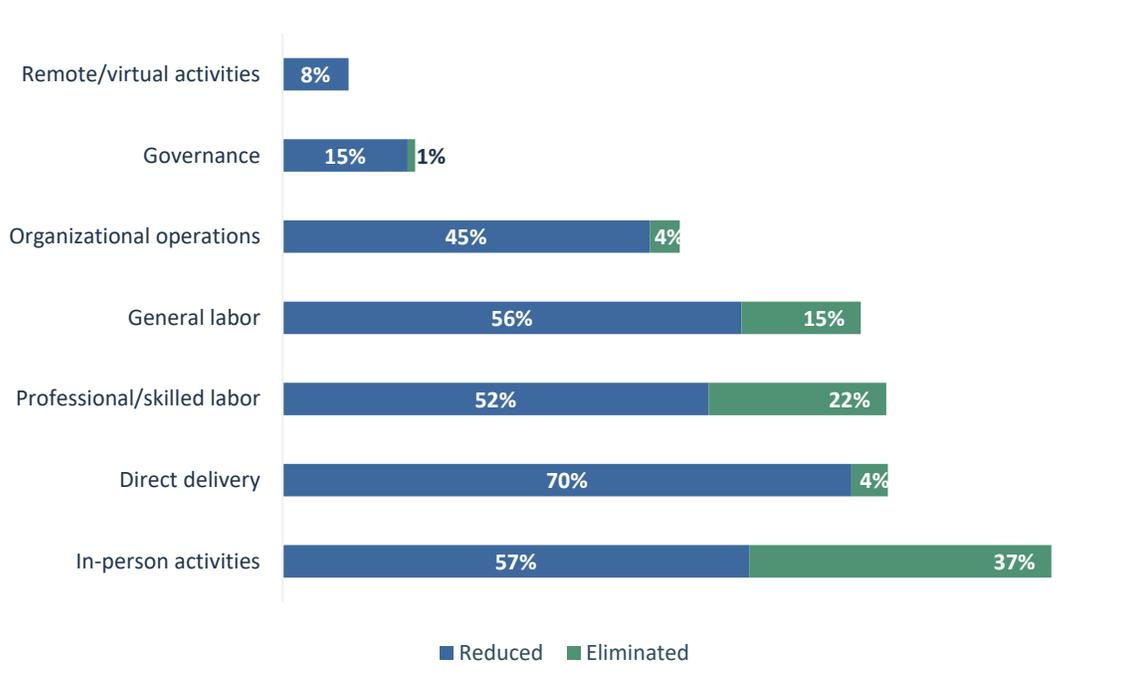
**Percentages total more than 100% because more than one county could be selected.*

Similarly, respondents were asked to indicate the sectors that best represented their work (they could choose up to three). About one-third (31%) indicated education, followed by social and human services (28%), youth development (15%), hunger and food (14%) and arts/culture (13%).

Impact of COVID-19 on Volunteering

Seventy-eight percent of respondents reported a decrease in volunteers between FY2019 and FY2020, and on average the difference was between 79 and 122 fewer volunteers.² A handful, 13%, reported that the number of volunteers increased, on average by 25 volunteers. While 83% of survey respondents indicated they had continued with some degree of volunteer activities since the onset of COVID-19, they nonetheless indicated that it had an impact on specific activities. As Figure 2 shows, 94% indicated that in-person activities were either eliminated or reduced, while 74% reported a reduction or elimination of the volunteer activities related to the direct delivery of their services (Figure 2). Professional and general labor also saw significant negative impacts.

Figure 2. Negative Impact (reduced/eliminated) of COVID-19 on Volunteer Activities

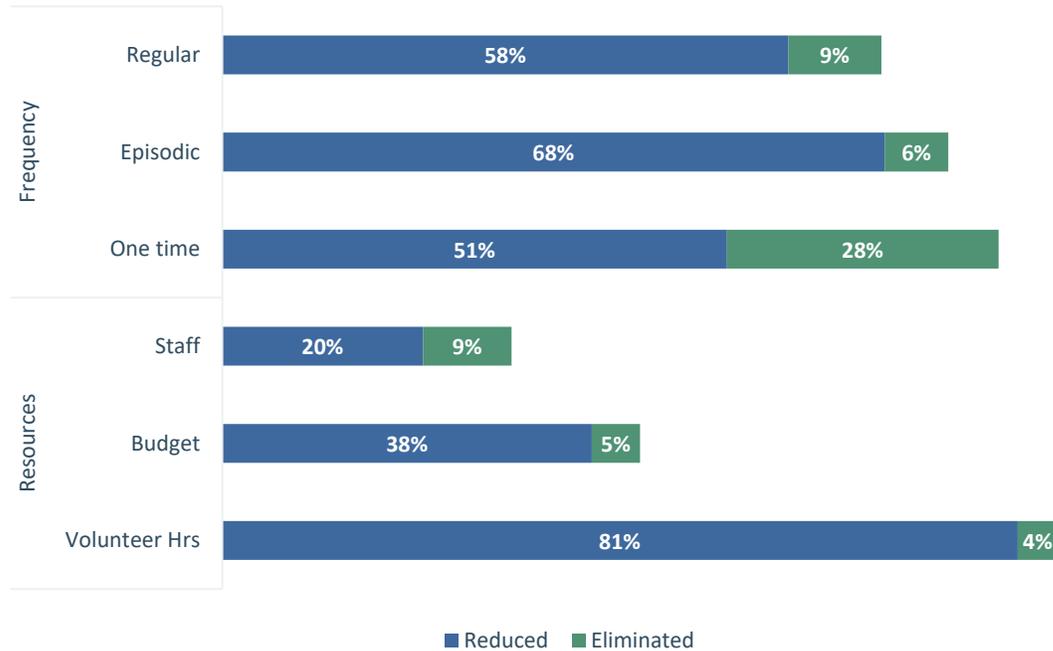


Conversely, 92% said that their remote/virtual volunteer activities increased or maintained, which is unsurprising. However, 84% also said that their volunteer governance activities were maintained or increased, and half (51%) said that volunteer activities related to organizational operations (such as serving on committees or workgroups) were maintained or increased.

² One organization reported significantly more volunteers than others; when they were removed, the average decreased.

As shown in Figure 3, some other aspects of volunteer capacity at the responding organizations were also affected by COVID-19 in terms of frequency and resources. Notably, the number of volunteer hours were reduced or eliminated (85%), as were one-time volunteer engagement opportunities (79%).

Figure 3. Impact of COVID-19 on Volunteer Capacity



The pandemic appears to have had less clear impacts on who was continuing to volunteer, with the one exception that many respondents reported a decrease in older volunteers (44%; most others said they stayed the same). Although not all respondents reported the following pattern, younger volunteers and first-time volunteers were the most likely to show a reported increase (32% of respondents observed this trend).

Non-profits Serving Rural Areas

To identify “rural-serving” non-profits, the research team relied upon the rural-urban continuum codes established by the U.S. Department of Agriculture’s Economic Research Service. Any organization that reported operating in a county with an index of six or greater was considered “rural.” This included Aroostook, Franklin, Hancock, Knox, Lincoln, Oxford, Piscataquis, Somerset, Waldo and Washington counties.

Once classified, 54 organizations were considered “rural-serving,” or 44% of the total. Those organizations were less like to report having a budget greater than \$500,000 (38% compared with 56%) but were slightly more likely to report that a half of their budget supported volunteer activities (23% compared with 6%). They also tended to have fewer FTE staff (12, on average, compared with 37).

While the rural-serving organizations were slightly more likely to report reductions in volunteering activities, the results were not statistically significant. However, the following differences were notable and significant:

- **More likely** to report reductions or eliminations in the total staff FTE available to support the volunteer program (35% compared with 25%).
- **More likely** to indicate limited internet access as a concern for volunteers (28% compared with 12%)
- **More likely** to indicate transport and travel limitations had impacted volunteering (61% compared with 32%)

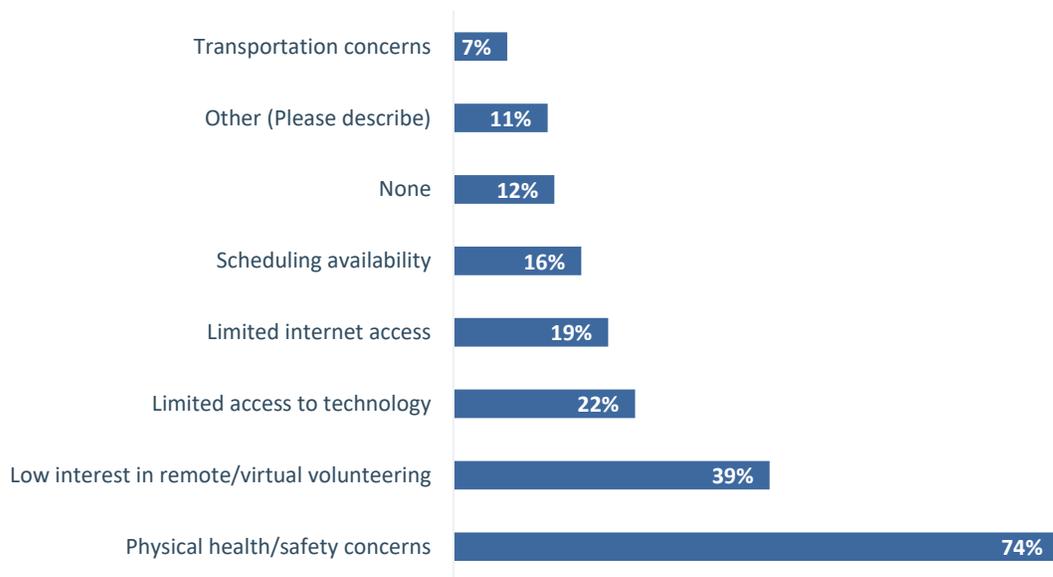
Moreover, while rural-serving organizations were more likely to state that recruiting new volunteers was a concern going forward, (61% compared with 46%), they were **much less worried about volunteer attrition** (80% compared with 62%). Lastly, while they were not any more or less likely to report that they shifted their work in response to COVID, all of them said this was a large shift for their organization (compared to 73% among other organizations). As one respondent described, “We have gathered volunteers to food shop for people and we have taken many people to receive their vaccines.”

State of Volunteering During COVID-19

As previously stated, 83% of survey respondents indicated they had continued with some degree of volunteer activities since the onset of COVID-19 (17% had not). Of those, 58% reported that they had experienced some degree of negative impact on volunteer attendance. Some noted that this varied, with some volunteers becoming more active and others becoming less active. Another stated that while the number had decreased, those who remained were reliable and hard working.

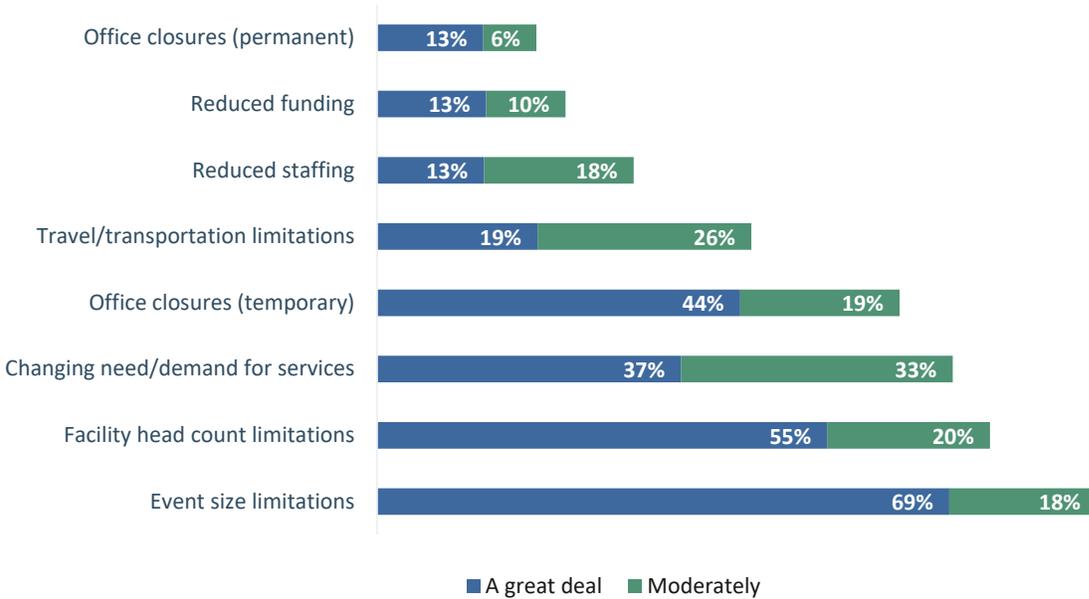
Figure 5 shows the concerns that survey respondents reported hearing from volunteers. Overwhelmingly, health and safety concerns were the most common answer (74%), followed by a lower interest in remote/virtual volunteer opportunities (39%) and limited access to technology (22%). While not an option, many noted the lack of childcare as a concern in the open response.

Figure 5. Concerns Expressed by Volunteers



Many pandemic-related factors have negatively impacted volunteering during the past year most notably limitations related to event sizes and facility capacity (87% and 74%, respectively, and shown in Figure 6). Respondents also indicated that changing needs and demands (70%) as well as temporary office closures (63%) often impacted volunteering. Some of the comments also cited the enhanced health and hygiene protocols as taking a toll. Conversely, reduced funding, staffing and office closures were less likely to have a negative impact according to survey respondents.

Figure 6. COVID-related Factors Impacting Volunteering



When asked how they adjusted their volunteer engagement in response to COVID, just over half of respondents stated that they created more remote/virtual opportunities (54%) and slightly fewer said they reduced those efforts (48%); only a quarter said they temporarily halted volunteer engagement efforts. A few comments noted that while they reduced in-person volunteer engagement efforts they increased virtual ones, as well as communications like newsletters and phone calls. As one stated, “We have COVID related procedure volunteers - so some programs increased the need for volunteers, other programs lost some volunteer positions - it’s different for every type of program.” Most respondents (74%) also indicated that they generally had consistent expectations for volunteer and employee management (e.g., for physical proximity, contact time, physical vs. virtual presence, etc.); over half indicated they had a great deal of consistency, while another 21% said moderate consistency.

When asked to describe other ways in which COVID-19 had impacted volunteer practices, some described streamlining their events so that fewer volunteers were needed (or eliminating some events altogether). Others described how some aspects of volunteering increased, such as on-line tutoring and food/resource distribution which were done in response to shifting community needs. A few described the challenges posed to recruiting new volunteers, such as limited screening and interviewing and having to create online sign-up forms.

“We are now much more cautious and mindful about what we are asking volunteers to do to make sure that everyone is within their comfort level.”

SURVEY RESPONDENT

Supporting Volunteer Capacity Going Forward

Overall, 66% of survey respondents said that COVID-19 had worsened their ability to continue operating in the community, 18% said it stayed the same, and 16% said it had improved; half attributed that change to the shifts in their volunteer capacity. When those two responses were examined together, those who said that their ability was worsened were also more likely to attribute this to the changes in volunteer capacity, although this was not statistically significant. Additionally, 44% said they were greatly or moderately concerned about the longer-term impact of the pandemic on their volunteer capacity; 35% said only a little and 20% said not at all. Of interest, this concern was higher among organizations with annual budgets less than \$250,000 (about 37% of all responding organizations), with 24% indicating this was a great concern (compared with 8% among organizations with annual budgets greater than \$250,000).

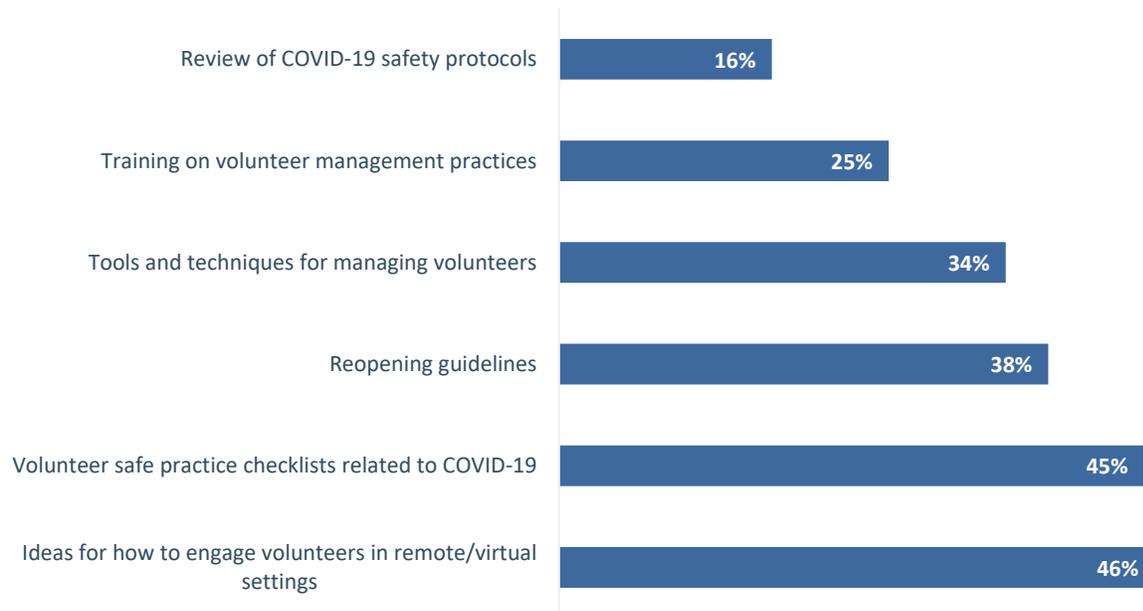
When asked to select their top three concerns about engaging volunteers over the next year, respondents selected the health and safety of their volunteers and employees (78%), recruiting new volunteers (52%), and plans for how to reopen volunteering (52%). A handful of comments also expressed concerns with how to balance virtual versus in-person programming and the associated volunteer opportunities.

Figure 7. Concerns Related to Engaging Volunteers in the Next 12 Months



This mirrored the responses about what sorts of support would be helpful (Figure 8), with about half of respondents indicating that ideas for how to engage volunteers in remote/virtual settings and safe practice checklists would be helpful (46% and 45%, respectively). Help with recruitment more generally was also noted in the comments.

Figure 8. Helpful Support Regarding Volunteer Capacity



COVID Recovery

About three-quarters (73%) indicated they had been involved in COVID-19 response efforts in their community even if only a little. Of those who were involved moderately or a great deal, most (87%) said this had been a big shift for their organization, and half (51%) said that the efforts had greatly or moderately involved volunteers. Some respondents provided examples of how volunteers had been involved, with many describing their role in telephone check-ins, transportation, no-contact deliveries, and ensuring vaccine access.

“Since January, we have re-engaged with a small handful of volunteers who assist in our warehouse or help us with no contact pick-up and delivery of furniture (following our truck in their own vehicles).”

SURVEY RESPONDENT

Conclusion and Recommendations

The worldwide pandemic has impacted all aspects of life in a multitude of ways. This survey to explore its impact on volunteering within Maine's non-profits has clearly found that the sector is no exception. While we are limited in our ability to make generalizations to the entire sector, survey respondents reported that COVID-19 volunteering at their organization's decreased and some opportunities were severely limited. These experiences were not notably different among rural-service organizations, although transportation and internet connectivity were more detrimental. Nonetheless, respondents also shared the ways in which their volunteering efforts are recovering. Perhaps even better news is that most organizations have maintained their capacity to support volunteering, even if this capacity has been somewhat diminished.

Looking ahead, organizations were not overly concerned with their volunteering capacity but stated some clear areas where further support from Volunteer Maine would be welcome, notably: how to recruit volunteers to return, particularly in a remote or virtual settings; ways to bring them back safely, including safe practice checklists; and other guidelines for safely re-opening their organizations to volunteers.

Appendix A: Survey Instrument

This survey is being conducted by the Survey Research Center at the University of Southern Maine on behalf of Volunteer Maine, the state service commission. The purpose of this survey is to better understand the impact of COVID-19 on the non-profit volunteer base. Volunteer Maine will use the results from this survey to identify innovative solutions to the current situation and gain useful insight into how Volunteer Maine can most effectively contribute to the recovery efforts.

The survey has 26-30 questions and takes about 15 minutes to complete. You may start the survey and return to it later if you need to find information.

This survey is confidential. That means that no comments, summary information or reports will be released in any way that could be linked back to you or your organization.

If you have any questions about the survey or its purpose, please contact Maryalice Crofton, Director of Volunteer Maine, at maryalice.crofton@maine.gov If you need support accessing the survey or experience trouble with the survey technology, please contact Robyn Dumont at robyn.dumont@maine.edu

Do you agree to participate in this survey?

- Yes
- No

Organizational Characteristics

This section contains questions about your organization, which will help us identify common patterns across or among organizations. We understand that your organization may have undergone major changes in the past year; **please record the current status of your organization**. The next section will ask you more about how your volunteer activities and organizational resources have shifted since 2019.

Q1 Please provide your EIN number. This helps to verify one response per organization.

Q2 What is your primary role in the organization?

- Volunteer Manager/Coordinator
- Executive Director
- HR Manager
- Program Coordinator
- Chief Financial Officer
- Director of Development
- Other (Please describe)

Q3 How many full-time equivalent (FTE) paid positions do you have in the following roles? (If none, enter zero.)

- Leadership (e.g., Executive Director, CFO, etc.)
- Management (e.g., Program Director, HR Director, etc.)
- Program Operations (e.g., Coordinator, Trainer, Community Outreach, etc.)
- Development/Fundraising staff
- Administrative staff
- Other (Please describe)

Q4 What is your organization's current year budget (2021)?

- Under \$50,000
- \$50,000-\$99,999
- \$100,000-\$249,999
- \$250,000-\$499,999
- More than \$500,000

Q5 What percent of your current budget supports volunteer activities?

- Less than 10%
- 10 - 24%
- 25 - 49%
- 50% +
- I don't know

Q6 In which Maine counties do you currently operate? (Check all that apply.)

- | | |
|---------------------------------------|--------------------------------------|
| <input type="checkbox"/> All counties | <input type="checkbox"/> Oxford |
| <input type="checkbox"/> Androscoggin | <input type="checkbox"/> Penobscot |
| <input type="checkbox"/> Aroostook | <input type="checkbox"/> Piscataquis |
| <input type="checkbox"/> Cumberland | <input type="checkbox"/> Sagadahoc |
| <input type="checkbox"/> Franklin | <input type="checkbox"/> Somerset |
| <input type="checkbox"/> Hancock | <input type="checkbox"/> Waldo |
| <input type="checkbox"/> Kennebec | <input type="checkbox"/> Washington |
| <input type="checkbox"/> Knox | <input type="checkbox"/> York |
| <input type="checkbox"/> Lincoln | |

Q7 What sector best describes your organization's mission? (Check up to three sectors.)

- Advocacy
- Agriculture, Food or Nutrition
- Animal Related
- Arts/Culture
- Civic, Professional, International
- Civil Rights
- Community Development
- Education
- Environmental
- Health/Medicine
- Housing or Shelter
- Hunger and Food Security
- Justice, Legal or Crime Related
- Municipal/Government
- Public safety and Emergency Response
- Recreational
- Religious/Spiritual
- Research
- Social and Human Services
- Youth Development
- Other (Please describe)

Impact of Covid-19 on Volunteer Activity

This section contains questions about your organization's volunteer activities and how they have shifted between FY2019 and FY2020. Please use the fiscal year timeframe your organization typically uses for accounting and reporting.

Q8 How many total volunteers did your organization have in the previous two years? *(If you do not know exact numbers, please provide some estimates for each fiscal year.)*

FY2019 _____
FY2020 _____

Q9 Overall, how has the number of volunteers engaged in the following activities shifted between FY2019 and FY2020?

	Increased	Maintained	Reduced	Eliminated	Does not apply
Direct delivery of your organization's services	<input type="radio"/>				
Organizational operations such as serving on committees, workgroups, or data entry	<input type="radio"/>				
Professional/skilled labor such as training, facilitation, community education events, or community events	<input type="radio"/>				
General labor (e.g., packing supplies, organizing materials)	<input type="radio"/>				
Governance (e.g., board members)	<input type="radio"/>				
In-person activities	<input type="radio"/>				
Remote/virtual activities	<input type="radio"/>				

Q10 How has the frequency of volunteer engagement shifted between FY2019 and FY2020?

	Increased	Maintained	Reduced	Eliminated	Does not apply
One time	<input type="radio"/>				
Episodic (e.g., until something is complete, specific time period, etc.) (Q10_2)	<input type="radio"/>				
Regularly scheduled/ongoing	<input type="radio"/>				

Q11 How have the following resources shifted between FY2019 and FY2020

	Increased	Maintained	Reduced	Eliminated
Proportion of overall budget used to support volunteer program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Total staff FTE available to support the volunteer program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The total number of volunteer service hours	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q12 Overall, how has your ability to continue operating in the community changed since COVID-19 began?

- A great deal worse
- Somewhat worse
- About the same
- Somewhat improved
- Greatly improved

Q13 To what extent is your answer to the above question impacted by changes to your volunteer capacity?

- A great deal
- Moderately
- A little
- Not at all

Q14 Do you have anything else to add about your volunteer capacity before and after COVID-19?

Impact of COVID-19 on Volunteer Practices

This section asks about the impact of COVID-19 on how your organization manages and oversees volunteer activities.

Q15 Have you had any active volunteer activities following the onset of COVID-19?

- Yes
- No → skip to Q23

Q16 How has COVID-19 impacted your volunteer attendance?

- We're seeing heavy absences
- We're seeing some absences
- No noticeable impact
- We're seeing somewhat higher attendance than normal
- We're seeing significantly higher volunteer attendance than normal
- Other (Please describe) _____

Q17 What COVID-related concerns have you heard from volunteers? (Check all that apply.)

- Physical health/safety concerns
- Transportation concerns
- Low interest in remote/virtual volunteering
- Limited access to technology
- Limited internet access
- Scheduling availability
- Other (Please describe) _____
- None

Q18 To what extent have the following COVID-related factors impacted volunteering at your organization?

	A great deal	Moderately	A little	Not at all	Does not apply
Office closures (temporary)	<input type="radio"/>				
Office closures (permanent)	<input type="radio"/>				
Reduced funding	<input type="radio"/>				
Reduced staffing	<input type="radio"/>				
Facility head count limitations	<input type="radio"/>				
Event size limitations	<input type="radio"/>				
Travel/transportation limitations	<input type="radio"/>				
Changing need/demand for services	<input type="radio"/>				
Other (Please describe)	<input type="radio"/>				

Q19 In what ways have you adjusted your volunteer engagement strategy given current environmental, economic, and social conditions? (Check all that apply.)

- We temporarily stopped our volunteer engagement
- We reduced our volunteer engagement
- We created more remote/virtual volunteer opportunities
- We created more in-person volunteer opportunities
- Other (Please describe) _____
- We have not made any adjustments to our volunteer engagement strategy

Q20 From your perspective, how have the demographics of your volunteer base shifted during COVID-19?

	Increased a lot	Increased a little	Same as usual	Decreased a little	Decreased a lot	Does not apply
Younger	<input type="radio"/>					
Older	<input type="radio"/>					
Unemployed/recently laid off	<input type="radio"/>					
First-time volunteers	<input type="radio"/>					
Families (vs. individuals)	<input type="radio"/>					
More relevant experience	<input type="radio"/>					
Higher skill/professional level	<input type="radio"/>					
Displaced volunteers (i.e., other volunteer engagement/s suspended)	<input type="radio"/>					
Other (Please describe)	<input type="radio"/>					

Q21 To what extent has your volunteer management during COVID-19 been consistent with employee management? *By consistent, we mean having the same expectations for physical proximity, physical vs. virtual presence, contact time, etc.*

- A great deal
- Moderately
- A little
- Not at all

Q22 Do you have anything else to add about how COVID-19 has impacted volunteer practices at your organization?

COVID-19 Recovery and Response

The final section looks ahead to the longer-term impacts of COVID-19 on your organization’s volunteer capacity, and what sorts of support your organization might need. If you have been involved in the COVID-19 response in your community, we would also like to hear about that work and the role volunteers have played.

Q23 How concerned are you about the long-term impact of COVID-19 on your volunteer capacity?

- A great deal
- Moderately
- A little
- Not at all

Q24 What are your top three concerns about engaging volunteers in your organization in the next 12 months? (Check up to three options.)

- Reduced funding
- Less capacity (staff or funding) to manage volunteers
- Plans for how to reopen volunteering
- Whether to close/open
- Recruiting new volunteers
- Volunteer attrition
- Health and safety of volunteers and/or employees
- Other (Please describe)_____

Q25 Aside from funding, what would be the most helpful support regarding volunteer capacity in the next year? (Check up to three options.)

- Volunteer safe practice checklists related to COVID-19
- Review of COVID-19 safety protocols
- Training on volunteer management practices
- Tools and techniques for managing volunteers
- Ideas for how to engage volunteers in remote/virtual settings
- Reopening guidelines
- Other (Please describe)_____

Q26 To what extent has your organization been involved in COVID-19 response and recovery in your community?

- A great deal
- Moderately
- A little (skip to Q30)
- Not at all (skip to Q30)

Q27 To what extent is your COVID-19 response a big shift for your organization?

- A great deal
- Moderately
- A little
- Not at all

Q28 To what extent has this response involved volunteers?

- A great deal
- Moderately
- A little
- Not at all

Q29 Please provide some examples of how your organization and its volunteers have been involved in the COVID-19 response and recovery in your community.

Q30 Do you have anything else to add?

Appendix B: Full Results

What is your primary role in the organization?

	N	Percent
Volunteer Manager/ Coordinator	34	27.9
Executive Director	44	36.1
HR Manager	1	0.8
Program Coordinator	8	6.6
Chief Financial Officer	2	1.6
Director of Development	2	1.6
Other	31	25.4
Total	122	100.0

How many full-time equivalent (FTE) paid positions do you have in the following roles?

	N	Minimum	Maximum	Mean
FTE - Leadership (e.g., Executive Director, CFO, etc.)	122	0	20	1.4
FTE - Management (e.g., Program Director, HR Director, etc.)	122	0	25	2.3
FTE - Program Operations (e.g., Coordinator, Trainer, Community Outreach, etc.)	122	0	300	10.6
FTE - Development/Fundraising staff	122	0	20	1.0
FTE - Administrative staff	122	0	100	3.8
*Total FTE (Calculated)	122	0	1,021	25.8

What is your organization's current year budget (2021)?

	N	Percent
Under \$50,000	14	11.5
\$50,000-\$99,999	15	12.3
\$100,000-\$249,999	17	13.9
\$250,000-\$499,999	18	14.8
More than \$500,000	58	47.5
Total	122	100.0

What percent of your current budget supports volunteer activities?

	N	Percent
I don't know	15	12.3
Less than 10%	72	59.0
10-24%	12	9.8
25-49%	8	6.6
50%+	15	12.3
Total	122	100.0

In which Maine counties do you currently operate? (Check all that apply.)

	N	Percent	Percent of Cases
All counties	18	8.6%	14.8%
Androscoggin	15	7.2%	12.3%
Aroostook	5	2.4%	4.1%
Cumberland	30	14.4%	24.6%
Franklin	9	4.3%	7.4%
Hancock	13	6.2%	10.7%
Kennebec	12	5.7%	9.8%
Knox	15	7.2%	12.3%
Lincoln	10	4.8%	8.2%
Oxford	10	4.8%	8.2%
Penobscot	11	5.3%	9.0%
Piscataquis	5	2.4%	4.1%
Sagadahoc	9	4.3%	7.4%
Somerset	6	2.9%	4.9%
Waldo	17	8.1%	13.9%
Washington	7	3.3%	5.7%
York	17	8.1%	13.9%
Total	209	100.0%	171.3%

What sector best describes your organization's mission?

	N	Percent	Percent of Cases
Advocacy	10	4.7%	8.2%
Agriculture, Food or Nutrition	4	1.9%	3.3%
Animal Related	3	1.4%	2.5%
Arts/Culture	16	7.5%	13.1%
Civic, Professional, International	2	0.9%	1.6%
Community Development	12	5.7%	9.8%
Education	38	17.9%	31.1%
Environmental	10	4.7%	8.2%
Health/Medicine	10	4.7%	8.2%
Housing or Shelter	12	5.7%	9.8%
Hunger and Food Security	17	8.0%	13.9%
Justice, Legal or Crime Related	2	0.9%	1.6%
Municipal/Government	4	1.9%	3.3%
Recreational	5	2.4%	4.1%
Religious/Spiritual	1	0.5%	0.8%
Research	3	1.4%	2.5%
Social and Human Services	34	16.0%	27.9%
Youth Development	18	8.5%	14.8%
Other (Please describe)	11	5.2%	9.0%
Total	212	100.0%	173.8%

How many total volunteers did your organization have in the previous two years?

	N	Minimum	Maximum	Mean
FY2019	117	0	20,538	384.26
FY2020	120	0	44,201	763.01

***Calculated Variable: Change in the total number of volunteers**

	N	Percent
Decrease	90	77.6
No change	11	9.5
Increase	15	12.9
Total	116	100.0

Overall, how has the number of volunteers engaged in the following activities shifted between FY2019 and FY2020 - Direct delivery of your organization's services

	N	Percent
Increased	15	13.4
Maintained	14	12.5
Reduced	78	69.6
Eliminated	5	4.5
Does not apply	10	
Total	122	100.0

Overall, how has the number of volunteers engaged in the following activities shifted between FY2019 and FY2020 - Organizational operations such as serving on committees, workgroups, or data entry

	N	Percent
Increased	9	8.3
Maintained	47	43.1
Reduced	49	45.0
Eliminated	4	3.7
Does not apply	13	
Total	122	100.0

Overall, how has the number of volunteers engaged in the following activities shifted between FY2019 and FY2020 - Professional/skilled labor such as training, facilitation, community education events, or community events

	N	Percent
Increased	7	7.6
Maintained	17	18.5
Reduced	48	52.2
Eliminated	20	21.7
Does not apply	30	
Total	122	100.0

Overall, how has the number of volunteers engaged in the following activities shifted between FY2019 and FY2020 - General labor (e.g., packing supplies, organizing materials)

	N	Percent
Increased	7	7.9
Maintained	19	21.3
Reduced	50	56.2
Eliminated	13	14.6
Does not apply	33	
Total	122	100.0

Overall, how has the number of volunteers engaged in the following activities shifted between FY2019 and FY2020 - Governance (e.g., board members)

	N	Percent
Increased	14	12.6
Maintained	79	71.2
Reduced	17	15.3
Eliminated	1	0.9
Does not apply	11	
Total	122	100.0

Overall, how has the number of volunteers engaged in the following activities shifted between FY2019 and FY2020 - In-person activities

	N	Percent
Increased	4	3.4
Maintained	3	2.5
Reduced	68	57.1
Eliminated	44	37.0
Does not apply	3	
Total	122	100.0

Overall, how has the number of volunteers engaged in the following activities shifted between FY2019 and FY2020 - Remote/virtual activities

	N	Percent
Increased	82	82.8
Maintained	9	9.1
Reduced	8	8.1
Eliminated	0	0.0
Does not apply	23	
Total	122	100.0

How has the frequency of volunteer engagement shifted between FY2019 and FY2020 - One time

	N	Percent
Increased	7	6.9
Maintained	14	13.9
Reduced	52	51.5
Eliminated	28	27.7
Does not apply	21	
Total	122	100.0

How has the frequency of volunteer engagement shifted between FY2019 and FY2020 - Episodic (e.g., until something is complete, specific time period, etc.)

	N	Percent
Increased	10	9.3
Maintained	18	16.7
Reduced	73	67.6
Eliminated	7	6.5
Does not apply	14	
Total	122	100.0

How has the frequency of volunteer engagement shifted between FY2019 and FY2020 - Regularly scheduled/ongoing

	N	Percent
Increased	14	12.1
Maintained	24	20.7
Reduced	67	57.8
Eliminated	11	9.5
Does not apply	6	
Total	122	100.0

How have the following resources shifted between FY2019 and FY2020 - Proportion of overall budget used to support volunteer program

	N	Percent
Increased	5	4.1
Maintained	65	53.3
Reduced	46	37.7
Eliminated	6	4.9
Total	122	100.0

How have the following resources shifted between FY2019 and FY2020 - Total staff FTE available to support the volunteer program

	N	Percent
Increased	6	4.9
Maintained	80	65.6
Reduced	25	20.5
Eliminated	11	9.0
Total	122	100.0

How have the following resources shifted between FY2019 and FY2020 - The total number of volunteer service hours

	N	Percent
Increased	12	9.8
Maintained	6	4.9
Reduced	99	81.1
Eliminated	5	4.1
Total	122	100.0

Overall, how has your ability to continue operating in the community changed since COVID-19 began?

	N	Percent
A great deal worse	24	19.7
Somewhat worse	56	45.9
About the same	22	18.0
Somewhat improved	18	14.8
Greatly improved	2	1.6
Total	122	100.0

To what extent is your answer to the above question impacted by changes to your volunteer capacity?

	N	Percent
A great deal	30	24.6
Moderately	31	25.4
A little	32	26.2
Not at all	29	23.8
Total	122	100.0

Have you had any active volunteer activities following the onset of COVID-19?

	N	Percent
Yes	101	82.8
No	21	17.2
Total	122	100.0

How has COVID-19 impacted your volunteer attendance? - Selected Choice

	N	Percent
Heavy absences	20	19.8
Some absences	39	38.6
No change	20	19.8
Somewhat higher	4	4.0
Significantly higher	2	2.0
Other	16	15.8
Total	101	100.0

What COVID-related concerns have you heard from volunteers? - Physical health/safety concerns

	N	Percent
No	32	26.2
Yes	90	73.8
Total	122	100.0

What COVID-related concerns have you heard from volunteers? - Transportation concerns

	N	Percent
No	114	93.4
Yes	8	6.6
Total	122	100.0

What COVID-related concerns have you heard from volunteers? - Low interest in remote/virtual volunteering

	N	Percent
No	75	61.5
Yes	47	38.5
Total	122	100.0

What COVID-related concerns have you heard from volunteers? - Limited access to technology

	N	Percent
No	95	77.9
Yes	27	22.1
Total	122	100.0

What COVID-related concerns have you heard from volunteers? - Limited internet access

	N	Percent
No	99	81.1
Yes	23	18.9
Total	122	100.0

What COVID-related concerns have you heard from volunteers? - Scheduling availability

	N	Percent
No	103	84.4
Yes	19	15.6
Total	122	100.0

What COVID-related concerns have you heard from volunteers? - Other (Please describe)

	N	Percent
No	108	88.5
Yes	14	11.5
Total	122	100.0

What COVID-related concerns have you heard from volunteers? - None

	N	Percent
No	107	87.7
Yes	15	12.3
Total	122	100.0

To what extent have the following COVID-related factors impacted volunteering at your organization? - Office closures (temporary)

	N	Percent
A great deal	41	44.1
Moderately	18	19.4
A little	23	24.7
Not at all	11	11.8
<i>Does not apply</i>	29	
Total	122	100.0

To what extent have the following COVID-related factors impacted volunteering at your organization? - Office closures (permanent)

	N	Percent
A great deal	4	12.9
Moderately	2	6.5
A little	2	6.5
Not at all	23	74.2
Does not apply	91	
Total	122	100.0

To what extent have the following COVID-related factors impacted volunteering at your organization? - Reduced funding

	N	Percent
A great deal	11	13.3
Moderately	8	9.6
A little	21	25.3
Not at all	43	51.8
Does not apply	39	
Total	122	100.0

To what extent have the following COVID-related factors impacted volunteering at your organization? - Reduced staffing

	N	Percent
A great deal	10	13.0
Moderately	14	18.2
A little	25	32.5
Not at all	28	36.4
Does not apply	45	
Total	122	100.0

To what extent have the following COVID-related factors impacted volunteering at your organization? - Facility head count limitations

	N	Percent
A great deal	47	54.7
Moderately	17	19.8
A little	13	15.1
Not at all	9	10.5
Does not apply	36	
Total	122	100.0

To what extent have the following COVID-related factors impacted volunteering at your organization? - Event size limitations

	N	Percent
A great deal	66	69.5
Moderately	17	17.9
A little	8	8.4
Not at all	4	4.2
Does not apply	27	
Total	122	100.0

To what extent have the following COVID-related factors impacted volunteering at your organization? - Travel/transportation limitations

	N	Percent
A great deal	15	19.5
Moderately	20	26.0
A little	20	26.0
Not at all	22	28.6
Does not apply	45	
Total	122	100.0

To what extent have the following COVID-related factors impacted volunteering at your organization? - Changing need/demand for services

	N	Percent
A great deal	38	36.9
Moderately	34	33.0
A little	14	13.6
Not at all	17	16.5
Does not apply	19	
Total	122	100.0

To what extent have the following COVID-related factors impacted volunteering at your organization? - Other (Please describe)

	N	Percent
A great deal	7	46.7
Moderately	4	26.7
A little	2	13.3
Not at all	2	13.3
Does not apply	107	
Total	122	100.0

To what extent have the following COVID-related factors impacted volunteering at your organization? - Office closures (temporary)

	N	Percent	
A great deal	41	33.6	44.08602
Moderately	18	14.8	
A little	23	18.9	
Not at all	11	9.0	
Does not apply	29		
Total	122	100.0	
	93		

To what extent have the following COVID-related factors impacted volunteering at your organization? - Office closures (permanent)

	N	Percent	
A great deal	4	3.3	4.301075
Moderately	2	1.6	
A little	2	1.6	
Not at all	23	18.9	
Does not apply	91		
Total	122	100.0	
	31		

To what extent have the following COVID-related factors impacted volunteering at your organization? - Reduced funding

	N	Percent	
A great deal	11	9.0	11.82796
Moderately	8	6.6	
A little	21	17.2	
Not at all	43	35.2	
Does not apply	39		
Total	122	100.0	

83

To what extent have the following COVID-related factors impacted volunteering at your organization? - Reduced staffing

	N	Percent	
A great deal	10	8.2	10.75269
Moderately	14	11.5	
A little	25	20.5	
Not at all	28	23.0	
Does not apply	45		
Total	122	100.0	

77

To what extent have the following COVID-related factors impacted volunteering at your organization? - Facility head count limitations

	N	Percent	
A great deal	47	38.5	50.53763
Moderately	17	13.9	
A little	13	10.7	
Not at all	9	7.4	
Does not apply	36		
Total	122	100.0	

86

To what extent have the following COVID-related factors impacted volunteering at your organization? - Event size limitations

	N	Percent	
A great deal	66	54.1	70.96774
Moderately	17	13.9	
A little	8	6.6	
Not at all	4	3.3	
Does not apply	27		
Total	122	100.0	

95

To what extent have the following COVID-related factors impacted volunteering at your organization? - Travel/transportation limitations

	N	Percent	
A great deal	15	12.3	16.12903
Moderately	20	16.4	
A little	20	16.4	
Not at all	22	18.0	
Does not apply	45		
Total	122	100.0	
	77		

To what extent have the following COVID-related factors impacted volunteering at your organization? - Changing need/demand for services

	N	Percent	
A great deal	38	31.1	40.86022
Moderately	34	27.9	
A little	14	11.5	
Not at all	17	13.9	
Does not apply	19		
Total	122	100.0	
	103		

To what extent have the following COVID-related factors impacted volunteering at your organization? - Other (Please describe)

	N	Percent	
A great deal	7	5.7	7.526882
Moderately	4	3.3	
A little	2	1.6	
Not at all	2	1.6	
<i>Does not apply</i>	107		
Total	122	100.0	
	15		

In what ways have you adjusted your volunteer engagement strategy given current environmental, economic, and social conditions? - We temporarily stopped our volunteer engagement

	N	Percent
No	89	73.0
Yes	33	27.0
Total	122	100.0

In what ways have you adjusted your volunteer engagement strategy given current environmental, economic, and social conditions? - We reduced our volunteer engagement

	N	Percent
No	63	51.6
Yes	59	48.4
Total	122	100.0

In what ways have you adjusted your volunteer engagement strategy given current environmental, economic, and social conditions? - We created more remote/virtual volunteer opportunities

	N	Percent
No	56	45.9
Yes	66	54.1
Total	122	100.0

In what ways have you adjusted your volunteer engagement strategy given current environmental, economic, and social conditions? - We created more in-person volunteer opportunities

	N	Percent
No	118	96.7
Yes	4	3.3
Total	122	100.0

In what ways have you adjusted your volunteer engagement strategy given current environmental, economic, and social conditions? - Other (Please describe)

	N	Percent
No	110	90.2
Yes	12	9.8
Total	122	100.0

In what ways have you adjusted your volunteer engagement strategy given current environmental, economic, and social conditions? - We have not made any adjustments to our volunteer engagement strategy

	N	Percent
No	113	92.6
Yes	9	7.4
Total	122	100.0

From your perspective, how have the demographics of your volunteer base shifted during COVID-19? - Younger

	N	Percent
Increased a lot	13	12.1
Increased a little	21	19.6
Same as usual	53	49.5
Decreased a little	7	6.5
Decreased a lot	13	12.1
<i>Does not apply</i>	15	
Total	122	100.0

From your perspective, how have the demographics of your volunteer base shifted during COVID-19? - Older

	N	Percent
Increased a lot	1	0.9
Increased a little	2	1.8
Same as usual	59	53.2
Decreased a little	18	16.2
Decreased a lot	31	27.9
<i>Does not apply</i>	11	
Total	122	100.0

From your perspective, how have the demographics of your volunteer base shifted during COVID-19? - Unemployed/recently laid off

	N	Percent
Increased a lot	4	4.8
Increased a little	19	22.9
Same as usual	56	67.5
Decreased a lot	4	4.8
<i>Does not apply</i>	39	
Total	122	100.0

From your perspective, how have the demographics of your volunteer base shifted during COVID-19? - First-time volunteers

	N	Percent
Increased a lot	3	2.8
Increased a little	31	29.2
Same as usual	41	38.7
Decreased a little	12	11.3
Decreased a lot	19	17.9
<i>Does not apply</i>	16	
Total	122	100.0

From your perspective, how have the demographics of your volunteer base shifted during COVID-19? - Families (vs. individuals)

	N	Percent
Increased a lot	1	1.2
Increased a little	12	14.5
Same as usual	43	51.8
Decreased a little	9	10.8
Decreased a lot	18	21.7
<i>Does not apply</i>	39	
Total	122	100.0

From your perspective, how have the demographics of your volunteer base shifted during COVID-19? - More relevant experience

	N	Percent
Increased a lot	2	2.1
Increased a little	21	21.6
Same as usual	61	62.9
Decreased a little	3	3.1
Decreased a lot	10	10.3
<i>Does not apply</i>	25	
Total	122	100.0

From your perspective, how have the demographics of your volunteer base shifted during COVID-19? - Higher skill/professional level

	N	Percent
Increased a lot	1	0.8
Increased a little	24	19.7
Same as usual	63	51.6
Decreased a little	3	2.5
Decreased a lot	12	9.8
Does not apply	19	15.6
Total	122	100.0

From your perspective, how have the demographics of your volunteer base shifted during COVID-19? - Displaced volunteers (i.e., other volunteer engagement/s suspended)

	N	Percent
Increased a lot	4	3.3
Increased a little	14	11.5
Same as usual	49	40.2
Decreased a little	1	0.8
Decreased a lot	9	7.4
Does not apply	45	36.9
Total	122	100.0

From your perspective, how have the demographics of your volunteer base shifted during COVID-19? - Other (Please describe)

	N	Percent
Increased a lot	1	0.8
Increased a little	2	1.6
Same as usual	32	26.2
Decreased a little	1	0.8
Decreased a lot	8	6.6
Does not apply	78	63.9
Total	122	100.0

To what extent has your volunteer management during COVID-19 been consistent with employee management? By consistent, we mean having the same expectations for physical proximity, physical vs. virtual presence, contact time, etc.

	N	Percent
A great deal	54	53.5
Moderately	21	20.8
A little	14	13.9
Not at all	12	11.9
Total	101	100.0

How concerned are you about the long-term impact of COVID-19 on your volunteer capacity?

	N	Percent
A great deal	17	13.9
Moderately	37	30.3
A little	43	35.2
Not at all	25	20.5
Total	122	100.0

What are your top three concerns about engaging volunteers in your organization in the next 12 months?- Reduced funding

	N	Percent
No	105	86.1
Yes	17	13.9
Total	122	100.0

What are your top three concerns about engaging volunteers in your organization in the next 12 months?- Less capacity (staff or funding) to manage volunteers

	N	Percent
No	95	77.9
Yes	27	22.1
Total	122	100.0

What are your top three concerns about engaging volunteers in your organization in the next 12 months?- Plans for how to reopen volunteering

	N	Percent
No	59	48.4
Yes	63	51.6
Total	122	100.0

What are your top three concerns about engaging volunteers in your organization in the next 12 months?- Whether to close/open

	N	Percent
No	103	84.4
Yes	19	15.6
Total	122	100.0

What are your top three concerns about engaging volunteers in your organization in the next 12 months?- Recruiting new volunteers

	N	Percent
No	58	47.5
Yes	64	52.5
Total	122	100.0

What are your top three concerns about engaging volunteers in your organization in the next 12 months?- Volunteer attrition

	N	Percent
No	85	69.7
Yes	37	30.3
Total	122	100.0

What are your top three concerns about engaging volunteers in your organization in the next 12 months?- Health and safety of volunteers and/or employees

	N	Percent
No	27	22.1
Yes	95	77.9
Total	122	100.0

What are your top three concerns about engaging volunteers in your organization in the next 12 months?- Other (Please describe)

	N	Percent
No	113	92.6
Yes	9	7.4
Total	122	100.0

Aside from funding, what would be the most helpful support regarding volunteer capacity in the next year? (Check up to three options.)- Volunteer safe practice checklists related to COVID-19

	N	Percent
No	67	54.9
Yes	55	45.1
Total	122	100.0

Aside from funding, what would be the most helpful support regarding volunteer capacity in the next year? (Check up to three options.)- Review of COVID-19 safety protocols

	N	Percent
No	102	83.6
Yes	20	16.4
Total	122	100.0

Aside from funding, what would be the most helpful support regarding volunteer capacity in the next year? (Check up to three options.)- Training on volunteer management practices

	N	Percent
No	91	74.6
Yes	31	25.4
Total	122	100.0

Aside from funding, what would be the most helpful support regarding volunteer capacity in the next year? (Check up to three options.)- Tools and techniques for managing volunteers

	N	Percent
No	80	65.6
Yes	42	34.4
Total	122	100.0

Aside from funding, what would be the most helpful support regarding volunteer capacity in the next year? (Check up to three options.)- Ideas for how to engage volunteers in remote/virtual settings

	N	Percent
No	66	54.1
Yes	56	45.9
Total	122	100.0

Aside from funding, what would be the most helpful support regarding volunteer capacity in the next year? (Check up to three options.)- Reopening guidelines

	N	Percent
No	76	62.3
Yes	46	37.7
Total	122	100.0

Aside from funding, what would be the most helpful support regarding volunteer capacity in the next year? (Check up to three options.)- Other (Please describe)

	N	Percent
No	110	90.2
Yes	12	9.8
Total	122	100.0

To what extent has your organization been involved in COVID-19 response and recovery in your community?

	N	Percent
A great deal	44	36.1
Moderately	19	15.6
A little	26	21.3
Not at all	33	27.0
Total	122	100.0

To what extent is your COVID-19 response a big shift for your organization?

	N	Percent
A great deal	35	56.5
Moderately	19	30.6
A little	7	11.3
Not at all	1	1.6
Total	62	100.0

To what extent has this response involved volunteers?

	N	Percent
A great deal	20	31.7
Moderately	12	19.0
A little	21	33.3
Not at all	10	15.9
Total	63	100.0