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JOIN THE **9/11** TRIBUTE MOVEMENT

Business Toolkit

National Partners



Dear Business Partner:

2011 will mark the 10th Anniversary of the 9/11 attacks. In observance of that solemn and historic milestone and in tribute to the 9/11 victims and those who rose in service in response to the attacks, the U.S. Chamber of Commerce's BCLC, in partnership with the 9/11 nonprofit MyGoodDeed, HandsOn Network, the 9/11 Memorial, The Mission Continues, and AARP, is leading the international effort to organize the single largest day of service in history.

Many major employers have already signed to support this effort – we ask that you join us as well in participating in this remarkable Tribute.

September 11 was formally established as a National Day of Service and Remembrance under bipartisan federal law in 2009. This year's 10th Anniversary represents an extraordinary opportunity to engage large numbers of your employees, suppliers and even customers, in voluntarily charitable service activities that will rekindle the remarkable spirit of unity that brought our entire nation together as one people in the aftermath of the 9/11 tragedy.

Research shows that close to 70 percent of all Americans want to observe 9/11 in a special way. That means that 9/11 will be a very significant, perhaps historic, opportunity for you to engage a large number of your own employees in charitable activities, including many who may not normally participate in your service initiatives.

There are many easy ways for you to sign onto this vital Tribute movement – you can decide what works best for your organization:

1. Simply invite your employees to consider visiting 911day.org to post their own personal message or tribute, and to explore volunteer opportunities, charitable causes that need support, and other ways to get involved. No donation is required and all information collected on the sign is confidential and not sold to third parties.
2. Post the 9/11 Tribute widget on your own Website/Intranet if you are permitted to do so by your IT team. You will be able to access this Widget from our website later this year.
3. Also consider organizing your own service project or charitable activity. This can align with existing company programs and causes you already support. Furthermore you don't need to organize the Tribute project specifically on 9/11 (which falls on a Sunday). You can choose any other day or days that work for you. You can even use 9/11 to kick off a month of service.
4. If you already have a day of service on the calendar that is close to 9/11, you may want to consider moving it this one year to align with this 10th Anniversary of 9/11.

The degree to which you are able to support this 10th Anniversary initiative is at your discretion, but we do request that you participate in some way.

The U.S. Chamber of Commerce's BCLC will be tracking how businesses are supporting the 9/11 Day of Service and Remembrance. Please visit <http://bclc.uschamber.com/Programs/business/9-11-national-day-service> to register your company projects so they can be recognized.

This specific toolkit provides you with three important elements to help you get started:

1. Sample email/letter that you can use to communicate your support for the 10th Anniversary of 9/11 Tribute, and encourage your employees to pay Tribute themselves.
2. Step-by-step instructions for how to identify, promote, and implement your Tribute project. It provides you with a description and history of September 11 and links you to easy-to-use downloadable worksheets, templates, and additional resources to help you implement a successful 9/11 Tribute project.
3. Guidelines for discussing the 9/11 experience in an appropriate manner, given the sensitive and emotional nature of the topic.

When you plan your Tribute project or other activity, it is always important to include a moment at the beginning of the event to explain to the participants why the idea of service is so important to remembrance. Moments of silences are appropriate, as are the flying of flags at half-staff. Let event attendees know that the families of the 9/11 victims worked to create the federally recognized September 11 National Day of Service and Remembrance for three reasons:

1. To help recall and rekindle the remarkable spirit of unity and service that arose in America in the immediate aftermath of the 9/11 attacks.
2. To create a positive and permanent legacy honoring the 9/11 victims.
3. To provide all Americans with a constructive and voluntary way for them to annually remember those lost and injured, and to pay tribute to the many who participated in the rescue and recovery efforts and to those who continue to defend our nation at home and abroad.

Invite your employees and others to visit <http://911day.org>, as well as <http://national911memorial.org>, <http://voicesofseptember11.org>, and <http://tributeWTC.org>, to learn more about 9/11 and the many lives that were lost and changed because of it. Please also direct any questions about the 9/11 Day observance to the principal organizers at info@911day.org.

Thanks so much.

Business Civic Leadership Center
MyGoodDeed
HandsOn Network
The Mission Continues

AARP Create the Good
9/11 Memorial
The Corporation for National and Community Service

What's Covered Inside?

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- Registering and Mapping Your Projects Online with the U.S. Chamber's BCLC
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- Additional Resources and Sample Materials

What is 9/11 National Day of Service and Remembrance?

- The September 11 National Day of Service and Remembrance (“9/11 Day”) is a privately organized, as well as a federally-recognized national initiative that encourages individuals, groups, and employers to engage in charitable activities and good deeds (of any nature) in observance of the anniversary of the 9/11 attacks each year.
- The long-term goal of 9/11 Day is to create a permanent and positive legacy that rekindles the spirit of unity that existed immediately after 9/11, and that honors the 9/11 victims, heroes, and all those who rose in service in response to the terrorist attacks that changed our nation.
- The 9/11 Day Observance is overseen by the 9/11 nonprofit MyGoodDeed.org, in close partnership with the Business Civic Leadership Center of the U.S. Chamber of Commerce, HandsOn Network, the 9/11 Memorial, AARP, and The Mission Continues, and with the support of the Corporation for National and Community Service (CNCS). Many other leading national service organizations also participate actively in promoting the observance.

History of the 9/11 Day Observance

- **2002.** Founders of the 9/11 Day concept, David Paine and Jay Winuk, joined with many 9/11 community leaders to formally call for the establishment of September 11 as a National Day of Service and Remembrance.
- **2002.** President George W. Bush proclaimed September 11 as Patriot Day, calling upon all Americans to annually reflect upon the events of 9/11 and remember those lost, and highlighted the spirit of service by issuing a Call to Service and launching USA Freedom Corps, a national volunteer program.
- **2003.** The 9/11 nonprofit MyGoodDeed, Inc., was formed to lead efforts to build grassroots support for observing 9/11 each year as a Day of Service and Remembrance, and to support a campaign to make September 11th a federally recognized National Day of Service and Remembrance.
- **2004.** The United States Congress unanimously passed the first Concurrent Resolution that expressed support for establishing 9/11 as a National Day of Service and Remembrance. U.S. Senator Charles Schumer (D-NY) and U.S. Representative Peter King (R-Long Island) joined in authoring and introducing the resolution, along with then U.S. Senator Hillary Rodham Clinton and many others.
- **2004 to 2008.** More than one million people from all 50 states and 165 nations visited the website set up by MyGoodDeed.org to promote 9/11 as a National

Day of Service and Remembrance, with hundreds of thousands posting plans to observe 9/11 through charitable activities.

- **2008.** President George W. Bush amended the Patriot Day Proclamation to include “volunteering” as an appropriate expression of remembrance on 9/11.
- **March 2009.** At the urging of MyGoodDeed, the 9/11 community, and national service organizations, the U.S. Congress passed landmark bi-partisan and bi-cameral national service legislation (Edward M. Kennedy Serve America Act) that for the first time authorized the formal recognition of September 11 as a National Day of Service and Remembrance.
- **April 2009.** President Barack Obama signed the Edward M. Kennedy Serve America Act in April 21, 2009.
- **September 10, 2009.** President Barack Obama, at the request of the U.S. Congress, the 9/11 community, and many leading nonprofit organizations, amended a Patriot Day Proclamation to officially designate September 11 as a National Day of Service and Remembrance – an historic milestone for the 9/11 families, survivors, rescue and recovery workers and 9/11 volunteers, and the nation at large.
- **September 11, 2009.** An estimated one million Americans observed the day by engaging in voluntary charitable service and volunteerism. News of the formal federal recognition of the observance generated 200 billion domestic and international media impressions. Many members of the White House Cabinet participated in observing 9/11 that year by engaging in voluntary service, including President Barack Obama and First Lady Michelle Obama, and Vice President Joseph Biden and Dr. Jill Biden.
- **Today.** MyGoodDeed and its national program partners are leading efforts to organize the single largest expression of charitable service in U.S. history in observance of the 10th Anniversary of 9/11, with the goal of encouraging as many as five million Americans to adopt and support causes, volunteer, or perform good deeds on or around September 11, 2011.

9/11 Day: A Catalyst for Employee Engagement

- 9/11 is an extraordinarily powerful motivator for engagement. Independent research commissioned in 2010 by MyGoodDeed found that more than 60% of Americans today expressed a willingness to observe 9/11 by engaging in charitable service activities. That percent is even higher, 78%, among ages 21-35.
- Among those ready to participate, more than half described themselves as new or relatively new to volunteering.
- Overwhelmingly, individuals indicated that their interest in participating would increase if any of the following were offered:
 - If they could use the internet to find ways to get involved (something we will be offering for free!)
 - If a colleague from work invited them to participate (the buddy system).
 - If they could come up with their own service idea (i.e., select their own cause or project, or participate in the selection process.)
 - If they were given paid hours or time off to volunteer.
- 9/11 Day is unique in that as an employer, you can design a variety of different ways for your people to participate – from directing them to our website so they can choose their own path, to organizing your own activities or projects, which are certain to receive great attention and interest based on the research we have conducted.

This year, 9/11 Day will...

- Offer a remarkable website that will enable individuals (and groups) to:
 - Post their own Tribute messages and activities for the 10th Anniversary of 9/11.
 - Dedicate their Tribute activity in the name of individual 9/11 victims and others they may choose to designate.
 - Search for and sign up for volunteer opportunities available through the single largest overall list, thanks to the special contributions of VolunteerMatch, HandsOnNetwork, and AllForGood.
 - Search for and support (in a variety of ways) virtually any 501c3 nonprofit public charity in the United States.
- Launch an official 9/11 Day education program that will reach more than a million teachers this year. The program will provide educators with constructive and comprehensive tools to teach students about the events of 9/11 and inspire classrooms and families nationwide to participate in the observance by posting their own charitable Tributes and messages.

- Distribute world class, high impact television and radio Public Service Announcements that will air on thousands of television and radio stations, and throughout the Web beginning in August, 2011, thanks to a terrific partnership with Clear Channel, the National Association of Broadcasters, and major broadcast, print, and media providers.
- Facilitate and stage major volunteer service projects in 24 major cities, and literally thousands of other communities, in partnership with BCLC, HandsOn Network, The Mission Continues, AARP, Corporation for National and Community Service, United Way Worldwide, and the 9/11 community.

Utilizing the 911day.org Website and Facebook

We designed the 911day.org website based on feedback we received from businesses and groups, as well as individuals. A key purpose is to create easy ways for individuals themselves to easily find ways to participate by:

- ✓ Posting a personal Tribute or message
- ✓ Searching for volunteer opportunities
- ✓ Supporting a specific 501c3 charitable cause of interest

Many employers may not have the ability to organize their own charity initiatives or service projects for 9/11 – but by utilizing the 911day.org website as a tool, they can still participate as an organization simply by sending emails to their employees, inviting them to voluntarily explore opportunities to participate in the website. In other words, any type of support for the observance counts and means a great deal to us, even if you cannot run a project yourself.

What you can do as a business with our web tools.

Besides directing your employees, suppliers, and even your customers to our site, also consider the following:

- **Post your Own 9/11 Tribute Plans.** Our goal is to document at least one million Tribute messages and plans for 9/11 this year, so once you know what you are intending to do in support - even if you're just communicating your organization's support for our initiative - please post your plans on the 911day.org site.
- **Support Us on Facebook and Other Social Media Channels.** You can help us in four ways:
 1. "Like" our Facebook Fan page at: <http://facebook.com/911day>.
 2. Cut and paste our 9/11 Tribute application (launches in August) and temporarily place on your own Facebook Fan page, if appropriate.
 3. Follow us on Twitter at: <http://twitter.com/911day>, and retweet our messages using the hash tag #911day.
 4. Share or Post our PSAs – Available at facebook.com/911day in mid-August these public service announcements feature celebrities, 9/11 family members and every day people making "I will" tribute statements.
- **Download the Mobile Volunteer App – Available in mid August**

Registering and Mapping Your Projects Online with the U.S. Chamber's BCLC

Businesses will play an integral role on the 9/11 Day of Service and Remembrance, as thousands of businesses will sponsor and facilitate employee and community volunteer projects in honor of the anniversary. Throughout the summer of 2011, the Business Civic Leadership Center (BCLC) will research how businesses are volunteering and will encourage businesses and chambers of commerce across the country to participate in the 9/11 Day of Service.

At no cost, businesses and local chambers of commerce can register their 9/11 Day volunteer projects on BCLC's dedicated website:

<http://bclc.uschamber.com/Programs/business/9-11-national-day-service>.

By registering projects, businesses and chambers will also become part of the 9/11 Day of Service and Remembrance BCLC map, an interactive portal showing hundreds of businesses' volunteer projects throughout the America and the world.

Paying Tribute in Appropriate Ways

Each year, we receive many questions from organizations that want to know what is “appropriate” and sensitive when it comes to observing the anniversary of the September 11, 2001, attacks. Here are answers to the three most common and important questions:

- **What's an appropriate 9/11 Service Tribute activity?**

The 9/11 Day Observance has a very simple goal: To encourage individuals and organizations on the anniversary of 9/11 to voluntarily spend time helping and being kind to others in tribute to the 9/11 victims and heroes. That's all there is to it. What people and groups decide to do is entirely up to them. Volunteering, donating to charities, and performing any other kind of good deed counts. So when it comes to selecting your Tribute, simply pick something that's important to you or your group.

- **Why is “service” an aspect of the 9/11 Day Tribute, rather than simply solemn remembrance?**

The origins of incorporating good deeds and charitable service as part of the observance came from three principle goals:

- 1) Pay tribute and honor both those lost on 9/11 – the victims themselves – as well as the many rescue and recovery workers and volunteers who put their own well-being at risk in response to 9/11, along with the brave military personnel and public safety officers who rose in service in defense of the nation.
- 2) Remember and rekindle the remarkable spirit of unity, service, and compassion that arose in our nation following the 9/11 attacks – and keep that alive in tribute to the 9/11 victims and heroes.
- 3) Create productive ways for individuals and organizations to pay tribute and remember on 9/11, ensuring that observance will grow and endure for generations to come.

- **How should we talk about 9/11 and the victims?**

We always encourage organizations to include in their Tribute plans special moments or times during the course of their Tribute event to talk about the significance of service on 9/11 and to remember the 9/11 victims. We only ask that plans and activities be respectful, not invade the privacy of the families of victims (i.e., don't try to contact them), and present the information with sensitivity, in consideration of the age of your audience, in the spirit of compassion, and in honor of those lost, those who were injured, and who rose in service in response to the 9/11 attacks. Here are a few suggestions:

1. Crafting Your Opening Remarks.

- Begin with an opening statement that provides a quick history about the creation of the 9/11 Day of Service and Remembrance, and the 9/11 Day observance, including the following key points:
 - Created with widespread support from the 9/11 community, including relatives of 9/11 victims.
 - Developed to provide a permanent and constructive way for individuals to annually remember and pay Tribute to those lost and injured on 9/11, and to help recall and rekindle the spirit of unity and compassion that existed in America and in many other nations immediately following the 9/11 attacks.
 - Strongly supported as a nonpartisan observance by Democrats, Independents, and Republicans alike. 9/11 is a day when we all put our differences aside and work together as one people.
 - Grew from a small grassroots idea in 2002 into an international observance. Annually millions of people perform good deeds and engage in charitable service in observance of 9/11, including individuals and groups from all 50 states and 165 countries.
- Explain why this activity is being organized, and explain the critical connection between charitable service and 9/11.
 - Talk specifically about how the 9/11 tragedy also demonstrated the remarkable goodness and compassion that exists in the hearts and souls of most human beings.

- Recall the days and weeks immediately following the attacks, and remind everyone how we all came together as a nation, unified by our collective concern for each other and those who were lost and injured on 9/11.
- Explain that one of the important reasons we observe 9/11 each year by engaging in good deeds is to rekindle that spirit of unity and compassion in tribute to the victims of 9/11 and the many who rose in service in response to the attacks.
- Explain that we seek to remember and honor the extraordinary sacrifices made by thousands of rescue and recovery workers, volunteers and public safety personnel, as well as hundreds of thousands of brave individuals who have defended our nation ever since as members of our armed forces here at home and overseas.

2. **Use of the "Tribute" Terminology.** Please refer to your activity as a "Tribute" rather than as a "service project," which helps to distinguish the 9/11 Day observance from other important days of service or general volunteer activities that are organized throughout the year. We engage in service in Tribute to those lost, injured, and heroic, and using the term Tribute helps to emphasize this key aspect of remembrance.

3. **Moments of Silence.** Consider including, if appropriate, a seven-to-10 second moment of silence at some point during the opening statement, before participants get started. Depending on when you stage the event and your time zone, the first official moment of silence occurs at 8:46AM eastern daylight time (when the first plane struck the World Trade center). A second moment of silence is often held at 9:03AM EDT (when the second plane hit the tower); a third moment of silence at 9:43AM EDT when the plane struck the U.S. Pentagon, and a fourth moment of silence at 10:10 AM EDT when Flight 93 crashed in Shanksville, PA. Some groups also observe special moments when each of the World Trade Centers collapsed, at approximately 9:59AM EDT (South Tower), and 10:28AM EDT (North Tower).

In July 2011, a Senate resolution was introduced calling for a moment of silence at 1 pm ET ([S.Res. 228](#)). The resolution calls for a one-minute moment of silence starting at 1 p.m. Eastern Time on Sept. 11, and calls on everyone to cease all work or other activities. It also encourages people to mark the moment "in an appropriate manner, including by ringing bells, blowing whistles or sounding sirens."

4. **Dedication to 9/11 Victims.** We invite you to consider dedicating your Tribute to a 9/11 victim or victims, or others who may have risen in service in response to the attacks. At the <http://911day.org> website, you can formally dedicate your service to a 9/11 victim – our site will provide you with information about those lost. You may want to share this information with your participants at the beginning of your Tribute activity.

5. **Capturing a Tribute.** If you have time during your event, consider gathering short 20-second videotaped “I will” tributes, photos or written messages from your participants, which can then be posted by you (or them) on the <http://911day.org> website, on our Facebook Fan page <http://facebook.com/911day>, or on YouTube <http://youtube.com/911dayofservice>. DO NOT POST ANY PERSONAL INFORMATION SUCH AS THEIR EMAIL OR LAST NAME. The objective is to capture statements to create a remarkable, forward-looking national observance that will carry on for decades and pay tribute to the 9/11 victims and survivors, and the many who rose in service in response to the attacks. Consider having someone walk around with a Flip camera or even a video phone, and invite people to take a moment and provide a few short remarks about what they will do. Examples include:

- I will volunteer at an animal shelter
- I will spend the day with my children, wherever they want
- I will donate a day’s salary to the children of 9/11 victims
- I will help build a house

Questions to ask:

Q: What do you remember about 9/11?

A: On 9/11 (pause), I remember _____

Q: How will you pay tribute by doing something that benefits and enriches someone else’s life?

A: I will _____

Q: How will you remember by doing? (Can be the same answer to #2)

A: I will remember by _____

Below is an example of a tribute card that 9/11 Day organizers have used to encourage people to record and post tributes:

To make your **I will** Tribute Statement:

1. Record a video stating your tribute, name and hometown.
"I will call my mother every Sunday. I'm Jamie Friedman from Los Angeles, California."
2. Upload your tribute to 911day.org.

That's it. All that matters is that it's from the heart, and it's something you feel you can and want to do.

I will

JOIN THE **9/11** TRIBUTE MOVEMENT

I will make a tribute on September 11. **I will** make a tribute from me to them — victims, survivors and those that rose in service. **I will** join you to the east, and you to the west, and you in the north, and you in the south. **I will** do something that takes a day, an hour, or one beautiful moment — it will not be the time that matters, only that I will. **I will** not forget. **I will** remember. **I will** let my tribute proclaim to the world that we remember by doing. **I will** remember by doing. **I will** make a tribute on September 11. **I will**.

911day.org

These are helpful thought-starters and guidelines for your own use. Feel free to contact us at info@911day.org if you need more information, have questions, or would like to suggest new ideas.

Opening Statement by Tribute Leader

Thank you so much for participating with us today in this important Tribute. My Name is _____ and I am _____.

We join together today to compassionately honor and remember the 2,975 individuals who were killed on September 11, 2001, in the terrorist attacks on America, as well as those who were injured during the attacks, and the many who rose in service in response, the first responders, volunteers, rescue and recovery workers, uniformed safety personnel, and the hundreds of thousands of others who serve, or have served in our armed forces here at home and overseas.

Today, we are dedicating our service in the name of all of these important individuals. Each year, we also select a specific individual who lost their life on 9/11, and pay special tribute to him or her. For this project, we have chosen to learn about and remember the life(s) of NAME OR NAMES, who died on 9/11 INDICATE WHERE (i.e., World Trade Center, on Flight ____, or U.S. Pentagon). For those of you who wish to make a personal dedication, you can now do so by going to: 911day.org and make your own personal tribute in honor of a victim.

We pay tribute to these individuals by voluntarily engaging in efforts intended to help others. This is our good deed for 9/11. Regardless of the many differences we all have as individuals, today we are unified by our human decency and our universal compassion for the well-being of others.

ADD OTHER KEY MESSAGE POINTS AS SUGGESTED.

Tribute and Permission Card:

INTRO: Hi, my name is _____ and today as my 9/11 Day Tribute I will...
(Describe what you are doing, and add any other positive message, not to exceed about 20 seconds).

Permission for Public Use. I hereby grant permission for my 9/11 video tribute and/or photo to be posted on the 911day.org website and/or on other social media websites, such as Facebook and YouTube, for the express and sole purpose of paying tribute to the 9/11 victims and heroes in observance of 9/11 this year. I understand that my last name and email will not be posted publicly, and my information will not be used outside of this purpose.

Print Name: _____ Date: _____

Email: _____@_____

Signature: _____

Five Steps to Organizing a Service Activity or Project for the 9/11 Day of Service and Remembrance

Thinking about organizing a 9/11 Day Tribute but not sure where to begin? Follow these five easy steps to developing a volunteer activity, provided courtesy of HandsOn Network, the co-organizer with MyGoodDeed of the 9/11 Day observance.

Step 1: Identify a Project

Ideas for volunteer activities can come from many places: staff and volunteers inside your organizations, communities of faith, local agency partners, neighborhood associations, or from previous service activities.

As you work to identify your project, consider the following:

- Brainstorm with staff and volunteers in your organization about needs in the organization and in the community.
- Make a list of ideas.
- Ask yourself, does the project serve a real need in the community?
- Can we accomplish this volunteer activity in one day? If not, how many days are needed?
- Will the project be meaningful to volunteers?
- Does the activity have strong media appeal with visual opportunities?
- Does the activity support diverse participation from all ages, classes, religions, and geographical areas?
- Will inclement weather derail your Tribute activity, or can it be brought inside?

Sample Service Tribute Ideas

- Construct care packages for military troops
- Write thank you messages for first responders (firefighters, police officers, and emergency medical technicians)
- Organize a neighborhood, park, or school beautification project
- Create a 9/11 remembrance mural or quilt for a neighborhood center or school
- Organize a youth diversity walk or festival
- Sew "comfort quilts" for children of military families
- Sort and prepare food at a community kitchen/shelter
- Spend time with retired Veterans and senior citizens
- Prepare back-to-school supplies for under-resourced children and schools
- Fundraise for school supplies for children affected by war in Iraq and Afghanistan or any other charity that your company supports now, or which interests your employees

For more ideas and detailed instructions on how to implement the specific projects go to <http://www.handsonnetwork.org/tools/startproject>.

Step 2: Plan Your Tribute Activity

Now it is time to formulate ideas for how you can achieve your Tribute goals. In order to be successful you must plan well and prepare for every detail from the number of volunteers to the method of reflection you will facilitate.

Create a Tribute Activity Plan

Part of the planning process is determining the tasks involved in completing the Tribute activity. Consider what you want to accomplish and the tasks needed. Then, create a comprehensive list of the assignments and the number of volunteers needed for each task.

Consider these variables:

- Volunteer skill levels
 - Is the work appropriate for beginners or do you need more skilled volunteers?
- Volunteer age
 - What is the age limit for the Tribute activity?
- Duration of activity
 - What is the time commitment required?
- Availability of supplies
 - Will you have enough supplies so that every volunteer has the necessary tools to be occupied throughout the Tribute activity?
- Physical space available to perform the work
 - How large is the service site? How many people can comfortably work there?

Volunteer Communication and Registration

It is a good idea to pre-register your volunteers. Pre-registration can be as simple as providing a contact name, number, or e-mail address where volunteers can sign up. If volunteers pre-register, you will be able to contact them about the Tribute activity details and discuss skills, supplies, or friends they can bring to the activity.

Prior to the event, check with volunteers and make sure all special needs (medical or otherwise) have been addressed and met. Also, keep the commitments you make. People will not support you if you do not provide information requested, address issues they have, or miss appointments. Continue to be in contact with your team. Keeping volunteers motivated and excited about your Tribute is the best guarantee for success! The more contact you provide, the more engaged your volunteers will be. Volunteers will be more motivated when they arrive and start working at the Tribute activity. Also, respond to inquiries in a timely and thorough manner.

Make sure to confirm tribute activity details with all parties. Contact volunteers with a phone call or e-mail that:

- Introduces you (or another staff person, partner or volunteer) as the project leader
- Thanks them for volunteering
- Provides the date and time, site address, directions, and parking information for the project
- Describes what will occur during the activity
- Explains what to wear or not wear to the project
- Encourages volunteers to bring supplies they may have
- Tells volunteers whom to contact if they have a change in plans

On the day of the Tribute activity, designate an area for volunteers to “check in.” This will allow you to better manage volunteers that attend the project and effectively track their volunteer hours.

Safety

Ensuring the safety of life and property is critical. By reviewing the Tribute activity for possible hazards and educating volunteers about safety, project staff will reduce the chance of someone getting hurt. Review the safety/emergency plan with your volunteers. Identify emergency exits, first aid kits and automated external defibrillators (AED's). Assign a safety point person for the day of the event. Always have a first aid kit on hand and a phone to call first responders if necessary.

Contingency Planning

Always think through the worst-case scenarios. Play “devil’s advocate” as you analyze the possibilities of what could go wrong. Record your strategy to handle these problems. When you plan ahead for a problem, you can handle it with minimal disruption and cost. The key is to be ready for any incident and have emergency contacts and numbers readily available. Don’t forget about the possibility of rain or other bad weather that might cause you to change your location or plans.

Plan for Fun

It is volunteers’ experiences that keep them coming back for more, especially if they have a good time. You want your volunteers to leave the project with a feeling that they worked hard, made a difference, and had fun!

Reflection

Volunteers should be given a chance to reflect later on what they did, what they learned, how it affected them, the impact they had, and how they will continue to support this cause in the future. Reflection can take many forms. Volunteers can have a group discussion, write about their experience, create a photo-journal of the project, or respond to quotes about service. When planning your Tribute therefore, decide in advance which form of reflection you will use.

Evaluation

You should always evaluate your Tribute activity so you can report success to volunteers, partners, and the community. Evaluating will also help you learn what was successful and what things you should change for future activities like it. Overall, the evaluation process will provide you with valuable information to show the impact of the activity on the community and to help you in planning, managing, and implementing your next activity, whether for 9/11 or at another time. As part of your project development, plan how you will evaluate the activity once it is completed, whom you will involve, and how you will utilize the results.

Highlighted Resource:

Volunteer Spot: <http://www.volunteerspot.com/GetHandsOn>

Volunteer Spot is a free resource that helps you schedule activities, sign up volunteers, and send out invitations and reminders to increase volunteer turnout. This tool helps you save time planning and coordinating (up to 85% faster than Excel spreadsheets, clipboards, online groups, phone tag, and email!)

Tools:

- Project Planning Worksheet
- Project Supply List Worksheet
- Project Task List
- Sample Project Evaluation
- Pre-Project Check List
- Sample Project Timeline
- Project Sign-in Sheet

Step 3: Recruit Volunteers and Volunteer Leaders

One-day service tributes can be a wonderful and meaningful experience for all companies, especially small businesses with a close-knit group of employees. However, finding the time to organize and plan an event can be challenging. This is why it is so important to start early – months in advance – and recruit and empower volunteers and volunteer leaders to plan, implement, and evaluate 9/11 Service Tribute opportunities. Volunteer Leaders are trained volunteers who lead others in service. These individuals can serve as activity developers and managers for 9/11 service Tributes.

Almost anyone can become a volunteer leader. Many companies can invite the HR leader or office manager to help get things started, but they don't have to be the activity leader. That can be assigned to a person who has an interest in taking on this responsibility. The company can engage volunteer leaders with varying degrees of experience and a multitude of skills. You can recruit new volunteers to fill leadership roles or you can draw from your current volunteers to fill these positions.

When considering how best to encourage staff to sign up for your Tribute activity, consider the following:

- Who is your target audience? (i.e., are they already inclined to participate in volunteerism?)
- What types of recruitment methods would be most effective? (personal ask, emails, staff meetings, company intranet, etc.)
- What is your message to these individuals or groups?
- What cause will you be supporting? It is very important that you choose something that will resonate with your employees. This can be an existing cause, or a special charity you've selected just for 9/11. It is always valuable to engage your own people in selecting the cause or causes – that always increases participation.

The 9/11 Day Tribute activity will be most effective if the group of volunteers consists of people from all different backgrounds. If you have too few participants, the project will likely go unfinished. If you have too many volunteers, some will have little to do and might feel that their time was not utilized well.

Step 4: Manage Your Tribute Activity

Overview

Successful volunteer activities exhibit a good balance between logistics, time, and people. Balancing these three elements effectively will help implement a successful and productive 9/11 Tribute project.

Managing Time

The first 30 minutes of every project may seem a little chaotic as participants get acclimated to their tasks, become familiar with the site area, and mingle with other volunteers; however, YOU KNOW THE PLAN! Try to remain calm and confident at all times. If it helps, apply the "80/20 Rule" to time management. This rule, also known as Pareto's Principle or Pareto's Law, is a very effective tool for managing time and tasks effectively. The "80/20 Rule" means that in every project, a few things (approximately 20 percent) are vital and many (approximately 80 percent) are incidental.

Project managers know that 20 percent of the work (most likely, the first 10 percent and the last 10 percent) consumes a large majority of your time and resources. The value of the Pareto Principle for a manager is that it reminds you to focus on the 20 percent that matters most.

Safety

The safety tips below may be useful while on site at an outdoors project. Please look through the list and advise your volunteers to take these precautions, if applicable.

- Wear sunscreen, if outside.
- Drink plenty of water, even if you don't feel thirsty. Remain hydrated!
- Where appropriate, wear gloves, goggles, and dust masks (these last two items must be worn when scraping, sanding, or spray painting), safety vests, and sturdy closed-toed shoes.
- Watch out for sharp or dangerous objects such as broken glass or needles. Be cautious around bio-medical waste and do not touch it.
- When finished with tools, be sure to put them in an appropriate place and with sharp edges pointed down. Please do not leave tools lying around, as someone may injure themselves.
- Clean your equipment before you leave.
- If children are present, please watch them closely to be certain that they are not playing with dangerous or inappropriate items.
- If using a ladder, make sure that all of the rungs are intact. When on a ladder, have a spotter. Make sure you are going up the ladder on the right side, and do not stand on the top rung of the ladder.
- If using scaffolding, always have a spotter.
- Stay away from any electrical feeds.
- Do not intentionally inhale chemical fumes.
- Be on the lookout for poisonous insects, snakes or scorpions, and keep your

- distance from them.
- Turn rocks away from you, not toward you. (Critters like to hide under them!)
- Do not wander away from the project, volunteer group, trail, or work area.
- Report all incidents immediately to the project or team leader.

Tip: It is a good idea to document all incidents that occur while on the project site. This will help to mitigate risk.

Step 5: Wrapping Up Your Tribute

At the end of the project, a number of logistical matters should be addressed:

- **Clean up** – Ask everyone do their part! Have leaders guide volunteers in pitching in to make the site look better than it did when they arrived. All materials should be used or donated to the CSO. All tools should be returned to their respective areas.
- **Recognition** – Volunteer recognition is a must! You should make sure that volunteers feel appreciated, and you should invite them back to serve again.
- **Reflection** – Reflection and community building provide volunteers an opportunity to reflect on the day's events. These activities help volunteers connect to the mission of the Tribute.
- **Evaluation** – Evaluation and feedback are necessary for improving your Tribute projects. The information gathered through these forms will help your future projects better suit the needs of your volunteers and your community.

Additional Resources and Sample Materials

9/11 Resources

<http://911day.org>

http://usinfo.state.gov/is/international_security/terrorism.html.

The website of the U.S. Department of State which includes key documents, background studies, fact sheets and other very useful stuff for teaching 9/11.

http://en.wikipedia.org/wiki/September_11,_2001_attacks

The free encyclopedia includes 21 pages of a valuable background essay on the incident plus many links to useful primary and secondary sources.

<http://www.linking.to/September11/>.

A rich resource from the BBC which again includes more than twenty pages of descriptions and links to other sources. Very valuable.

<http://cnstudentnews.cnn.com/2001/fyi/lesson.plans/09/11/towers.pentagon/CNN>
Contains very good lesson plans and additional resources.

<http://www.esnational.org/sp/we/analyze911.htm>

The web site of Educators for Social Responsibility. Suggestions for study about the War on Terror, Afghanistan, 9/11, discrimination and hate crimes.

<http://americanhistory.si.edu/september11/>.

The site of the Smithsonian Museum of American History in Washington, D.C. Pictures of highlights of the Museum's collection of artifacts relating to 9/11.

<http://www.interactivepublishing.net/september/>

The Interactive Publishing Company's site which includes a detailed timeline of 9/11 plus pictures and downloadable materials from world press sources.

<http://www.choices.edu/twtn.cfm?id=61>

This is the Brown University Program site for Choices, their widely used social studies unit plan source. Many links to valuable sources.

<http://www.dhs.gov>

The US Department of Homeland Security's website. This contains many useful primary documents regarding the US government's response to and terrorism.

http://www.national911memorial.org/img/museum/wtc_teacher_wrap.zip

Thoughtful lessons to help students think critically about the events of 9/11. Includes a teaching guide and take-home pages for generating individual thought and group discussions. Developed by the National September 11 Memorial & Museum.

http://www.national911memorial.org/site/DocServer/EDUCATION_PACKET_-_AS.pdf?docID=4961

9/11: Stories of Survival and Loss: Developed for high school educators. A comprehensive in-classroom program for use with the compelling video of the same title. Includes step-by-step guidelines for discussion and activities. Developed by the National September 11 Memorial & Museum.

<http://www.nysm.nysed.gov/education/teacher/WTC.Guide.pdf>

The World Trade Center: Rescue, Recovery, Response: Designed to be used with a tour of the New York State Museum, this guide is useful for teachers everywhere by outlining classroom activities that teach about the rescue, recovery and response.

<http://www.pbs.org/americaresponds/educators.html>

America Responds: Shortly after 9/11, PBS developed resources to help educators teach students of all ages about peace, war, patriotism, geo-politics, and other related issues.

<http://crf-usa.org/america-responds-to-terrorism/america-responds-to-terrorism.html>

America Responds to Terrorism: From the Constitutions Rights Foundation, topics and study guides geared specifically to 9/11, along with related topics such as terrorism and analyzing rumors vs. myths.

<http://www.9-11commission.gov/report/index.htm>

The 9/11 Commission Report: National Commission On Terrorist Attacks Upon The United States - Following the attacks, the U.S. Gov't commissioned an independent, bipartisan commission to prepare a complete account of the circumstances surrounding 9/11. Submitted in 2004, the Commission was also mandated to provide recommendations designed to guard against future attacks.

Sending Military Care Packages

<http://www.anysoldier.com/>

Any Soldier

<http://www.uso.org/>

United Service Organizations (USO)

<http://www.ustroopcarepackage.com/>

US Troop Care Package

<http://www.defense.gov/news/newsarticle.aspx?id=24758>

Free Shipping Materials to Military Families

Helping children affected by Afghanistan and Iraq Wars

Save the Children:

http://www.savethechildren.org/?WT.mc_id=1109_sp_logo

Unicef:

<http://www.unicefusa.org/news/news-from-the-field/improving-child-and-maternal.html?gclid=CLqg-LrxrKMCFOgQswodMVv1Uw>

World Vision:

<http://www.worldvision.org/content.nsf/pages/sponsor-a-child?open&pageType=v2&?open&campaign=1193518&cmp=KNC-1193518&mboxSession=true>

Volunteerism and Volunteer Development

Energize Inc. www.energizeinc.com

HandsOn Network: www.HandsOnNetwork.org

Idealist.org: Action Without Borders www.idealist.org

Independent Sector: www.independentsector.org

National & Global Youth Service Day:

<http://www.ysa.org/nysd/resource/planning.cfm>

National Service Resource Center: www.nationalserviceresources.org

I will

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