Be the Change

“Be the change you wish to see in the world.”

Step-by-Step Planning Guide

South Asian Americans Leading Together
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Welcome to Be the Change

On behalf of South Asian Americans Leading Together (SAALT), thank you for your participation in planning a Be the Change event in your community. Each year, thousands of participants nationwide contribute innumerable hours of community service in the spirit of Mahatma Gandhi’s famous quote:

“Be the change you wish to see in the world.”

Be the Change is an annual national day of service historically coordinated by SAALT in order to inspire and foster civic engagement through volunteerism, community service, and community building. Be the Change usually occurs the first Saturday in October on campuses and in cities across the country to remember Mahatma Gandhi and other South Asian leaders who have devoted their lives to public service. Through Be the Change day, the hope is to build and strengthen leaders through coordination and participation of the event across the country.

A past theme of Be the Change is “Stand Together, Build Together” showcasing how individuals unite in order to give back to their communities in the spirit of service and their commitment to creating lasting change beyond Be The Change day. This is an opportunity for South Asian Americans and their allies across the United States to engage in collective public service activities that will lead to further civic engagement, collaboration, and unity in localized and national spaces.

This guide is designed to assist Be the Change planning teams and provide step-by-step guidance for implementing Be the Change projects.

We wish you the best with your local efforts to make Be the Change an empowering and transformative event for everyone.

SAALT
E-mail: info@saalt.org
Phone: 301-270-1855
BE THE CHANGE FACT SHEET

What is Be the Change?
Be the Change is an annual national day of service historically coordinated by South Asian Americans Leading Together (SAALT) to inspire and foster civic engagement and stronger communities through volunteerism and community service. Every year, thousands of participants across the country collectively contribute numerous hours of community service in the spirit of Mahatma Gandhi’s famous quote, “Be the change you wish to see in the world.”

When is Be the Change?
Be the Change is usually held on the first Saturday in October.

Where is Be the Change?
Be the Change takes place on various college campuses and in cities across the U.S. Participating locations are based on local interest and commitment to both bringing Be the Change to an area and coordinating efforts on the ground.

What are the goals of Be the Change?
- Encourage South Asians and allies nationwide to collectively engage in community service
- Identify and develop leaders in the South Asian community across the country
- Foster effective partnerships with local and national organizations
- Build unity and collaboration within the South Asian community in the United States

What is a Be the Change event?
Usually on the first Saturday in October, each campus and city participating in Be the Change will host the following:
- Kick-off event with inspirational speakers from your community
- Volunteer sites and local service projects for Be the Change participants
- Collective reflection on service, community, and civic engagement (optional)

What is the history of Be the Change?
Be the Change originated at the University of Michigan in 1998. SAALT helped coordinate the event annually on a national level from 2000 to 2015. Volunteers from universities and organizations contribute thousands of hours of community service every year.

Who are South Asian Americans?
Approximately 3.4 million South Asians live in the United States, tracing their backgrounds to Afghanistan, Bangladesh, Bhutan, Burma, India, Nepal, Pakistan, Sri Lanka, the Maldives, and the diaspora, including Trinidad/Tobago, Guyana, and Africa.
PREFERRED TIMELINE

July
- Confirm the date of your Be the Change event (usually the event takes place the first Saturday in October; however, some communities might coordinate one or two weekends before or after)

August
- Recruit members for your Planning Team (usually 3-5 people)
- Create budget needed for food, materials, and venue
- Research local vendors for food donations for volunteers
- Research local organizations for potential service projects
- Design outreach plan to recruit volunteers to participate in the day of service
- Launch volunteer recruitment
- Identify and confirm venue for kick-off event one month before the event
- Identify and confirm potential speakers for kick-off event one month before the event

September
- Confirm all details with service projects
- Confirm speaker(s) for the kick-off event one month before the event
- Train speaker(s) around Be the Change theme and talking points
- Design and order T-shirts for volunteers at least three weeks before the event (optional, if budget permits)
- Confirm food donations two weeks before the event
- Confirm all logistics for the day of the event (set-up, speaker support, food details, volunteer check-in, site leader support, volunteer assignments, clean-up, etc…)
- Identify and confirm site leaders for each service project one week before the event
- Contact local or campus media to cover the event (optional)

October
- Train site leaders for each service project and hold a conference call or meeting to inform them of their duties 3 days before the event
- Run your Be the Change event!
- Share photos and quotes of your event on social media
- Follow up with local or campus media that covered the event
ROLE OF THE PLANNING TEAM

Planning Teams are responsible for the oversight and organization of the Be the Change event on their campus or city.

The planning team’s position involves a high level of organization and responsibility, and the leadership and networking skills you will attain from this experience are invaluable! We strongly recommend the planning team comprise of members who are dedicated individuals who are committed to making your event successful.

Possible roles for members of the Be the Change Planning Team include:

- **Outreach Coordinator:** Organize service projects, serve as a liaison to local organizational partners, and contact local media to cover event.

- **Volunteer Coordinator:** Recruit volunteers to participate in Be the Change including students, young professionals and community members.

- **Logistics Coordinator:** Organize logistics including finding a venue and refreshments for the kick-off event, contacting potential speakers, ordering T-shirts (if budget permits), and collaborating with other members of the Planning Team regarding volunteers, service sites and budget.

Note that these are suggested roles only. Responsibilities may shift during the planning process.
RESOURCES FOR OUTREACH COORDINATOR: Timeline

July
- Contact local organizations to set up service projects. Organizations can include nonprofit and community service organizations, schools, city parks and recreation departments, etc.

August
- Determine details of service projects, including the number of volunteers needed and service site contact information
- Finalize service projects *two weeks before the event*
- Communicate with the Volunteer Coordinator the number of volunteers needed per confirmed service site

September-October
- Contact local media to cover event (ex: newspapers, television, radio, blogs)
- Confirm service projects by following up with the main contacts
- Confirm with press contacts that they will cover event

Day of Event
- Use a sign-up sheet for registered volunteers to sign up for a specific service activity
- Provide service site contact information to volunteers
- Serve as a point of contact for volunteers and media regarding any questions
RESOURCES FOR OUTREACH COORDINATOR:  
*Project Ideas*

Here are some ideas for service projects:

1. Volunteer for local community organizations that provide professional legal, health, educational, and other services to South Asian and other immigrant communities (contact SAALT at info@saalt.org to find South Asian organizations in your area)

2. Civic engagement
   a. Please note: all civic engagement projects/activities through *Be The Change* must adhere to the laws and regulations for 501(c)(3) nonpartisan organizations

3. Service through the arts

4. Food and Hunger/Poverty
   a. Food banks
   b. Shelters

5. Environment
   a. Park clean-up
   b. River clean-up
RESOURCES FOR OUTREACH COORDINATOR:
Phone Script

When contacting potential service sites, consult the following template in your conversation:

- **Introduce yourself and the purpose of your call.**
  - Hi, my name is ________, and I am calling from (name of your organization). We are participating in a Be the Change national day of service event, and we are looking to coordinate service projects for ______(date)

- **Potential questions:**
  - Could your organization use a group of volunteers for a one-time opportunity on ______(date)?
  - What types of activities can volunteers engage in?
  - How many volunteers can come to your site on ______ (date)?
  - Will a staff member from the organization be on hand to guide the volunteers?
  - What is the contact information for the person I should confer with between now and ______ (date)?

- **Additional Information**
  - About Be the Change
    - Be the Change is an annual day of service that inspires and fosters civic engagement through volunteerism and community service. The event occurs the weekend of Mahatma Gandhi’s birthday in October, and this year, it’s ______ (date). Be the Change is an event that showcases how individuals give back to their communities in the spirit of service and their commitment to creating lasting change beyond Be The Change ______(year).

- **Provide your contact information and follow up with more information.**
  - I will follow up in a few days to coordinate further. If you have any questions about Be the Change, please contact me at <Insert Number> or <Insert Email>. We look forward to working with you to make Be the Change successful for our organizations! Thank you for your time!
Dear ________,

My name is ______________, and I am with (name of your organization). We are participating in a Be the Change national day of service, and we are looking to coordinate service projects for ______(date).

We are reaching out to your organization to set up a one-time, group service project on ______(date). We would love to provide a group of volunteers to assist your organization in any way possible.

Would you be interested in having volunteers assist your organization on ______(date)? If so, what types of activities could volunteers engage in? How many volunteers would be able to participate?

Be the Change is an annual day of service being coordinated in our local community by (name of your organization) that inspires and fosters civic engagement through volunteerism and community service. <If your organization is a nonprofit 501(c)(3) you can include that information here>

Thank you for your time. I look forward to hearing from you soon.

Sincerely,

Name
Email
Phone Number
RESOURCES FOR VOLUNTEER COORDINATOR:

Timeline

August-October
- Reach out to universities and local organizations to recruit volunteers
- Create a database of interested volunteers with names and contact information
- Collaborate with Community Outreach Coordinator to figure out how many volunteers are needed for all service sites
- Continue reaching out to universities and organizations to recruit volunteers.
- Update database of confirmed volunteers (names, contact information)
- Designate and confirm at least one site leader per service project
- Provide site leaders with the spreadsheet of volunteers they will be responsible for

September – October
- Collaborate with Logistics Coordinator to determine the day-of registration process
- Compile folder of materials for site leaders: information about service project, contact information, reflection sheet, attendance sheet (to measure statistics)

Day of Event
- Coordinate with Logistics Coordinator to sign-in all volunteers
- Ensure site leaders have necessary materials (volunteer contact information, reflection information)
- Serve as a point of contact for volunteers to answer any questions
RESOURCES FOR VOLUNTEER COORDINATOR:
Volunteer Recruitment

E-mail Template

Dear ________,

My name is ___________ and I am the ________________(city/campus name) Coordinator for Be the Change, a national day of service. <Insert additional information about your organization mission and purpose>

This year, Be the Change will occur in ______________ (city/campus name) on ______(date). The event showcases how individuals give back to their communities in the spirit of service and their commitment to creating lasting change beyond Be the Change ______(year).

We are seeking volunteers for Be the Change. Would your organization be interested in participating?

Please feel free to contact me at ________ (email) or at ________ (phone) if you are interested in becoming involved and would like more information regarding Be the Change _____ (year). I am also attaching a flyer that gives more details about the event.

<If you have a registration link set-up, you can include that here>

Thank you for your time, and I look forward to hearing from you.

Sincerely,

Name

Contact Information
RESOURCES FOR LOGISTICS COORDINATOR:
Timeline

July
• Contact local grocery stores, coffee shops, etc. to donate breakfast for kick-off event using food donation letter on page 14. Be sure to do this early, especially with corporate places, because they often have a lengthy timeline.
• Search for a venue for kick-off event (campus rooms, community center, etc.)
• Research and contact potential speakers for kick-off event. Speakers include notable individuals who exemplify the spirit of Be the Change and will be able to inspire and energize participants.

August
• Confirm venue for the kick-off event at least one month before the event
• Continue outreach for food donations and speaker for kick-off event

September-October
• Finalize speaker for kick-off at least one month before the event
• Design and order t-shirts for your volunteers (if budget permits) at least three weeks before the event
• Confirm food donations at least two weeks before the event
• Collaborate with Volunteer Coordinator on the volunteer sign-in/registration process
• Coordinate logistics for day-of-event registration: organization materials, tables, T-shirts, sign-in sheets, volunteer waiver forms; designate individuals to work registration, etc.
• Create agenda for kick-off event
• Create Tic-Toc for play-by-play instructions for Planning Team members at least three days before the event
• Compile contact information sheets for planning team, site leaders, and volunteers at least three days before the event

Day of Event
• Day-of Checklist
• Serve as a liaison for the speaker, venue contacts, and food donators to answer questions
RESOURCES FOR LOGISTICS COORDINATOR:
Food Donation Letter

Date
Dear Company,

I am writing on behalf of name of your organization to ask for your support of Be the Change on ________ (date), our annual national day of service. <Insert information about your organization including mission and purpose>. I would like to take this opportunity to introduce the organization to your company and to ask for your support and partnership.

About “Be the Change”
This event draws thousands of young South Asians across the country to volunteer for local service projects. Be the Change is based on Mahatma Gandhi’s inspirational quote, “Be the change you wish to see in the world,” and is an opportunity for South Asians across the United States to engage in collective public service activities that will lead to further civic engagement, collaboration, and unity.

How can you help?
Our kick-off event will occur the morning of ________(date). We would like to provide breakfast for the participants to ensure that they have the energy to go out and serve the community. We are therefore asking for donations of breakfast foods in the following quantities: bagels (XX), donuts (XX), coffee (X cartons), juice (X gallons), granola bars (XX), water bottles (XX). Please let us know if you are able to provide any or all of these items. We greatly appreciate your support! Your logo will be placed on our promotional materials and you will also be thanked during our kick-off speech. We can also place any promotional materials for you at our event (flyers, business cards, etc.).

Please contact me at (e-mail) or (phone) with any questions. We look forward to working with you.

Sincerely,
Name
Email
Phone Number

[Provide an acknowledgment for tax-deductible donations if available and requested.]
RESOURCES FOR BUDGET COORDINATOR

Timeline

June-August
  • Collaborate with Logistics Coordinator about budget needed for food, materials and venue

September-October
  • Keep track of receipts for reimbursement for planning team members if applicable
RESOURCES FOR BUDGET COORDINATOR:
Sample Budget

Things to Consider

- **Food:** Many grocery stores, coffee houses, etc. can provide free breakfast items for non-profit projects. Contact your local grocery store or chains (i.e. Au Bon Pain or Dunkin’ Donuts) a month in advance to see whether breakfast can be provided for free or at a discounted cost.

- **Kick-off Venue:**
  - Partner with a university student group for a venue that is accessible to public transportation (ex. GWU in D.C. or NYU in NYC). Student groups can often help provide space for free or at a lower cost at their university.
  - Look into community centers, libraries, etc. that give non-profits free or discounted space to hold events.
## APPENDIX A

*Resources for Community Outreach Coordinator*

**Service Site Sign-in Sheet Example (also used as Attendance Sheet)**

<table>
<thead>
<tr>
<th>Location:</th>
<th>Start Time:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Site Leader:</td>
<td>End Time:</td>
</tr>
<tr>
<td>Org. Contact:</td>
<td></td>
</tr>
<tr>
<td>Est. # of Volunteers:</td>
<td></td>
</tr>
<tr>
<td>Description:</td>
<td></td>
</tr>
</tbody>
</table>

### Volunteers

<table>
<thead>
<tr>
<th>Name</th>
<th>Phone Number</th>
<th>Email</th>
</tr>
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<tbody>
<tr>
<td>1</td>
<td></td>
<td></td>
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<td>2</td>
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<td>10</td>
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</tbody>
</table>
Service Site Contact Sheet

Please hand out this sheet to your volunteers with site-specific information.

Thank you for volunteering for Be the Change!

**Site Leader**: Name

Phone Number

**Site Location**: Address of service site

**Directions**: To service event (by car or public transportation)
## APPENDIX B

### Resources for Volunteer Coordinator

**Site Leader Contact Sheet**

Provide each site leader with the following information and a list of corresponding volunteers:

<table>
<thead>
<tr>
<th>Planning Team:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Name</td>
<td>Phone Number</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Site Leaders:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Name</td>
<td>Phone Number</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Service Site Contact Person:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Name</td>
<td>Phone Number</td>
</tr>
</tbody>
</table>

**Description of Service Event:**

- **Directions to service site:** (by car and public transportation)
Community Discussion Questions

Site Leaders: Please conduct a community circle discussion with volunteers after completion of the service project. You can use the following questions as a prompt to get the volunteers thinking about their experience.

Please collect quotes from a few people about their experience and send them to share on our social media or any press releases.

Discussion questions:
- Why did you volunteer today?
- Has your opinion about the South Asian community locally and nation-wide grown because of this event?
- Do you think you will continue volunteering? If so, how?
- Do you see how activism could play a role in your life?
- Can you identify South Asian activists or politicians?
- Would you like there to be a stronger South Asian political community of which you are part of?
- What ways can you create consciousness of South Asian issues in your city/campus?
APPENDIX C

Resources for Logistics Coordinator

Sample Be the Change Kick-Off Event Agenda

You may start in the early morning (9am) or late morning (11am).
Cities are recommended to include the elements below, but college campuses are only highly encouraged to seek speakers, food, etc.

9:00am-9:30am
Volunteers arrive, sign up at registration desk, receive t-shirt (if applicable), sign waiver form, sign up for service site, get refreshments, etc.

9:30am-9:45am
Welcome by a member of the Planning Team
  • Include information about partnering organizations
  • Introduce keynote speaker

9:45am-10:10am
Keynote speaker will offer remarks about Be the Change

10:10am-10:20am
Member of Planning Team will explain the day’s logistics
  • Where volunteers will meet their respective site leaders
  • Contact information sheets

10:20am
Volunteers disperse with site leaders to service site(s).
## Sample Be The Change Planning Team Tic-Toc

Your timeline and roles are subject to change based on comfort. All references are purely a guideline.

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Activity /Personnel/ (LOCATION) &gt;Goal</th>
<th>Venue or Team</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>7:30 AM</td>
<td>Meet at VENUE</td>
<td>Planning Team</td>
</tr>
<tr>
<td></td>
<td>7:30 AM</td>
<td>Confirm Food Delivery/ Pick-Up</td>
<td>Logistics Coordinator</td>
</tr>
<tr>
<td></td>
<td>7:45 AM</td>
<td>Set-up Volunteer Registration Table</td>
<td>Volunteer Coordinator</td>
</tr>
<tr>
<td></td>
<td>7:45 AM</td>
<td>Set-up Media Registration Table</td>
<td>Outreach Coordinator</td>
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<tr>
<td></td>
<td>8:00 AM</td>
<td>Food Arrives</td>
<td>VENUE</td>
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<tr>
<td></td>
<td>8:00 AM</td>
<td>Set-up Food Table</td>
<td>Logistics Coordinator</td>
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<tr>
<td></td>
<td>8:20 AM</td>
<td>Registration Opens</td>
<td>Volunteer &amp; Outreach Coordinator</td>
</tr>
<tr>
<td></td>
<td>8:30 AM</td>
<td>Site Leaders Arrive</td>
<td>VENUE</td>
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<tr>
<td></td>
<td>8:35 AM</td>
<td>Site Leader Orientation Begins</td>
<td>Volunteer Coordinator</td>
</tr>
<tr>
<td></td>
<td>8:45 AM</td>
<td>Site Leader Orientation Ends</td>
<td>Volunteer Coordinator</td>
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<tr>
<td></td>
<td>8:45 AM</td>
<td>Breakfast Opens</td>
<td>SAALT Liaison</td>
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<tr>
<td></td>
<td>9:00 AM</td>
<td>Volunteers Arrive</td>
<td>VENUE</td>
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<tr>
<td></td>
<td>9:00 AM</td>
<td>Media Arrives</td>
<td>VENUE</td>
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<tr>
<td></td>
<td>9:15 AM</td>
<td>Speakers Arrive</td>
<td>Logistics Coordinator</td>
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<tr>
<td></td>
<td>9:30 AM</td>
<td>Kick-Off Begins</td>
<td>VENUE</td>
</tr>
<tr>
<td></td>
<td>9:32 AM</td>
<td>Introduction of Be The Change and Keynote</td>
<td>SAALT Liaison</td>
</tr>
<tr>
<td></td>
<td>9:40 AM</td>
<td>Keynote Speaker Begins</td>
<td>SPEAKER</td>
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<tr>
<td></td>
<td>10:05 AM</td>
<td>Keynote Speaker Ends</td>
<td>SPEAKER</td>
</tr>
<tr>
<td></td>
<td>10:05 AM</td>
<td>Explanation of BTC Logistics</td>
<td>SAALT Liaison</td>
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<tr>
<td></td>
<td>10:05 AM</td>
<td>Site Leaders Disperease to Different Parts of the Room</td>
<td>Site Leaders</td>
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<tr>
<td></td>
<td>10:10 AM</td>
<td>Kick-Off Ends</td>
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<tr>
<td></td>
<td>10:15 AM</td>
<td>Volunteers Proceed to Service Sites</td>
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<td></td>
<td>10:20 AM</td>
<td>Clean and Close</td>
<td>Planning Team</td>
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</tbody>
</table>

Gather materials in a box: camera, pens, sign-in sheets, site leader folders, registration lists, waiver forms, t-shirts etc.
Liability Release Form

I wish to participate in *Be the Change* on _______(date) by working with a designated project in __________(CITY HERE) or a surrounding community.

I acknowledge that my participation in *Be the Change* Day is voluntary.

I understand that my work will consist of contributing to projects within the local community, and that as part of the day, I may need to be transported to a service activity in a privately-owned vehicle.

I understand and recognize that there exists the possibility and risk of bodily injury to me or damage to my property while traveling to and from the community site, and while participating in the community service project. I also understand that if at any time I feel that I am at risk, I have the right to refuse to participate and to inform the site leader of my concerns.

By registering for this event, I agree to the terms as outlined in the on-line registration. I also agree that if name of your organization tapes and/or takes photographs, video, print, case studies, reports or evaluations of this event and/or my presentation, I give permission for the use of such for charitable and educational purposes.

Therefore, for and in consideration of name of your organization and the team of local coordinators allowing me to participate in this voluntary national day of service, I hereby release, relieve, and hold harmless name of your organization, its staff, board members, site leaders, drivers, and representatives from any liability or claim of liability, including liability for bodily injury or property damage arising out of or in connection with my participation in the *Be the Change* program, including travel to, from, and around the location where I will be working during the program, except such liability or claim of liability as may result from gross negligence on the part of name of your organization or local community coordinators.

By signing below, I acknowledge that I have read this release of liability and am signing it voluntarily.

Name ________________________________

Signature ________________________________

Date ________________________________
## Volunteer Sign-In Sheet

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<th>Email</th>
<th>Service Site</th>
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Day- of Checklist

Registration Area:
- Tables
- T-shirts
- Volunteer Sign-in Sheet (Name/Phone Number/Email Address)
- Service Site Sign-in sheets (Name/Phone Number/Email Address)
- Volunteer Waiver Forms
- Food/Drinks/Cups/Plates/Napkins

- ______________: 1 Greeter to direct people to registration table and food
- ______________: 1 Registration Volunteer to handle initial sign-in and waiver form
- ______________: 1 Service Event Volunteer to handle service event sign-in
- ______________: 1 Materials Volunteer to make sure each volunteer gets a t-shirt and has
  signed in, signed up for a service event, and turned in the waiver form
- ______________: 1 Food Volunteer to pick up food, bring to venue, set-up, and clean-up

Kick-Off:
- Script for welcome speech
- ______________: 1 Speaker Liaison to meet/coordinate speakers
- ______________: 1 Kick-Off Photographer

Site Leaders
- Site Leader Contact Forms
- Service Event Information Form
- ______________: 1 Site Leader Volunteer to meet with site leaders beforehand, hand out
  evaluations and contact forms and coordinate meeting points for
  volunteers after kick-off to disperse to service activities
- ______________: 1 Service Event Photographer per site (if possible)

Materials
- Contact info for ALL site leaders
- Contact info for ALL speakers
- Contact info for VENUE contact
- Contact info for keynote speaker
- Service Event Detailed Information (directions, contact person at site)
- Service Site Sign-In sheet
- Volunteer Sign-in Sheet
- Script for welcome speech
- Volunteer waiver form
- Media sign in sheet
### Budget template

<table>
<thead>
<tr>
<th>Revenue:</th>
<th>Amount</th>
<th>Notes</th>
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</thead>
<tbody>
<tr>
<td>Other monetary donations (Please provide the requested information on each donation)</td>
<td></td>
<td>Name of donor Name of business (if applicable) Name of contact person Address Phone Email Person responsible for soliciting donation</td>
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<tr>
<td>In-kind donations (Please provide the requested information for each in-kind donation.)</td>
<td></td>
<td>Name of donor Name of business (if applicable) Name of contact person Address Phone Email What was donated Dollar value of donation (provided by the donor) Person responsible for soliciting donation</td>
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<tr>
<td><strong>Total Revenue</strong></td>
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<td><strong>Expenses:</strong></td>
<td></td>
<td>If any of the expenses were paid with donations or were in-kind donations, please indicate in this column and list them above in revenue as well.</td>
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<tr>
<td>Venue</td>
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<td>Food</td>
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<tr>
<td>Other</td>
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<td>Please provide details of items and purpose.</td>
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<td><strong>Total Expenses</strong></td>
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<tr>
<td><strong>Net</strong></td>
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