

# VOLUNTEER HANDBOOK

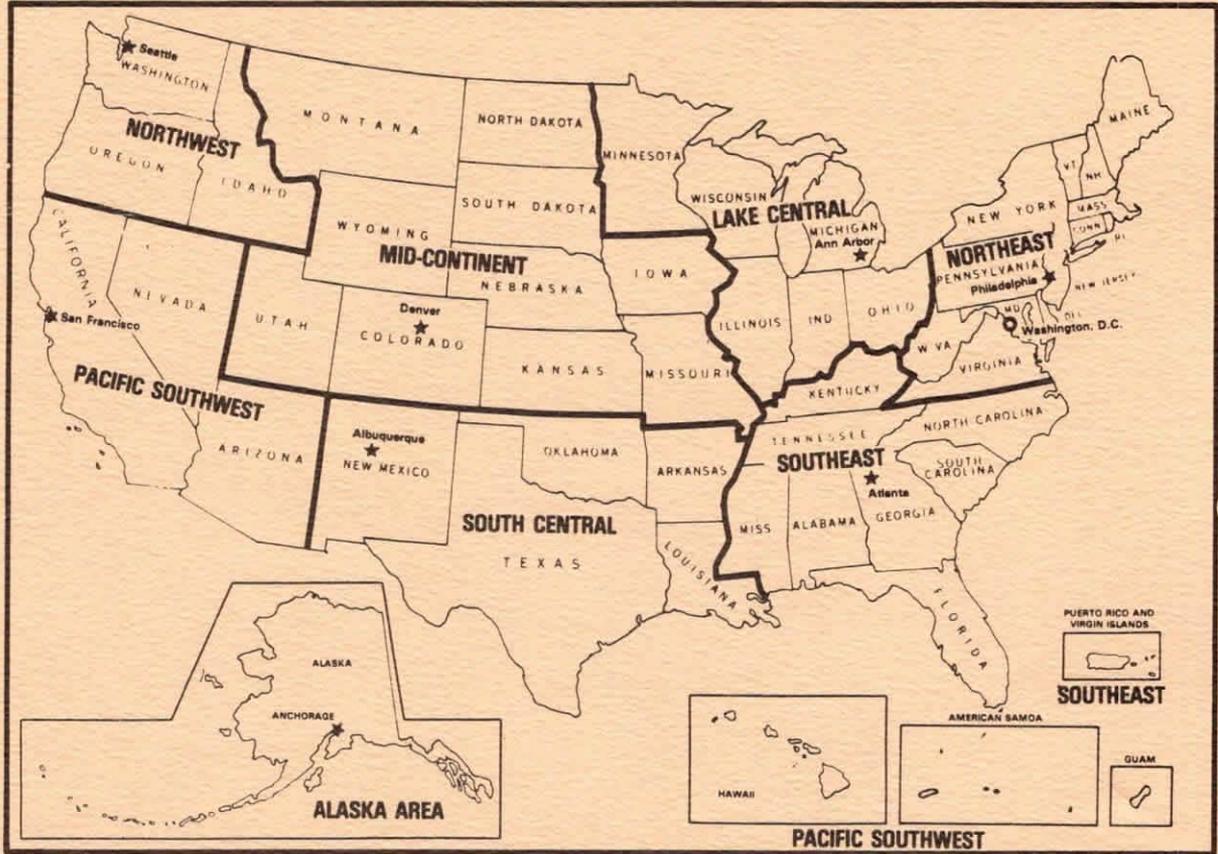


A Resource Guide on Volunteerism  
for Park and Recreation and  
Heritage Conservation Organizations

UNITED STATES DEPARTMENT OF THE INTERIOR  
HERITAGE CONSERVATION AND RECREATION SERVICE  
SEPTEMBER 1978

US Department of the Interior  
 Heritage Conservation  
 and Recreation Service  
 440 G Street, NW  
 Washington, DC 20243

REGIONAL OFFICES AND REGIONAL BOUNDARIES



Pacific Southwest Region  
 P.O. Box 36062  
 San Francisco, California 94102

South Central Region  
 5000 Marble, N.E., Room 211  
 Albuquerque, New Mexico 87110

Northwest Region  
 915 Second Avenue, Room 990  
 Seattle, Washington 98174

Lake Central Region  
 Federal Building  
 Ann Arbor, Michigan 48107

Mid-Continent Region  
 Box 25387, Denver Federal Center  
 Denver, Colorado 80225

Alaska Area  
 1011 E. Tudor, Suite 297  
 Anchorage, Alaska 99504

Southeast Region  
 Richard B. Russell Federal Building  
 75 Spring Street  
 Atlanta, Georgia 30303

Northeast Region  
 Federal Office Building  
 600 Arch Street  
 Philadelphia, Pennsylvania 19106

# Preface

---

Volunteerism is not a new idea. Its roots are deep in American tradition. Indeed, most public park and recreation agencies and organizations have used volunteers somehow, somewhere, sometime in the past. In recent years, however, volunteer programs have become more sophisticated and more complicated. They bring to mind tough issues like liability insurance, conflicts with unions, paid staff paranoia and the difficulty of retaining volunteers on a consistent basis. Too often, the initial perception of complicated and unresolvable issues becomes the sole basis for the decision that a well organized volunteer program is not worth the effort needed to put it together. But, as many agencies have demonstrated by the results of their programs, VOLUNTEERISM IS WORTH THE EFFORT!

- \* A community center operated for seniors by the Department of Parks and Recreation in Eugene, Oregon uses approximately 200 volunteers a year at a value of some \$100,000 in volunteer services.
- \* During the 1976-1977 fiscal year, 62,421 volunteers in Baltimore County, Maryland served 77 different recreational programs for a total of 856,664 hours.
- \* During a recent ten month period, some 1,670 San Leandro, California volunteers donated almost 19,000 hours of labor to the Recreation Department--all under the coordination of one paid staff person.
- \* In Seattle, Washington, the Department of Parks and Recreation recorded 50,000 volunteer-hours during the first six months of 1978.
- \* Over 1,000 school children regularly maintain selected sites in New York's Central Park.
- \* Elsewhere in New York City, 1,500 volunteers worked on 174 different projects coordinated through the nonprofit Parks Council in 1977.

- \* From July 1977 through June of 1978, 2,734 individuals gave their time to the Hayward Area Recreation and Park District (California) for a total of 24,580 hours of service.
- \* 20,000 scouts gave 75,000 hours to a massive Bicentennial Project in King County, Washington during the spring of 1976.
- \* In Los Angeles, some 6,000 volunteers contributed more than 428,000 hours to the City Recreation and Parks Department in the first six months of 1978--labor which would have cost over 1.1 million dollars if figured at the minimum wage.

Why has volunteerism worked in these communities?

One key to success is to be well prepared before putting a volunteer program into action. The task must be approached thoughtfully, with eyes wide open. Before determining your own agency's capabilities to handle volunteers and how they might be best employed in your community, it is important to think through the total process. The five chapters of this handbook are intended to serve as your guide.

"THE TASK MUST BE APPROACHED  
THOUGHTFULLY WITH EYES WIDE  
OPEN."

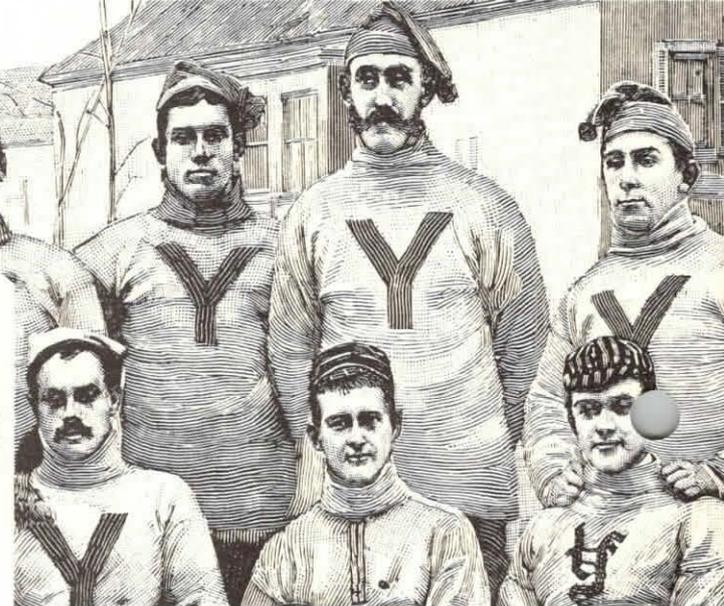
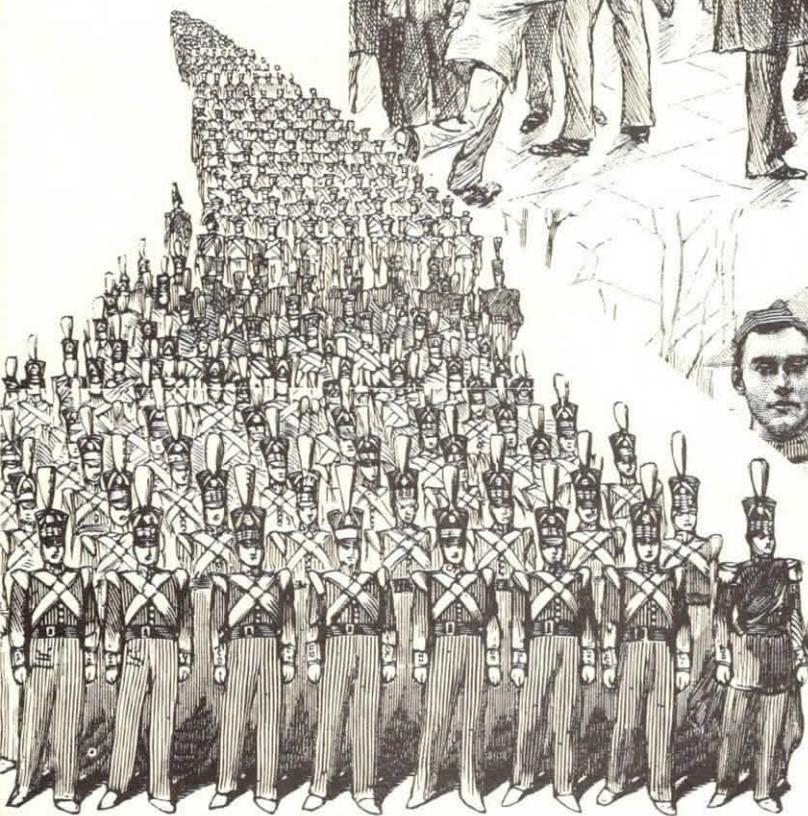


# Table of Contents

<b>THE PAYOFF</b>	<b>1</b>
BENEFITS TO THE AGENCY, THE COMMUNITY AND THE VOLUNTEER.	
<b>THE ISSUES</b>	<b>5</b>
QUESTIONS AND ANSWERS ON WHAT OFTEN STOPS VOLUNTEER PROGRAMS BEFORE THEY START.	
<b>THE ORGANIZATION</b>	<b>10</b>
BASIC GUIDELINES FOR ESTABLISHING AND MAINTAINING A VOLUNTEER PROGRAM.	
<b>THE EXAMPLES</b>	<b>16</b>
DETAILED CASE STUDIES OF SUCCESSFUL VOLUNTEER PROGRAMS IN EXISTENCE NATIONWIDE.	
<b>THE RESOURCES</b>	<b>29</b>
PUBLICATIONS AND AGENCIES THAT CAN HELP BEFORE, DURING AND AFTER SETTING UP A VOLUNTEER PROGRAM.	



THE MOST  
OBVIOUS  
BENEFIT  
OF A  
VOLUNTEER  
PROGRAM  
IS AN  
INCREASED  
LABOR  
FORCE.



# THE PAYOFF

## BENEFITS TO THE AGENCY, THE COMMUNITY AND THE VOLUNTEER

A properly orchestrated volunteer program is an asset to the leisure service agency or organization, a valuable experience for the volunteer and an opportunity for direct involvement by the community. Consider how each benefits.

THE MOST OBVIOUS BENEFIT AN AGENCY CAN EXPECT IS AN INCREASE IN MANPOWER AT MINIMAL COST. Volunteers supplement paid staff and often permit expansion of services that would not otherwise be possible. They bring with them a wealth of skills, knowledge and abilities, as well as an attitude that is generally positive and productive. The wide variety of volunteer talent and interest has produced a rich and varied display of programs and services:

- \*20 volunteers conduct field trips and environmental education at the Boulder County Department of Parks and Open Space, Colorado.
- \*Volunteers lead whale watch tours and tours of Cabrillo Beach for the City of Los Angeles Recreation and Parks Department.
- \*A well planned and coordinated series of volunteer workdays opened up a new 220-acre park for King County, Washington, residents.
- \*Volunteers for Los Angeles County's Parks and Recreation Department help maintain equestrian and bike trails. Also, a day camp for autistic children has been kept open with volunteer help.
- \*Volunteers in Tulsa, Oklahoma, working through their local recreation centers, plan their own activities. They then help schedule and staff the program and raise funds to support it.
- \*A group of 65 volunteer professional painters completed a 40 x 180-foot paint-by-number mural along Cleveland, Ohio's Rapid Transit right-of-way.
- \*Volunteers in Oakland entertain park guests with flute performances and African dances. Other volunteers clean up

the shores of Lake Merritt. Still others coordinate the city's "Special Olympics" program.

\*Voluntary participants in Baltimore County, Maryland's 44 Recreation and Parks Councils coordinate still other volunteers to assist and raise funds for recreational programs.

\*The Department of Parks and Recreation in Oahu, Hawaii, serves a diverse constituency. Its volunteer programs include, for example, special services to immigrants.

\*"Homeworkers" for Moraga, California's Park and Recreation Authority can pick up such assignments as mailings and phone calls. The diverse skills and talents of 30 volunteers in that town also made possible a youth theater in which 100 young people took part.

\*New York's fiscal crisis prompted creation of the Parks Council, which now organizes volunteers to provide on-going care of city parks in all five boroughs of New York City.

\*Students, Scouts, Sempervirens Fund, and various other organizations assist the California State Parks System with seasonal maintenance in the Santa Cruz Mountains. Volunteers take part in "Trail Days" each spring and "Clean Up Days" later in the fall.

\*Without the help of volunteers, Seattle's wading pools would have been closed last summer. A group of 16-year-olds offered to clean, fill and supervise those pools.

\*Volunteers in Cypress, California, assisted in a wide variety of activities: Day Camp, Youth Center, Youth Softball, Peewee Baseball Clinic, and park maintenance. Maintenance assistance is also received from neighborhood homeowners and Boy Scouts.

\*Senior Citizens assist the Van Buren Township, Michigan, Park and Recreation Department with its office work as well as serving as drivers, programmers, medical aides, and organizers for senior activities.

\*In Upland, California, a service club hires a band to play for park guests. The club maintains the area involved and during performances operates a snack bar. All proceeds are turned over to the recreation agency.

\*Volunteers in Anaheim, California, aid in the city's therapeutic program, providing recreation opportunities for over 250 physically and mentally handicapped children. Some 100 volunteers participate year-round, leading such activities as bowling, day camps, overnight trips and similar recreation.

THE VOLUNTEER BENEFITS DIRECTLY FROM EXPERIENCE GAINED ON THE JOB.

When properly reported, the volunteer can count his time as legitimate job experience just as if it were a paid position. In any case, the work itself can be a form of recreation or career development. Note these examples:

- \*High school volunteers for the city of San Mateo, California, Parks and Recreation Department receive summer school credit for their help on playgrounds and craft programs.
- \*A professional musician, first placed with Seattle's volunteer program through court referral, so enjoyed teaching music to senior citizens that he continued as a volunteer long after his assigned hours were up.
- \*Sunol Wilderness Park in California's East Bay Regional Park District, offers its docents 13 weeks of training in Indian lore, natural history and making adobe blocks before these volunteers demonstrate their pioneer-day expertise for park guests.
- \*Baltimore County's senior citizens not only contribute time to their own recreational centers, but regularly donate time and skills to other community services as well.
- \*350 volunteers for the Junior Ski Program in Reno, Nevada, earn one day of free skiing for each given to ski instruction, safety patrol and related work.
- \*Participants in Boulder (Colorado) County's "Discover Nature" program may receive graduate or undergraduate credit for participating in a 30-hour training course given to all new volunteers.

Volunteers should also be made aware that they are entitled to a number of tax benefits under the charitable contribution provisions of the Internal Revenue Code. Volunteers may deduct unreimbursed expenditures made incident to rendition of services to a qualifying organization. Such organizations include units of government and certain private non-profit groups. Examples of deductible expenses include: automobile mileage, bus and cab fare, parking and tolls, special uniforms, telephone bills, entertainment and meals for others, and cost of meals and lodging if away overnight. Items that may not be deducted include: the value of volunteer time and dependent care expenses.

A complete description of federal tax deductions for volunteers can be obtained from your local IRS office Taxpayer Assistance Service. Ask for Publication #524, "Income Tax Deduction for Contributions." Also, be sure and contact your state income tax office for specific instructions relating to state deduction allowances.

THE COMMUNITY AS A WHOLE STANDS TO GAIN FROM THE MULTIPLE SPINOFFS ASSOCIATED WITH CITIZEN INVOLVEMENT. As volunteers, individual community members experience firsthand the problems and rewards of working on behalf of leisure services. They come to see that creative problem-solving is required to work within the constraints of organized governmental structures.

As citizen representatives, volunteers challenge the agency by bringing to the job the needs and desires of the community served. But they can also become credible advocates for agency positions and an effective voice in support of its programs and services. Moreover, an informed citizenry can be a strong force in moving elected officials to improve and expand the public park and recreation estate.



...AN INFORMED CITIZENRY CAN BE A STRONG  
FORCE IN MOVING ELECTED OFFICIALS...

# THE ISSUES

## QUESTIONS AND ANSWERS ON WHAT OFTEN STOPS VOLUNTEER PROGRAMS BEFORE THEY START

Despite the success of volunteer programs elsewhere, often leisure service agencies are apprehensive about working with volunteers. Certain issues appear to be unresolvable or serious obstacles to establishing a successful volunteer program. Too often these perceptions go unchallenged and the potential program is shelved.

By tapping available resources, by employing sound administrative and operational practices and by applying ingenuity and innovation, the problem issues sometimes associated with volunteerism can be successfully overcome. It is particularly important to anticipate potential problems and deal with them in their early stages.

ISSUE: "HOW DO I PROVIDE INSURANCE COVERAGE FOR VOLUNTEERS?"

Perhaps the best insurance for volunteers is preventive. Avoid high risk assignments and make sure that each volunteer is assigned to a specific task and properly oriented, trained and supervised. Records should be maintained to document each volunteer's work. Even with the element of risk minimized, accident and liability insurance are necessary for volunteers and a program of coverage should be worked out prior to recruitment.

Initial contact should be made with appropriate legal counsel, such as a city attorney, to work out a system of insurance coverage tailored to the specific situation in each community, county, or special district. Often, the coverage is closely tied to that of paid employees or with overall municipal coverage and may, for example, simply involve adding the volunteers onto an existing agency policy. In other situations, a separate policy may be taken out on the volunteers. In still other situations, a volunteer group may already have some insurance coverage. The question of insurance coverage must be resolved for each volunteer your agency employs to make sure that complete accident and liability insurance is provided either by your agency, by the volunteer group or the individual volunteer.

There are, nationwide, two predominant sources of insurance coverage for volunteers working in leisure and conservation services. Accident and liability insurance for volunteers

is available from Volunteers Insurance Service Organization (VIS), administered by the Corporate Insurance Management Association (CIMA) (write VIS/CIMA, 5513 Connecticut Avenue, N.W., Washington, D.C. 20015 or call (202) 244-6578). The liability policy excludes coverage for drivers of vehicles. Low-cost accident insurance is also available for member agencies of the National Recreation and Park Association (NRPA), 1601 N. Kent Street, 11th Floor, Arlington, Virginia 22209, or call (703) 525-0606.

ISSUE: "HOW DO I DEAL WITH PAID STAFF INSECURITY AND PARANOIA?"

Open communication and training can effectively iron out staff apprehensions. Gaining genuine acceptance and approval of the volunteer program at the decision-making level during the initial stages of establishment, as well as the orientation and training of staff in terms of the impact of volunteerism on the agency, will do much to alleviate resistance and apprehension. General sensitivity training might help staff understand and relate to volunteers. In addition, assurances should be made in the form of a written policy that volunteers will not be used to replace paid staff. The policy of San Leandro, California, states that "all volunteers supplement the services of paid staff, and neither replace present staff nor the need for paid staff." Day-to-day hiring and firing practices should reinforce the written policy.

Reassurance for paid staff should also take the form of recognition. When a volunteer does a good job and is justly recognized, the volunteer's supervisor should also be recognized for his/her part.

ISSUE: "HOW DO I DEAL WITH UNION OPPOSITION?"

Involve unions from the beginning. In the early stages of developing your volunteer program, touch base with organized labor unions to let them know what you're doing and to invite their participation. A written policy that your agency will not replace paid staff with volunteers could be an important reassurance for unions. Documentation showing budget shortages for hiring additional paid staff might help reinforce the written policy. Also, identify those assignments that might lead volunteers toward a career in organized labor.

When the unions become aware of what your volunteer program is all about, they may want to become directly involved. Provide the opportunity. In Wilmington, California, the local Cement Finishers Union helped build a parking lot, snack bar and locker rooms as part of a community-wide effort coordinated with the local Jaycees that resulted in a baseball park. The Arizona Operating Engineers' Local Union Number 428 contributed

labor and equipment to help build Alvord Park near Phoenix as a training program for unemployed members. As another example, a union carpenter might make an excellent teacher for a wood-working class in a Boy's Club. Or a union plumber might teach his/her skills at a Senior Citizen's Center.

ISSUE: "HOW CAN I RECRUIT VOLUNTEERS?"

Every way you can think of. Post requests for help in public buildings such as museums and libraries, or in school classrooms and recreation centers, or in laundries, grocery stores or bowling alleys. Print public notices in your local newspaper. Public service announcements are required of radio and television stations by the Federal Communications Commission and are effective in reaching large numbers of people. Flyers have sometimes been included in utility bills. The UPLAND VOLUNTEER is a newsletter which successfully serves the dual purpose of recruitment and recognition. Other sources that could be tapped directly include private corporations, unions, employee associations, service clubs, community organizations, seniors, misdemeanor court referrals, young people. . .the list goes on and on. One additional source deserves special mention. Your local Volunteer Bureau or Voluntary Action Center may be able to refer volunteers to your agency.

If a recent Gallup poll reported in TIME (8/7) is any indication, you might find recruiting easier than you think. Some 89% of those urban residents interviewed reported that they would be willing to volunteer some form of service to their own neighborhood.

One final note of caution: Before any plans for recruitment are carried out, you must organize your program and be prepared to handle the volunteers who respond. Jobs should be lined up and a central reference point established for respondees to contact.

ISSUE: "HOW DO I KEEP VOLUNTEERS COMING BACK?"

Very simply, by providing a positive work experience. Volunteers, just like paid employees, should be made to feel a part of the organization. They need to feel that what they are doing is important. They should be encouraged during their training period. Volunteers should also be made to feel responsibility for specific assignments and challenged to do their best. Later, when they do a good job, they should be recognized individually. Just as with paid staff, turnovers in volunteers should be expected and accommodated. The transient nature of volunteers, i.e., their changing motives and time availability, should be anticipated and accepted. Specific job assignments should be worked out with the volunteer, keeping in mind each individual's

interests, skills and time limitations. Each volunteer should be responsible for setting his/her own work schedule and then sticking to it. An ongoing recruitment effort will help insure a steady supply of new volunteers to cope with turnover.

A volunteer handbook, prepared to describe a particular agency's volunteer program, is extremely helpful as a reference for the volunteer. It spells out responsibilities, benefits, recruitment, training, supervision, recognition, program alternatives, and other valuable information regarding the volunteer program.

A final note on how to keep volunteers coming is this: Listen to what they have to say! The volunteer is there because he/she wants to contribute. The contribution will likely mean an improvement in leisure, cultural or conservation service. It is up to your agency or organization to provide the opportunity. As Mary Culp, Executive Director of the San Francisco Volunteer Bureau/Voluntary Action Center firmly says, "If you're not going to listen to the volunteers, don't recruit them!"

#### ISSUE: "HOW DO I DEAL WITH SUPERVISION OF VOLUNTEERS?"

While untrained volunteers may require more supervision than more experienced staff, it is a sound investment of time. For little more than the cost of supervisory time, a lot of help will be received, and local citizens will be directly involved in the process. Adequate supervision also allows each volunteer to grow individually while minimizing the risk of accidents.

Supervisors need to be briefed regarding their special role in the volunteer program. They need to be clear on their own task/program responsibilities in order to take part in the decisions that surround the designation of volunteer positions. Only then can specific volunteers be assigned to a supervisor. The line of authority between the volunteer and supervisor should be clearly stated, preferably in writing, to avoid any potential misunderstandings later. Care should also be taken to insure that each volunteer is given an assignment that is worthwhile and not just "make work."

Supervision should include some system of organized feedback for volunteers. The progress of each volunteer should be reviewed periodically. Individual growth should be encouraged by providing increasingly responsible and challenging assignments as appropriate. Keeping good records of job assignments, time worked and special training, and preparing written recommendations/commendations may mean more work for the supervisor. That extra effort, however, does much to increase the value of the work experience for the volunteer.

ISSUE: "SHOULD MY AGENCY DESIGNATE A VOLUNTEER COORDINATOR?"

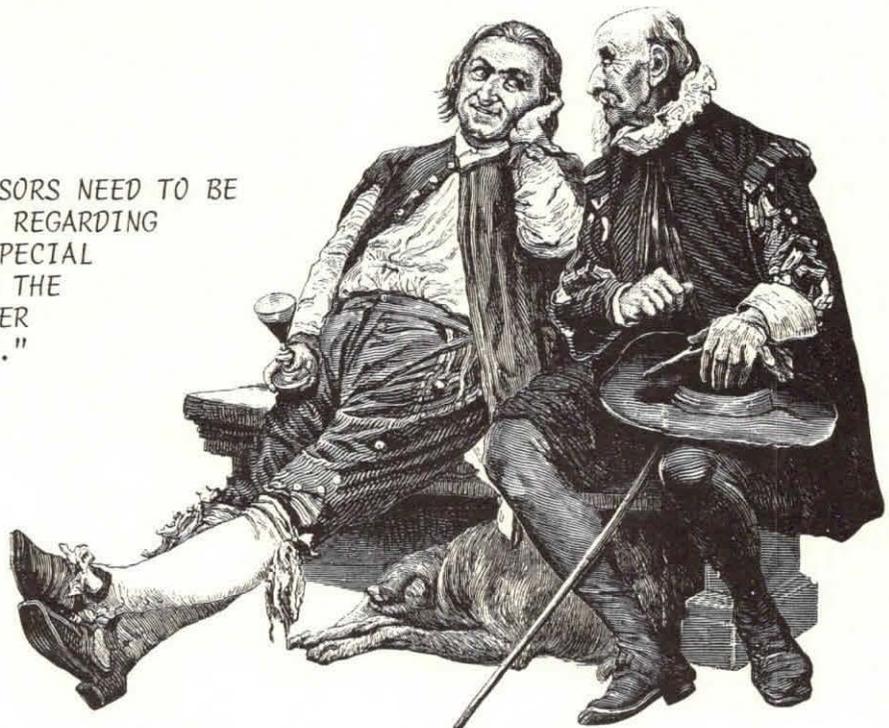
A central authority with responsibility for the entire volunteer program, such as a volunteer coordinator, greatly improves the program's efficiency. Recruitment, screening, placement, orientation, training, recognition and evaluation are typically the responsibilities of the volunteer coordinator. Volunteers can be assigned on a priority basis and quickly reassigned as tasks are completed or program adjustments are made.

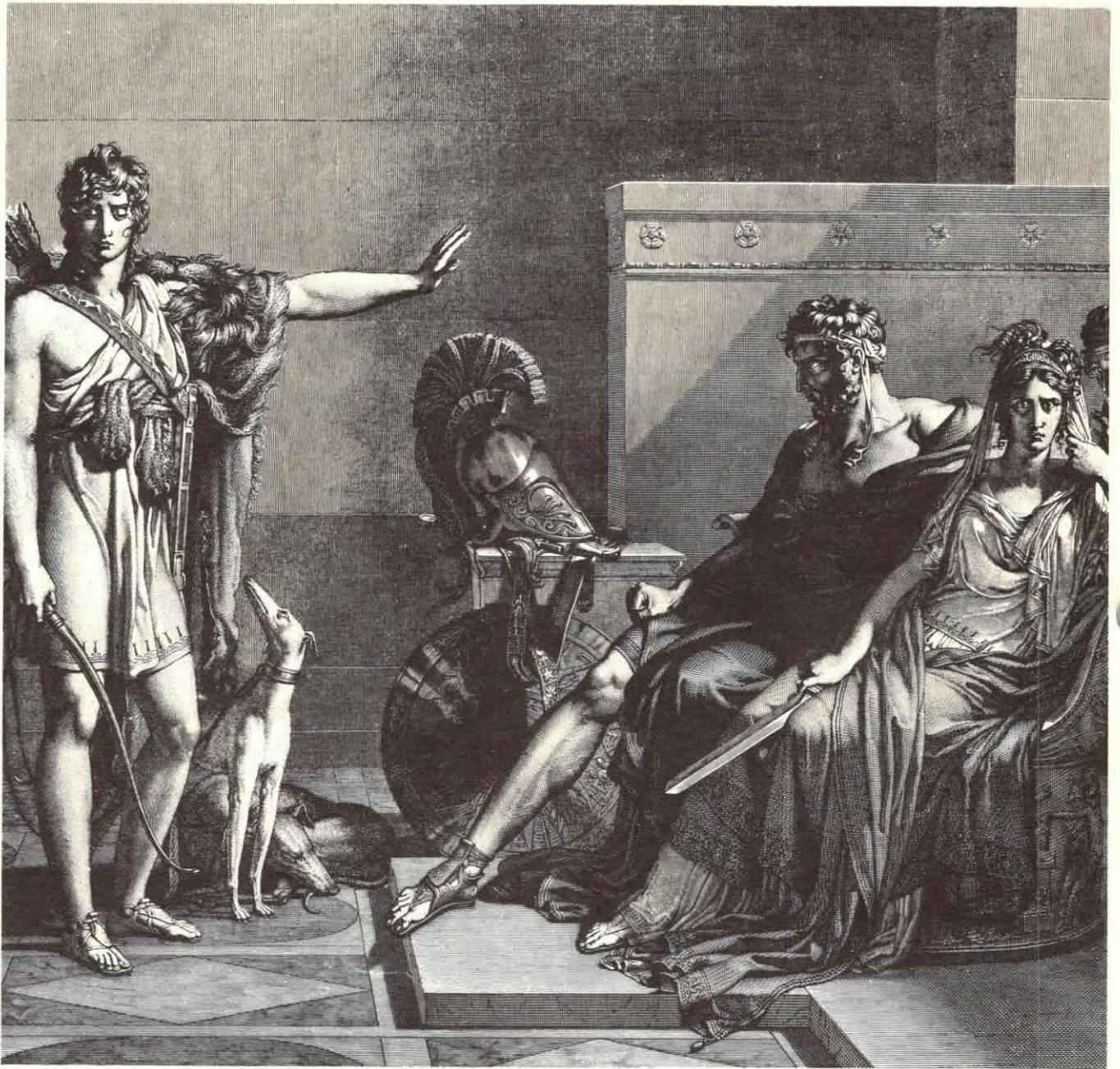
The potential that can be activated through the efforts of a centralized volunteer coordinator is substantial. One need only look at the record of accomplishment in park and recreation departments such as those serving the Hayward, California, area and the cities of Seattle, Washington, and Anaheim and Upland, California, to substantiate the claim.

An alternative organizational setup is for the volunteer coordinator to serve the needs of a number of agencies. Such is the case in San Leandro, California, where the volunteer coordinator recruits for all city agencies. Upland, California, even goes one step further and recruits for appropriate private nonprofit groups as well. Again, the results speak for themselves.

A third approach has been used with notable success in Baltimore County, Maryland. There, decentralized recreation and parks councils have been set up in communities within the county. Although each council acts independently of the others, all volunteer efforts for a given community are coordinated through its own council. The council then functions as the volunteer coordinator for the community.

"SUPERVISORS NEED TO BE BRIEFED REGARDING THEIR SPECIAL ROLE IN THE VOLUNTEER PROGRAM."





VOLUNTEERS SHOULD HAVE THE OPPORTUNITY TO SAY NO OR REQUEST CHANGES.

# THE ORGANIZATION

## BASIC GUIDELINES FOR ESTABLISHING AND MAINTAINING A VOLUNTEER PROGRAM

Most recreation and other public service agencies and organizations are assisted by volunteers. Help may come at a one-time special event or every day at a direct leadership job. There is a significant difference, however, between enlisting the help of volunteers once in a while, and maximizing volunteer assistance in an ongoing volunteer services program. This chapter will discuss the basic elements of an organization designated to make volunteerism an integral part of its overall leisure services.

Before considering the elements of volunteer program organizations, however, some time may be well spent in considering the human resources involved. The volunteers, agency or organization staff, and the community recipients of the services are all people with basic rights and responsibilities relating to the work being done. They will work as partners and each must have his/her say, understand his/her responsibilities, establish agreed upon lines of authority and communication, respect each other's perspectives, give honest feedback and have the opportunity to say "no" or request changes. From understanding and respect will come appreciation, flexibility, creativity and effectiveness.

The following basic elements of organizing a volunteer program will be discussed in this chapter:

- \* Preparation and Planning
- \* Recruitment and Placement
- \* Orientation
- \* Training and Supervision
- \* Record Keeping
- \* Recognition
- \* Program Evaluation

### I. PREPARATION AND PLANNING

- A. Prior to initiating any volunteer program, those responsible for establishing the program should have a thorough knowledge of the agency's needs and priorities in order to define objectives for volunteer services and volunteer

opportunities and requirements. Administrative support should be secured and staff should be involved in generating ideas and identifying appropriate volunteer tasks.

- B. A coordinator for the program should be designated and provided with an adequate budget allocation.
  - 1. A clear delegation of authority for the coordinator and his/her staff should be set out.
  - 2. Generally, the duties of the coordinator are to oversee recruitment, screening, placement, orientation, training, recognition and evaluation. Direct supervision, however, is not usually a part of the coordinator's responsibility.
- C. The effect of new people on all aspects of the agency should be taken into account. Acceptance of volunteers by paid staff who will be co-workers and supervisors is particularly important. Whenever possible and within the constraints of today's budget limitations, commitment should be made to paid staff that the volunteer program will not constitute a threat to their jobs. Ideally, the commitment should be in the form of a memo or other written policy statement and should be reinforced in practice.
- D. Contact should be made with the National, State, and local resource organizations for information on volunteer assistance programs. A centralized collection of resource publications is also helpful. (SEE RESOURCES)
- E. Suitable program assignments should be identified for volunteers and specific job descriptions should be prepared for each job. Job descriptions should be written to include: job responsibilities, necessary qualifications, time required per week or month, name and phone number of supervisor and training time requirements.

## II. RECRUITMENT AND PLACEMENT

- A. The specific programs for which volunteers are being sought should be identified. Publicity should vary according to the number of volunteers needed but should be planned well in advance of actual need. To solicit more people than the agency could possibly use would be counter-productive from both the effectiveness and goodwill perspectives. Also, it is generally a good idea to start the program small so that it will remain manageable.
- B. The primary target for recruitment publicity should be those groups which are likely to be most interested and qualified.

These include park users, outdoor associations, schools, and recreation groups. But be sure and consider everyone--all shapes, sizes, ages and incomes for their potential as volunteers. Soliciting volunteers can involve newspaper articles, public service announcements, speaking engagements, direct mailings to groups or individuals, placement offices, a Volunteer Fair and so on. Satisfied volunteers often become an agency's best recruiters.

- C. Thorough preparation should be made for the volunteer interview. Interviewers should prepare questions in advance and familiarize themselves with techniques for learning the needs and interests of the applicant without allowing the interview to become too lengthy. The interviewer should be able to refer the applicant to other volunteer sources if he/she does not fit into the program or simply to decline the services of unsuitable applicants.
- D. A volunteer should be given assistance in choosing an activity suitable to his or her goals and needs, and compatible with his or her skills and interests. Motives such as the desire to work as part of a team, reestablish old skills, develop new interests or test career possibilities, are just as valid as the motives of sharing oneself or advancing a favorite cause. The accomplishment of a meaningful agency or organization task must be the overriding objective in volunteer placement.
- E. The organization or agency should secure a meaningful time commitment from its volunteers; a contract could be used to reflect this commitment specifically in terms of length of service and regular work schedule.

### III. ORIENTATION

- A. A volunteer is a representative of the agency or organization and it is important that the volunteer represent it properly. It is a basic right of a volunteer to be oriented. Orientation is the responsibility of the volunteer coordinator and includes:
  - 1. Information about the agency and its structure;
  - 2. Information on the general purpose, objectives, and philosophy of the agency;
  - 3. A clear explanation of the volunteer's obligation to the agency, his/her supervisor, etc.;
  - 4. Information as to how the specific program assignment relates to the overall function of the agency; and

5. Mechanical information such as assigned work space, location of supplies, restrooms, use of telephones, etc.
- B. An orientation manual covering the agency and the volunteer program could be prepared to be issued to the volunteer. Such a manual is used by the Anaheim (California) Parks and Recreation Department.
- C. Using staff members in orientation can increase the team feeling and can help create favorable staff attitudes toward volunteers. Testimony from seasoned volunteers may also help in team-building among the new recruits.

#### IV. TRAINING AND SUPERVISION

- A. The supervisor of the specific program area is responsible for the training and supervision of the volunteer, either directly or through staff assignment.
- B. The amount and type of training depends upon the skill required to perform the specific assignment and the skill and expertise the volunteer brings to the program. In many cases, skills training can be given to staff and volunteers at the same time.
- C. The supervisor must take special care in making the volunteer feel welcome and a necessary part of the recreation team. The best overall strategy for managing a volunteer program however, is to treat your volunteers as much like paid staff as you possibly can. Volunteers should receive as much attention, support, direction and recognition as your paid staff. And like the paid staff, they should be given real responsibility and accountability.
- D. Ongoing direct supervision is important in order to:
  1. Assure the full utilization of the volunteers' skills and energy to the advantage of the agency;
  2. Allow the volunteer to grow and develop through his/her activities;
  3. Maximize the benefit and satisfaction to the volunteer from his/her work experience; and
  4. Provide a forum for discussing problems and giving appraisal, evaluation and appreciation.
- E. There may be times when it becomes necessary for the agency to terminate a volunteer.

1. It is vital that this be done with minimal criticism to the volunteer. The supervisory and evaluation process may provide a means of helping the volunteer see why he/she should leave.
  2. If possible, alternative voluntary positions should be offered to the volunteer.
  3. When possible, the original job assignment should include the date when the assignment will end.
- F. Agencies need to be especially careful if they are placing volunteers under the supervision of part-time staff, or under those less experienced in supervision. Training of staff to be supervisors is often as important as training volunteers.

#### V. RECORD KEEPING

- A. A system for personnel records is essential for the volunteer program. The records kept should include the number of hours spent in volunteer service, an evaluation of volunteer career "growth," and any problems encountered by the volunteer. The organization should develop a system best suited to its own needs and personnel requirements. The system should be as simple as possible and must be understood and used by all volunteers and staff.
- B. Record keeping is normally a function of the volunteer coordinator and good documentation of accomplishments can help to justify support funding for the volunteer program.
- C. Well kept records can show the volunteer you value his/her work.
- D. Provision should be made to accommodate volunteers who are receiving academic credit for their work. Records can also be helpful when the volunteer requests a work experience reference from the agency.

#### VI. RECOGNITION

- A. The reasons why individuals volunteer vary widely. The greatest rewards are the personal satisfaction derived from the work experience, and the appreciation expressed and implied by the staff and program participants who benefit from the services volunteered.
- B. Specific recognition can vary according to the imagination of the agency: certificates, mention in agency publications, community bulletin boards, special events such as luncheons,

banquets, picnics, breakfasts, commemorative gifts, tee shirts, free tickets or passes to sporting and/or cultural events, paid trips (in whole or part) to conventions, conferences and workshops as a representative of the organization, public praise at organizational ceremonies or community events, yearly volunteer day ceremonies, and of course, hiring the volunteer when staff vacancies occur. The forms of recognition are endless; each agency undoubtedly has some special means of showing its appreciation to volunteers. A simple gesture, such as a smile or a handshake, is still one of the most appreciated.

- C. Don't forget staff recognition. When your staff does a good job working with volunteers, reward them with an appropriate form of recognition.

## VII. PROGRAM EVALUATION

Like any other agency program, the volunteer program needs care and periodic examination. Program objectives, training materials and methods as well as accomplishments should be examined with critical judgment based on the best data possible. Most importantly, the staff should frequently evaluate its goals, the goals for the volunteer program and its methods for attaining these goals.



RECOGNITION AND APPRECIATION ARE IMPORTANT AND THE FORMS ARE ENDLESS. SIMPLE GESTURES, SUCH AS A SMILE, A HANDSHAKE...OR A KISS ON THE CHEEK ARE STILL THE MOST APPRECIATED.

# THE EXAMPLES

## DETAILED CASE STUDIES OF SUCCESSFUL VOLUNTEER PROGRAMS IN EXISTENCE NATIONWIDE

CELESTE CAMPBELL SENIOR COMMUNITY CENTER, Mrs. Cuma Smith, Center Supervisor, 155 High Street, Eugene, Oregon 97401, (503) 687-5318

At the Celeste Campbell Senior Community Center, four paid staff and about 200 volunteers work together for the recreational, educational and social benefit of persons over the age of 55. Operated by the Parks and Recreation Department since 1963, the Center is located near two senior housing projects and on a major transit line. More than 5,500 elderly persons participate in the Center's activities each month.

The Campbell Center is open five days a week. Regular programs include opportunities for older people to be involved in community service projects, to keep current on legal assistance, health education and consumer information, and to be out of doors with senior swimming, golf, fishing and intrastate travel. Bicycling, canoeing, bird watching and camping programs are also being added. Social opportunities include dances, card parties and clubs, potlucks, birthday parties and meetings of retirement groups, such as the American Association of Retired Persons and the Retired Railroaders. In addition, Spanish, German, French, creative writing and speed reading classes are also held.

Volunteers, most of whom are older persons, help maintain the programs and services of the Center as hostesses, office helpers, drivers and field trip assistants. Since all class instructors are volunteers, there are no class registration fees. Volunteers with an aptitude for sewing make quilts and layettes that are distributed by the welfare department. Other volunteers cook and provide cleanup for the Center's Wednesday Fun Night, a program that includes an evening meal, cards and bingo. In addition, each Thursday, the Center is host to elderly persons living in nursing homes, foster homes and sheltered care facilities, or who are usually homebound. Twelve to 16 volunteers plan and supervise activities for the 90 participants, visiting with them, playing cards and ping pong, and assisting with crafts.

Recruiting of volunteers is done through Voluntary Action Centers, the Retired Senior Volunteer Program (RSVP) and by word of mouth. The paid staff members rotate in coordinating volunteers in the various

programs. A general orientation and welcome is held for new volunteers as a group, then each individual is assigned someone, usually another volunteer, to advise and train him or her. Monthly meetings are held for feedback, suggestions and problem solving. Recognition for volunteers is given at brunches and in newsletters. Accident insurance is handled by a local insurance broker; RSVP participants are covered by Federal insurance.

For two years, the Oregon Arts Commission funded an artist-in-residence program that offered fine arts instruction to older people at the Campbell Senior Center. After the funding ended, the program was continued at the Center, staffed with volunteer teachers recruited from among the senior citizens and through the University of Oregon's Architecture and Allied Arts Field Placement Program. Art exhibits, visits to museums and classes in art history, color theory and hand-built pottery are some of the activities that have been enjoyed. Seniors in the program have displayed their works in the annual Senior Cultural Arts Festival, a statewide event held at the county fairgrounds.

\* \* \* \* \*

CITY OF SAN LEANDRO VOLUNTEER SERVICES PROGRAM, Marilyn Moyers, Volunteer Services Assistant, Civic Center, 835 E. 14th Street, San Leandro, California 94577, (415) 577-3461

Since 1959 the Volunteer Services Program of San Leandro has coordinated volunteers for that City's Recreation Department. Today the Recreation Department, and all other City Departments and funded agencies benefit from a volunteer program that extends citywide. One full-time paid staff member fills requests for volunteer assistance from programs that range from youth counseling to recycling.

By far the greatest number of volunteer hours continues to go to the City's Recreation Department. In the 1976-1977 fiscal year, out of a total of 16,050 volunteer hours coordinated by the Volunteer Services Program, nearly 8,000 hours were in Recreation Department programs. During the first ten months of the 1977-1978 fiscal year, that Department had already chalked up over 18,000 hours. And these figures do not include the hours volunteered to the recreation programs operated through agencies such as San Leandro Girls' and Boys' Clubs.

Almost all of the Recreation Department volunteers work directly with program participants. The volunteers come in all ages, and in turn serve all age levels. Kiddie College, teen field trips and dances, adult sports, and senior center activities are typical of the programs in which they serve. Their ranks expand each summer when they assist at baseball games, day camps, parks, playgrounds and pools.

San Leandro demonstrates the potential that can be realized through a well-organized volunteer program. Recruitment is citywide and even includes slide shows at local high schools. Interviews are conducted

of all respondents coming to the Volunteer Office to insure their proper placement. The program stresses proper orientation of both volunteers and staff so as to foster understanding and a teamwork approach. San Leandro keeps permanent records of all assignments and hours, prepares letters of recommendation and personal references, and presents certificates of recognition to all its volunteers. Adults are presented their certificates and awards at an annual luncheon held in their honor. Teen volunteers receive sweatshirts at their annual picnic at the end of each summer.

San Leandro views its Volunteer Services Program as indispensable to city functions and its sense of community. This high regard for volunteerism, and the resultant effort put to it, may help explain the City's success in accomplishing tasks and achieving goals through the use of volunteers.

\* \* \* \* \*

CENTRAL PARK TASK FORCE, Elizabeth Barlow, Coordinator, The Arsenal, 830 Fifth Avenue, New York, New York 10021, (212) 737-8810

The Central Park Task Force is a privately funded agency housed within the New York City Parks Department. Its functions are many: the Task Force distributes philanthropic dollars, acts as a liaison to administer contracts, coordinates a significant volunteer effort and teaches environmental awareness. Although it compiles no official record of the volunteer hours it coordinates, over 1,000 school children and numerous adults participate in its programs.

Originally, the Task Force was to be a design review body to expedite the renovation of Central Park as set out in the 1973 "Masterplan for Parks." Seed money in the amount of \$65,000 was provided by the Astor Foundation. When the fiscal crisis halted the renovation work, the Task Force--rather than disband--established new guidelines. The Astor Foundation agreed to a change in mandate to allow funding for environmental education, historic preservation, youth employment and park/school cooperation.

The design review body had historically been housed in the Parks Department. That rent-free arrangement continues to meet the needs of both the Department and the present Central Park Task Force. The Task Force has a working relationship with the Department that involves both people and tools. In return, the Task Force helps the Department seek funds to contract out for major structural repairs. The Task Force also performs essential maintenance functions through such programs as the Weed Patrol, the Volunteer Planters, the Shakespeare Gardeners, the Summer Interns and the School Volunteer Program. Except for these Task Force Volunteer projects, this work would not otherwise be done. Moreover, the Central Park Task Force operates at no cost to the Parks Department. Occasionally, the Department will match funds for a special project. This year a grant from the National

Endowment for the Humanities will cover most of the Task Force's \$200,000 budget. Other contributors include HEW, Exxon Corporation, the Council of Arts, American Express and the general public. Most of the Task Force's funding is program-specific.

The School Volunteer Program, considered to be the cornerstone of the Task Force's overall efforts, deserves special mention. It presently involves 5th and 6th graders from 20 schools in neighborhoods adjacent to the Park. Each school "adopts" a site that it will both tend and study. The role of the Task Force is to coordinate the school and Park Department so as to make available tools and backup services. Using Central Park as their audio-visual aid, Task Force members instruct the young volunteers and their teachers on animal tracks, Indian lore, and geological history. An Exxon Corporation grant for the "Central Park Book" will make the use of Central Park as a curriculum resource even easier.

The Summer Student Intern Program has for the past four summers involved youth in clean-up and conservation efforts. These 16 to 18-year-olds are paid for the work they do in stream bed cleanup, weeding, litter collection and erosion control. The Task Force pays their wages, provides supervision and enriches their experience with, for example, instruction in taking water and soil samples.

Very recently the Task Force has incorporated as a private nonprofit agency under the umbrella of the Cultural Council Foundation. The Task Force is totally separate from the Parks Council, another private nonprofit agency which coordinates volunteers for parks in all five boroughs of New York City. Nor is the Task Force affiliated with the "Second Century Fund," a fundraising campaign for Central Park having strong corporate support. On occasion, the "Second Century Fund" and the Central Parks Task Force have cooperated on specific projects.

The experience of the Central Park Task Force demonstrates the integral role that volunteerism plays in a comprehensive program dedicated to meeting recreation needs. The Task Force has worked to counter deterioration of landscape, decay of historic structures and abandonment of facilities. At the same time, it has aroused the public's awareness, interest, and sense of community. The Task Force is one more way New Yorkers are successfully confronting the problems that led to their fiscal crisis in 1975.

\* \* \* \* \*

BALTIMORE COUNTY DEPARTMENT OF RECREATION AND PARKS, Edward Bender,  
Assistant Director, 301 Washington Avenue, Towson, Maryland 21204,  
(301) 494-3817

Volunteerism is integral to the provision of recreation in Baltimore County, Maryland. Since 1949, the stated policy of the County's Board of Recreation has been "to provide recreation direction where

wanted and where people show a willingness and desire to help themselves.."  
In 1976-1977 Baltimore County Department of Recreation and Parks found that over 2,390 citizens had actively participated in the 44 Recreation and Parks Councils. These Councils had coordinated the services of 62,421 volunteers at 127 neighborhood school-recreation centers. The volunteers served 77 different programs for a total of 856,664 volunteer hours.

Baltimore County's success with volunteerism can best be understood in the context of that County's unique pattern of organization. A ten-member Board of Recreation and Parks formulates overall plans and policies. Recreation and Parks Department staff carry out Board directives through providing leadership, physical sites and permanent equipment. The local communities, through their volunteer Recreation and Parks Councils, are responsible for specific program ideas, volunteer assistance and expendable supplies.

The Councils are composed of all groups and individuals within a specific community who have an interest in public recreation. Each Council has its own officers, constitution, budget and meetings. The Department maintains a professional staff to work with the 44 Councils.

It works like this: When community members have a need, they bring it to their Council. The Council assesses the strength of the particular idea. Will the community support it with volunteers and funds? If that seems likely, the Council asks the Department, through the "Area Superintendent" assigned them, for the necessary facility, activity leader, and maintenance support. If the Department grants this request, the Council then sets up fundraising committees for supplies and special equipment. The Council then advertises the time and place of the program. Last year \$2 million was raised in this way.

The Baltimore County system has had these results during the 1976-1977 fiscal year: 8,418 volunteers contributed their skills to the baseball program; 250 community members devoted an entire day to discussing recreation and parks issues; 1,406 people turned out to supervise a seven-week summer program at neighborhood playgrounds; 6,977 others gave their time to the basketball program. The list goes on to include every program within the Recreation and Parks Department

A final example: Senior citizens contribute the time and skills needed to operate six senior centers. In order to raise money for parties, refreshments and needed equipment, the seniors make items to sell. Their volunteerism, however, extends far beyond their own needs. Seniors from the six centers regularly donate hours to other community services and make toys for young hospital patients as well.

Clearly, volunteerism itself is a major leisure-time activity in Baltimore County. The benefits of such an orientation are many. The costs of staff, supplies, equipment, advertising and administrative overhead are all kept to a minimum. At the same time, public input is maximized.

Through an approach which combines volunteer Councils, heavy use of volunteerism in all programs, and fundraising by volunteers, Baltimore County residents go a long way in meeting their own recreational needs.

\* \* \* \* \*

HAYWARD AREA RECREATION AND PARK DISTRICT, Virginia Centers, Administrative Assistant, P.O. Box 698, 1099 E Street, Hayward, California 94541, (415) 881-6712

The Hayward Area Recreation and Park District (HARD) offers an exceptionally rich and varied recreational volunteer program. During the 1977-1978 fiscal year, 2,734 volunteers worked a total of 24,579 hours to deliver recreational services to a constituency spread over 64 square miles in San Francisco's East Bay.

A single paid staff member, a "catalyst" as she calls herself, coordinates the diversity of volunteer activity. At HARD's Handicapped Center, volunteers work on a one-to-one basis with the physically, emotionally and mentally handicapped. Elsewhere in the District, over 500 senior citizens operate their own Senior Center and staff its library and crafts program. At the Arts Center, volunteers assist with cleanup in order to get free time at a potters wheel. Still other volunteers operate a Santa "answering service" during the Christmas season.

The Sulfur Creek Nature Center is perhaps the most unique program operated by HARD. Moved to its own secluded nine-acre site in 1969, the Nature Center and its volunteer program have flourished. In fact, there is often a waiting list of teenagers eager to help at its museum, zoo or lending library. Since 1964, the lending library has allowed children to borrow small animals for short periods of time. Volunteers have made the program work by cleaning cages, feeding their small charges, and keeping records up to date. Other volunteers are especially trained to rehabilitate injured and orphaned wildlife in preparation for their return to nature. There are still other opportunities at Sulfur Creek; volunteers can develop museum exhibits, lead birdwatch tours or tend snakes.

HARD's success may be related to the philosophy of its volunteer coordinator. She believes that it is the feeling of purpose that keeps volunteers coming back. HARD's volunteers know their tasks are worthwhile--from the special training given them, from the nature of the work itself and from the recognition they receive. No doubt they know that without their participation, HARD could not serve the many special needs it does today.

\* \* \* \* \*

FARMINGTON, NEW MEXICO PARK AND RECREATION DEPARTMENT, P.O. Box 900, Farmington, New Mexico 87401, Contact: Harvey Henry at (505) 321-1981, Ext. 232.

Baseball occupies a special place in Farmington, New Mexico. Last year that city's baseball program involved 69 teams for a total of 1,200 players. Key to the program's success are the 250 volunteers who organize, coach, manage and otherwise assist with the games.

Baseball is separate from the city's other recreational programs. Various organizations and individuals donate funds, labor, materials and use of equipment in order to develop the ballparks. Once complete, they are turned over to the city for maintenance. The baseball program itself is handled through a 26-member Board of Directors. The city has no trouble recruiting potential Board members. One of the Board's tasks is to coordinate the volunteer effort which includes all coaches, managers, team mothers and umpires. Volunteers also run all concession stands.

Accident insurance was discontinued last year when a survey found that more than 90% of program participants carried personal accident insurance. The concession stands carry their own liability insurance policies, while the city carries liability insurance for the parks themselves.

The program is now in its 26th year of successful operation. Its wide community support results in another advantage--the ballparks experience little or no security problems. Last year, four adult teams were added to the 65 teams already serving youth ages 8 to 18. The town of 40,000 now estimates its baseball program, which depends on the efforts of an organized and dedicated corps of volunteers, attracts up to 350,000 people each year including spectators.

\* \* \* \* \*

TRAIL DAYS, Sempervirens Fund, Betsy Blais, Office Manager, P.O. Box 1141, Los Altos, California 94022, (415) 968-4509

The Sempervirens Fund is an organization committed to preserving land in California's Santa Cruz Mountains. Since 1968 it has been instrumental in organizing numerous volunteer projects to improve and maintain parkland in that region.

One particularly successful volunteer effort occurs each April when thousands of people turn out for the annual "Trail Days." The volunteers regularly include Boy Scouts, Girl Scouts, Camp Fire Girls, YMCA groups, youth organizations, Garden Clubs, Ecology groups, high school/college groups, the Sierra Club, and countless individuals.

Each year the number of participants increases. The event has become an "institution" that participants plan on attending far in advance. In 1969, 2,500 volunteers cleared 25 miles of trail connecting Big

Basin and Castle Rock State Parks. By 1974, 65 miles of trail had been built and numerous campsites developed. This year, on April 22 and 23, 1,200 volunteers turned out to help. Many worked all day Saturday and then camped out to work on Sunday, too. This year's accomplishments included clearing landscape for the Sky and Sea Trail, reconstruction of the Bear Creek Trail and the construction of several new trails at Big Basin State Park. Meanwhile, other volunteers did extensive trail maintenance at Castle Rock State Park. Still others worked to maintain and improve trails at county and regional parks in the Santa Cruz Mountains.

The cooperation of many groups is required to make this large-scale event possible. The Sempervirens Fund maintains close contact with the California Department of Parks and Recreation whose rangers plan and provide the work assignments. The Santa Cruz Mountains Trail Association, an informal hiking group, does much of the legwork for the projects planned and also supervises in the field. The Sempervirens Fund handles registration of volunteers. Participants may buy a special patch for 75¢, the proceeds going toward other similar upkeep activities.

"Trail Days" demonstrates that large scale workdays can continue to draw volunteers year after year. With adequate planning, such efforts can make an invaluable contribution to the maintenance and improvement of parklands. According to the Sempervirens Fund, becoming an "institution" has worked to the advantage of "Trail Days." Both volunteers and coordinating groups can plan their calendars accordingly.

\* \* \* \* \*

RENO DEPARTMENT OF RECREATION AND PARKS, P.O. Box 1900, Reno, Nevada 89505, (702) 785-2262 Contact: Leon Stanley, Director, Reno Junior Ski Program

During a ten-week period each winter, 350 volunteers donate their services to the Junior Ski Program, a program of the Reno Department of Recreation and Parks. That program provides ski instruction, supervision and transportation for Washoe County youth in the 5th through 12th grades on trips to a city ski area.

The Department works together with community members who, on their own time, help organize each year's program. The Department supplies the physical site, which is located on the Mount Rose Highway in Reno. Volunteers for the program must be at least 18 years old. Many are parents who enjoy getting out for the day. Some work as ski instructors or on the safety patrol. Others supervise on the buses, which the Department rents from the local school district. Recruitment is not a problem; in fact, all who wish to offer services are urged to apply early before all the volunteer slots are filled. All volunteers take part in orientation, during which they receive a

handbook prepared especially for the Junior Ski Program. Four separate training sessions are required for some technical volunteers, such as the ski instructors, in order to insure consistency with the Department preferred methods of instruction. Aside from more intrinsic rewards, each weekend day of service earns a volunteer a day of free skiing.

Reno is a self-insured city. Any liability claims involving volunteers are handled through City offices. Accident coverage is provided to all volunteers under Nevada Industrial Insurance.

So far, the only problem has been a lack of snow.

\* \* \* \* \*

SAN DIEGO COUNTY DEPARTMENT OF PARKS AND RECREATION, Bob Copper, Deputy Chief of Park Operation, 1840 Weld Boulevard, El Cajon, California 92020, (714) 579-4581

During the last fiscal year, 40 volunteers worked a total of 9,500 hours for San Diego County's Park and Recreation Department. That Department strives to match up its volunteers with a suitable activity at one of its 70 parks and special sites. Intensive screening may precede placement into some of the more specialized programs.

College students, for example, can test their recreation-related career goals by volunteering their services as "Assistant Park Rangers." That internship program got its start in the County parks about two years ago. Students, 18 to 21 years of age, assist and work directly with paid staff to their mutual benefit.

Residents of San Diego County have another unique opportunity: as historical volunteers, they can inventory and catalog the historical resources of the region. Or, they can hold informant interviews with old timers to chronicle the oral tradition that is fast disappearing. A decentralized approach has worked well with these particular programs. Although the programs operate out of the Park and Recreation Department, volunteers work in the field in direct contact with the County historian.

San Diego County is self-insured. For purposes of accident insurance, San Diego County distinguishes between its "one-timers" and its regular volunteer help. Regulars can be "hired" as unpaid County staff members. They can drive, operate equipment, and are entitled to compensation. "One-timers" on the other hand, are not covered by group insurance benefits. In case of injury, they must file with the Clerk of the County Board of Supervisors. Any questions of liability which involve volunteers are also addressed to that Board for their settlement or adjudication.

The Park and Recreation Department is enthusiastic about its volunteers. This fall the volunteer program will have its own unit, identification patch, and coordinator. In order to further augment paid staff,

recruitment will be expanded into the County's less urban areas. Volunteers will be asked to sign a written commitment. A formal orientation will insure that the jobs assigned continue to meet both the volunteers' own needs and the needs of the Department. According to the Department, the full scope of new opportunities will depend upon the responses received.

\* \* \* \* \*

MARYLAND PARK SERVICE V.I.P. PROGRAM, 580 Taylor Avenue, Annapolis, Maryland 21401, (301) 267-5771.

The Maryland Park Service launched its Volunteers in the Parks (V.I.P.) program five years ago in order to add a new dimension to the park experience for both the visitor and the volunteer. The V.I.P. program complements the services provided to visitors by the regular and seasonal personnel of the Maryland State Parks System. But it also offers volunteers stimulating opportunities for personal development and for improving a valuable resource that really belongs to them.

From teenagers to retired people, volunteers are now active in about 25 of Maryland's 31 state parks. They serve as: living history interpreters, guides, receptionists, arts and crafts demonstrators, clerks, and interpretive assistants; history, archaeology and natural science aids and researchers; and environmental study area assistants. In one example of group volunteering, the members of a garden club landscaped one park in western Maryland and have taken over the responsibility for perpetual maintenance of their project.

At any given time, there are between 100 and 150 volunteers in the V.I.P. program with approximately 500 volunteers working during the course of a year. The peak season for volunteers is summer, although the program operates year-round. In winter, volunteers mostly do research. Some take resource base inventories--taking stock of the animals, trees, plants, flowers on the park grounds. Volunteers from an ornithological society do annual bird counts.

Each park superintendent is responsible for identifying volunteer positions and for recruiting and selecting volunteers. In general, volunteers must meet the qualification and selection standards, except for education, that apply to seasonal employees. Volunteers may not replace full-time permanent, seasonal or part-time staff members, nor may they work in a maintenance or law enforcement capacity.

All volunteers are given an orientation to Maryland Park Service history, programs, objectives and public safety. Any additional training needs are provided on the job. Each V.I.P. has a time card and a file (which notes training received, reimbursement of incidental expenses, if any, medical records and parental consent). Each volunteer is considered a state employee only for the purposes of accidental death and dismemberment insurance and liability. The state office administers insurance

and application forms and serves as a clearinghouse for matching volunteers with positions elsewhere when they cannot be used at the park where they apply. Volunteers are given certificates and badges to allow them free access to fee areas during their volunteer tenure.

\* \* \* \* \*

SEATTLE DEPARTMENT OF PARKS AND RECREATION, Mary Lou Williams, Volunteer Coordinator, 100 Dexter N., Seattle, Washington 98109, (206) 625-4011

The Parks and Recreation Department in Seattle, Washington recorded 50,000 volunteer hours during the first six months of 1978. Each month, a thousand people donate their time and skills to the City's 250 large and small parks and 23 community centers. The volunteers assist with a variety of programs and do maintenance and clerical work as well.

Seattle's success with volunteers grows out of its organized and systematic approach. Operating out of a central office, one volunteer coordinator formulates policy, keeps records of volunteer activity and handles insurance. The central office recruits volunteers for park and recreation needs city wide. In addition, supervisors at the community centers devote a part of their time to filling their own particular volunteer needs. Special facilities such as the zoo, aquarium and Special Populations Program also conduct their own volunteer recruitment programs.

The central office regularly recruits from such groups as the Boy Scouts, Job's Daughters, Lions Club, Youth Entitlement Program and the Northstar Council of the Pioneer Telephone Company. Potential volunteers are then referred to appropriate centers and programs city wide. Most volunteers are under contract to insure that both the volunteer and supervisor understand the situation. Assignments in certain facilities require the volunteer to undergo special training.

Seattle's volunteer program is marked by a diversity of both participants and the projects which they undertake. Here are just a few examples: Boy Scouts recently constructed a foot bridge in Carkeek Park. Lakeside School assisted in organizing a "work-a-thon." The Women's Relief Corps, composed of four senior citizens, cleaned a park-owned graveyard. A local scuba diving club volunteered to clean up the bottom of Green Lake and in the process brought up 40 garbage cans. Pioneer Telephone Company conducts an annual litter cleanup campaign. A group of 16-year-olds cleaned, filled and supervised wading pools that would otherwise have been closed last summer. University of Washington students help with the aquarium's otter watch and assist in the production of an informational brochure.

Of particular note, the volunteer program works closely with the courts in the Community Service Delayed Sentencing Program. This program places 150 to 200 individuals a month with the Parks Department.

Many of these quasi-volunteers remain as bona fide volunteers after their assigned hours are up. One such volunteer taught music appreciation to Seattle's senior citizens.

All Parks and Recreation volunteers in Seattle have both accident and liability insurance coverage through VIS-CIMA. (In July of 1977 that Company cancelled its excess automobile liability coverage of volunteers nationwide. In addition, a few of Seattle's local advisory boards provide separate coverage for volunteers involved in sports at certain community centers.

Seattle's Department of Parks and Recreation is hopeful about the future of its volunteer program. A cost analysis is being undertaken to quantify the program's contribution to date. The volunteer coordinator anticipates using information from the cost analysis to design better criteria for volunteer evaluation.

\* \* \* \* \*

DISCOVER NATURE!, Boulder County Department of Parks and Open Space,  
P.O. Box 47, Boulder, Colorado 80302, (303) 441-3950

The "Discover Nature!" program of the Boulder County, Colorado, Department of Parks and Open Space began in June 1974 and has used volunteer leaders on field trips ranging from sunrise breakfast hikes to scenic drives. They also conduct "sketch strolls" and grass, lichen, weather, flower, bird and geology hikes.

The use of volunteers was originally dictated by the small staff of the brand new department--just two ranger/naturalists to serve a county population of almost 200,000. Now volunteer leaders are an integral part of the Department's programs. The program uses approximately 20 volunteers year round as naturalists and in environmental education. The volunteer naturalist program is coordinated by a staff environmental aide.

Little recruiting is done; there are always more interested volunteers than positions for them. Training is given once a year; thirty hours of training are conducted by paid staff members, university professors and other volunteers. Volunteers may receive academic credit for this training by making arrangements with their college or university.

The Department contacts each volunteer leader a month or two in advance. Once the commitment to lead an activity is made, the event is advertised in a newsletter mailed to resource people, agencies and former participants. The Department also sends press releases to radio stations and newspapers throughout the county.

All events are free and open to the public, but in some cases, such as planetarium visits or ski trips, reservations are required. Most activities are scheduled for weekends or evenings. They usually last from two to four hours, although all day field trips are occasionally held, with participants supplying their own lunch.

As with many volunteer programs, there is occasionally a problem with volunteers who do not fulfill the commitment asked of them. To deal with this, the volunteer coordinator is considering asking each volunteer to pay a nominal sum for the training he or she receives, to be partially refunded when the commitment has been completed.

\* \* \* \* \*

TOLT RIVER BICENTENNIAL PARK (John McDonald Memorial Park), Bob Zickes, Public Information Officer, Parks Division, Department of Community Development, W-226 King County Courthouse, Seattle, Washington 98104, (206) 344-4232

In early 1975, King County, Washington, began coordinating the development of Tolt River Park. Eighteen months later, that Bicentennial project culminated in a series of workdays that are unique in their scope. Close interagency cooperation, combined with massive volunteerism, led to the project's success.

On six separate weekends during the spring of 1976 nearly 20,000 cub scouts, boy scouts, explorers and their leaders worked to construct 40 hike-in campsites, ten picnic tables, five shelters, trails and landscaping in the park's western section. The scouts, all from the Chief Seattle Council, provided 75,000 manhours. They camped out in the park on the weekends they worked.

Meanwhile the 409th Engineering Company of the U.S. Army Reserve (Everett) constructed a pedestrian suspension bridge across the Snoqualmie River. That 500-foot bridge, its design adapted from army manuals, linked the east and west sections of the 220 acre park. The 124th ARCOM coordinated Reserve activity. The products of both scout and Army Reserve labor have been valued at \$400,000.

During both the planning and construction phases, technical, supervisory and administrative support were provided through the collaboration of several County Departments. Participants included the Department of Planning and Community Development (Parks and Architectural Divisions), the Department of Executive Administration (Purchasing Section), and the Department of Public Safety (Emergency Services Division). Special assistance came from the Hydraulics Division of the Department of Public Works. Design, materials and administrative costs were paid for through the \$150,000 authorized by the County Council for the project.

On June 26, 1976, a giant celebration marked the park's completion. John McDonald Memorial Park, as it was renamed, demonstrates what a carefully planned volunteer effort can accomplish in a very short time with relatively little money.



CLARITY FROM CONFUSION! CONSIDER ALL THE RESOURCES TO GET  
YOUR VOLUNTEER PROGRAM OFF THE GROUND.

# THE RESOURCES

PUBLICATIONS AND AGENCIES THAT CAN HELP BEFORE, DURING AND  
AFTER SETTING UP A VOLUNTEER PROGRAM

## PUBLICATIONS

The following publications are suggested for leisure service organizations interested in compiling a basic library on volunteerism. Additional material may be obtained from most of the resource organizations listed in the following section.

PRIVATE ASSISTANCE IN OUTDOOR RECREATION. A directory of organizations and businesses that provide assistance to individuals and groups. Arranged by activity, the booklet lists the kinds of assistance available and publications in each area. \$.90/1975/63 pp. GPO Stock #024-016-0078-1. Order from: The Superintendent of Documents, U.S. Government Printing Office, Washington, D.C., 20402.

PARK MANAGEMENT GUIDE FOR RURAL COMMUNITIES (1975) by Robert L. Minen. A handbook on rural park management that discusses general goals and objectives and specifics of developing rural parks or recreation areas including volunteer efforts. Single copy free/58 pp. Order from: Delaware Cooperative Extension Service, University Substation, Box 48, Route 2, Georgetown, DE, 19947.

PARKS AND RECREATION magazine, December 1975 issue. A special issue on volunteerism that examines the state of the art and features program ideas and articles. \$1.50/64 pp. Order from: National Recreation and Park Association, 1601 North Kent Street, Arlington, VA, 22209.

PLANNING COMMUNITY-WIDE RECREATION (1970) by Roger D. Murray and Louis F. Twardzik. A brief overview of planning procedures that lists kinds of park and recreation areas, facilities, and activities, suggestions for minimum local recreation standards, and methods of implementation. Single copy free/15 pp. Order from: Michigan State University Cooperative Extension Service, Bulletin Office, P.O. Box 231, East Lansing, MI, 48824.

VOLUNTEER COORDINATOR'S GUIDE (1970). Covers the major areas of volunteer coordination and administration (e.g. program development, recruitment/placement, training and supervision, record keeping). Includes sample forms for volunteer job descriptions, application, registration, evaluation and agency requests. Bibliography. \$2.00 plus \$.50 postage and handling/61 pp. Order from: University of Oregon, Department of Recreation and Park Management, Center of Leisure Study and Community Service, 1587 Agate St., Eugene, OR, 97403, telephone (503) 686-3602.

STANDARDS FOR CENTRAL VOLUNTEER COORDINATING SERVICES (1975). Provides guidelines for local communities interested in developing and

maintaining effective, organized volunteer recruitment, training and referral services through a central bureau. \$1.50/15pp. Order from: The United Way of America, 801 North Fairfax St., Alexandria, VA, 22314, telephone (703) 836-7100.

RECRUITING, TRAINING, AND MOTIVATING VOLUNTEER WORKERS (1972) by Arthur R. Pell. A basic work by a personnel specialist to guide administrators in finding, selecting and retaining volunteers. The author discusses recruitment techniques, interviewing and selection, orientation and training; effective supervision and leadership, handling problems, and communicating. \$2.50/62 pp. Order from: Pilot Books, 347 Fifth Ave., New York, NY, 10016, telephone (212) 685-0736.

INTERVIEWER'S GUIDE. Guidance for interviewers of volunteers. Procedures to be followed, checklist for application, writing up the interview, assignment and follow-up of volunteers. \$1.00/8 pp. Order from: City of New York, Board of Education--School Volunteer Program, 20 West 40th St., New York, NY, 10018, telephone (212) 563-5620.

PROBING VOLUNTEER-STAFF RELATIONS (1964). A two-part self-inventorying tool for use with administrative and/or policymaking leaders of an organization, both volunteer and paid staff. For use in helping to build more effective leadership, the kit contains a manual with suggested topics and questions for discussion. \$2.00/12 pp. plus survey forms (12 copies of each). Order from: Council of National Organizations for Adult Education, 810 18th Street, N.W., Washington, D.C., 20006, telephone (202) 347-9574.

VOLUNTEERS TODAY--FINDING, TRAINING, AND WORKING WITH THEM (1967) by Harriet Naylor. Written by a leader in the volunteer field; a contemporary view of volunteerism, trends in the field and needs of the volunteer. Topics covered include: volunteer-staff relationships; recruitment, placement and supervision of volunteers; training--both design and selection of techniques; and volunteer administration. Bibliography. \$3.95/198 pp. (10-25 copies \$3.25; 26 or more copies, \$3.00.) Order from: Dryden Associates, Box 363, Dryden, NY, 13053, telephone (607) 844-9552.

VOLUNTARY ACTION LEADERSHIP. A quarterly journal of the National Center for Voluntary Action, 1214 - 16th St., N.W., Washington, D.C., 20036. \$8.00 per year, \$14.00 for two years.

The following publications may be ordered from the Los Angeles Voluntary Action Center, 621 South Virgil Ave., Los Angeles, CA, 90005, telephone (213) 389-1221. Add 75¢ handling plus 5% of total order for postage. California residents must add 6% sales tax.

RECRUITING LOW INCOME VOLUNTEERS. The expertise of five Voluntary Action Centers. \$1.25.

EFFECTIVE MANAGEMENT OF VOLUNTEER PROGRAMS by Marlene Wilson. A book describing all aspects of management in volunteer programming. \$4.95.

A MANUAL FOR VOLUNTEER COORDINATORS by Roda M. Anderson. A guide with over 400 questions and answers on volunteerism. \$2.50.

RELEASING THE POTENTIAL OF THE OLDER VOLUNTEER. A monograph of the Older Volunteer Project of the Ethel Percy Andrus Gerontology Center of the University of Southern California. A study of the senior volunteer workers and how to increase seniors' opportunity to engage in tasks that contribute to society and are personally satisfying. \$3.50.

The following books and publications may be ordered from the National Information Center on Volunteerism, P.O. Box 1807, Boulder, CO, 80306, telephone (303) 447-0492. (Please inquire as to shipping charges before placing an order):

WOMEN, WORK & VOLUNTEERING by Herta Loeser. A rebuttal to feminist criticisms of volunteerism, it offers guidance to women who may want to use volunteer positions as career training grounds and as a method for social involvement and change. \$4.50/1974/254 pp.

THE VOLUNTEER COMMUNITY: CREATIVE USE OF HUMAN RESOURCES (2nd edition) by Eva Schindler-Rainman and Ronald Lippitt. A resource and guide for staffs and volunteers in public and private agencies, especially oriented toward administrators of volunteer programs. Bibliography. \$7.50/1975/176 pp.

PEOPLE APPROACH: NINE NEW STRATEGIES FOR CITIZEN INVOLVEMENT by Ivan H. Scheier. Describes three years of model development at the National Information Center, discusses implications for basic directions and values in the volunteer field. \$5.00/1977/116 pp.

HOW TO DO IT "KIT" - AIDS FOR VOLUNTEER ADMINISTRATORS. 14 publications compiled by NCVA for leaders of community-based volunteer programs; basic concerns of volunteer administration and programming. \$12.50/1976.

ORIENTING STAFF TO VOLUNTEERS by Ivan H. Scheier. Provides insight for turning staff resistance into acceptance. \$4.00/1972/54 pp.

CARE AND SHARE: TEENAGERS IN VOLUNTEERISM by Katherine Gay. \$7.50.

VOLUNTEERS IN REHABILITATION by Stanley Levin. A guide to working with the handicapped. \$11.00.

## NATIONAL VOLUNTEER RESOURCES

### I. Administration and Organization References

#### ORGANIZATION

#### SERVICE/PROGRAM PROVIDED

ACTION Washington, D.C. Toll free number: 800-424-8580	Federal agency - Administers VISTA, RSVP, Foster Grandparents, Nat'l Student Volunteer Program, Univ. Year for ACTION, Senior Companion Program; provides grants, technical assistance and volunteers to local projects.
National Center for Voluntary Action 1214 Sixteenth St., N.W. Washington, D.C. 20236 (202) 467-5560	National Organization of local Voluntary Action Centers, training, education, publications.
National Self-Help Resource Center, Inc. 2000 "S" St., N.W. Washington, D.C. 20009 (202) 338-5704	Administers community resource centers, technical assistance, information exchange.
National Information Center on Volunteerism P.O. Box 4179 Boulder, CO 80302 (303) 447-0492	Consultation, training, information exchange.
Association of Voluntary Action Scholars Box G-55 Boston College Chestnut Hill, MA 02167 (617)969-0100, ext. 2494	Researches and disseminates information on volunteerism; publishes two journals.
Association of Volunteer Bureaus 801 North Fairfax P.O. Box 125 Alexandria, VA 22314 (703) 836-7100	Workshops and assistance in developing local bureaus.

## II. Recreation and Leisure Activities References

### ORGANIZATION

### SERVICE/PROGRAM PROVIDED

Heritage Conservation and  
Recreation Service  
U.S. Department of the Interior  
San Francisco, California 94102  
(415) 556-8710

Information clearinghouse; technical assistance; training seminars related to volunteerism.

National Recreation & Park Assn.  
1601 North Kent St.  
Arlington, VA 22209  
(703) 525-0606

Information, technical assistance, consultation on all aspects of parks, recreation and leisure services

President's Council on Physical  
Fitness and Sports  
400 Sixth Street, S.W., Rm. 3030  
Washington, D.C. 20201  
(202) 755-7941

Holds clinics to train volunteer leaders in recreation and physical fitness programs

## III. Transportation References

### ORGANIZATION

### SERVICE/PROGRAM PROVIDED

U.S. Department of Transportation  
Assistant Secretary for Environment,  
Safety & Consumer Affairs  
400 - 7th St., SW, Rm. 9422  
Washington, D.C. 20590  
(202) 426-4357

Information on transportation programs for the elderly, handicapped, etc.

National Association of  
Fleet Administrators  
295 Madison Ave.  
New York, NY 10017  
(212) 689-3200

Assistance to volunteer programs using passenger cars.

National Safety Council  
444 North Michigan Ave.  
Chicago, IL 60611  
(312) 527-4800

Assistance to voluntary programs on safety, especially traffic-related.

STATE OFFICES OF VOLUNTEERISM AND VOLUNTEER BUREAUS/VOLUNTARY ACTION  
CENTERS

The following list contains the name, address and telephone number of each State office of volunteerism, if one exists, and the names of communities having a Volunteer Bureau (VB) or Voluntary Action Center (VAC), followed by the phone number. State offices offer a variety of clearinghouse and information providing services. Volunteer Bureaus and Voluntary Action Centers also serve clearinghouse functions and act as referral agents for organizations using volunteers.

Alabama

VB/VAC:

Birmingham -- (205) 323-1506  
Decatur -- (205) 355-8628  
Huntsville -- (205) 539-7797

Mobile -- (205) 479-0631  
Montgomery -- (205) 262-3596  
Tuscaloosa -- (205) 758-5792

Alaska

Mr. Howard L. DeVore, Coordinator, Alaska State Office of Volunteer Services, 338 Denali Street, McKay Building, 7th Floor, Anchorage, AK, 99501, (907) 274-6223

VB/VAC:

Anchorage -- (907) 276-2600

Arizona

VB/VAC:

Mesa -- (602) 834-7777  
Phoenix -- (602) 263-9736

Tucson -- (602) 327-6207  
Yuma -- (602) 782-2014

## Arkansas

Mr. Bill Lawson, Director, Governor's Office of Volunteer Services,  
1515 W. Seventh Street, Room 506, Little Rock, AR, 72201, (501)  
371-1472

## California

Mr. Charles Baldwin, Coordinator, Governor's Office for Volunteerism,  
915 Capitol Mall, Room 200, Sacramento, CA, 95814, (916) 322-6061

### VB/VAC:

Auburn -- (916) 885-7706	Fresno -- (209) 237-3101
Bakersfield -- (805) 327-9346	Fullerton -- (714) 526-3301
Burlingame -- (415) 342-0801	Garden Grove -- (714) 898-0043
Daly City -- (415) 992-0957	Hanford -- (209) 582-3455
Downey -- (213) 861-1712	Hayward -- (415) 538-0554
El Cajon -- (714) 440-4440	Long Beach -- (213) 426-7171
East Oakland -- (415) 273-7926	Los Angeles -- (213) 389-1221
Eureka -- (707) 442-6441	Marysville -- (916) 743-6558
Monterey -- (408) 373-6177	Santa Cruz -- (408) 423-0554
Napa -- (707) 252-6222	Santa Monica -- (213) 394-3795
Newport Beach -- (714) 675-9210	Santa Rosa -- (707) 544-9480
Oakland -- (415) 893-6239	South Lake Tahoe -- (916) 541-2611
Palo Alto -- (415) 362-9381	Sunnyvale -- (408) 244-5252
Pasadena -- (213) 792-6118	Torrance -- (213) 320-3902
Pleasanton -- (415) 462-3570	Tulare -- (209) 686-2620
Riverside -- (714) 686-4357	Van Nuys -- (213) 785-8861
Sacramento -- (916) 441-4357	Victorville -- (714) 245-8592
Salinas -- (408) 758-8488	Visalia -- (209) 732-4844
San Anselmo -- (415) 454-1630	Walnut Creek -- (415) 934-0424
San Diego -- (714) 292-0993	Watsonville -- (408) 728-1431
San Francisco -- (415) 864-4200	Westminister -- (714) 897-0779
San Jose -- (408) 244-5252	Whittier -- (213) 693-4023

## Colorado

### VB/VAC:

Adams County -- (303) 426-0889	Denver -- (303) 573-6666
Arapahoe County -- (303) 761-7256	Englewood -- (303) 773-1000
Aurora -- (303) 364-9341	Greeley -- (303) 351-6100
Boulder -- (303) 444-4904	Jefferson County -- (303) 237-1343
Colorado Springs -- (303) 634-2873	Longmont -- (303) 772-4500

## Connecticut

Ms. Louise Leonard, Executive Director, Governor's Council on  
Voluntary Action, 1280 Asylum Avenue, Hartford, CT, 06106,  
(203) 236-2328

VB/VAC:

Enfield -- (203) 745-1603  
Greenwich -- (203) 661-2835  
Hartford -- (203) 247-2580  
New London -- (203) 447-2964  
Norwich -- (203) 887-2519

Rockville -- (203) 872-8313  
Stamford -- (203) 348-7711  
Waterbury -- (203) 757-9855  
Westport -- (203) 227-0060

Florida

Mr. Bill Hanson, Director, Office of Volunteer Services, Department of Health and Rehabilitative Services, 1313 Winewood Boulevard, Building 1, Tallahassee, FL, 32301, (904) 488-1391

VB/VAC:

Clearwater -- (813) 461-5111  
Ft. Lauderdale-- (305) 522-6761  
Ft. Myers -- (813) 334-0405  
Gainesville -- (904) 378-2552  
Jacksonville -- (904) 356-9471  
Lehigh Acres -- (813) 334-1479  
Miami -- (305) 854-8311

Ocala -- (904) 732-4771  
Orlando -- (305) 841-7681  
Pensacola -- (904) 438-5649  
St. Petersburg -- (813) 893-7456  
Tallahassee -- (904) 224-0581  
West Palm Beach -- (305) 655-0846

Georgia

Governor's Office of Volunteer Services, 7 Martin Luther King, Jr. Drive, S.W., Room 243, Atlanta, GA, 30334, (404) 656-6390

VB/VAC:

Atlanta -- (404) 522-0110  
Augusta -- (404) 722-0466  
Calhoun -- (404) 629-7283  
Dalton -- (404) 226-4357

Decatur -- (404) 373-2477  
Macon -- (912) 742-6677  
Marietta -- (404) 428-8344  
Savannah -- (912) 232-4465

Hawaii

Hawaii Volunteer Services Center, 1164 Bishop Street, Suite 1102, Honolulu, HI, 96813, (808) 548-4341

VB/VAC:

Hilo -- (808) 961-2424

Honolulu -- (808) 536-7234

Idaho

VB/VAC:

Lewiston -- (208) 746-0136

## Illinois

VB/VAC:

Arlington Heights -- (312) 398-1320	Peoria -- (309) 674-0027
Chicago -- (312) 263-1756	Quincy -- (217) 224-3633
Decatur -- (217) 422-6735	Rockford -- (815) 968-5400
DeKalb -- (815) 758-6641	Rock Island -- (309) 793-1923
Evanston -- (312) 475-2402	Skokie -- (312) 674-2668
Godfrey -- (618) 466-6597	Urbana -- (217) 384-3723
Highland Park -- (312) 433-2190	Winnetka -- (312) 441-7663
Northbrook -- (312) 498-1116	

## Indiana

Ms. Linda Kolb, Director, Governor's Office of Voluntary Action,  
117 State House, Indianapolis, IN, 46204, (317) 633-4085

VB/VAC:

Columbus -- (812) 376-3001	Indianapolis -- (317) 634-4311
Elkhart -- (219) 293-4233	Kokomo -- (317) 457-4481
Evansville -- (812) 423-4243	Lafayette -- (317) 742-8241
Fort Wayne -- (219) 422-4776	South Bend -- (219) 232-2522
Griffith -- (219) 923-2302	Wabash -- (219) 563-5497

## Iowa

Mr. Paul Comer, Director, Community Betterment Program, Iowa  
Development Commission, 250 Jewett Building, Des Moines, IA,  
50309, (515) 281-3803

VB/VAC:

Council Bluffs -- (712) 332-6431	Sioux City -- (712) 225-7667
Des Moines -- (515) 244-1181	Spirit Lake -- (712) 336-4444
Mason City -- (515) 424-5312	Waterloo -- (319) 235-9363
Muscatine -- (319) 263-0959	

## Kansas

Ms. Roslyn M. James, Director, Volunteer Services, Adult Protective  
Services, 2700 West Sixth Street, Biddle Building, 1st Floor,  
Topeka, KS, 66006, (913) 296-4990

VB/VAC:

Lawrence -- (913) 864-5960	Wichita -- (316) 264-9301
Topeka -- (913) 272-8890	

## Kentucky

Ms. Norma W. Johnson, Director, Governor's Office of Volunteer Services, Post Office Box 1776, 903 Collins Lane, Frankfort, KY, 48601, (502) 564-4357

### VB/VAC:

Bardstown -- (502) 348-6462	Louisville -- (502) 583-2821
Frankfort -- (502) 227-7702	Owensboro -- (502) 684-9238
Lexington -- (606) 269-2669	

## Louisiana

Mr. Leon Halford, Program Administrator, Louisiana Health and Human Resources, Division of Human Services, 530 Lakeland, Baton Rouge, LA, 70802, (504) 342-2720

### VB/VAC:

Baton Rouge -- (504) 383-2643	New Orleans -- (504) 525-5131
Luling -- (504) 758-7513	Shreveport -- (318) 424-1509

## Maryland

### VB/VAC:

Annapolis -- (301) 269-6463	Rockville -- (301) 279-1690
Baltimore -- (301) 467-1600	Westminister -- (301) 876-6616
Columbia -- (301) 997-3113	

## Massachusetts

Mr. Steven Cowell, Director, Office of Citizen Participation, Division of Social and Economic Opportunity, 10 Tremont Street, Sixth Floor, Room 60, Boston, MA, 02108, (617) 727-4258

### VB/VAC:

Boston -- (617) 742-2000	Lawrence -- (617) 687-3444
Brockton -- (617) 580-0800	Worcester -- (617) 754-5366
Concord -- (617) 369-1626	

## Michigan

Ms. Lavon Bliesner, Executive Director, Commission on Volunteers in Michigan, 357 Hollister Building, Lansing, MI, 48933, (517) 373-8870

### VB/VAC:

Ann Arbor -- (313) 971-5852	Kalamazoo -- (616) 342-0233
Battle Creek -- (616) 962-7523	Lake Odessa -- (616) 374-8897

Bay City -- (517) 893-6060  
Birmingham -- (313) 642-7272  
Detroit -- (313) 833-0622  
Escanaba -- (906) 786-7080  
Flint -- (313) 767-0500  
Grand Rapids -- (616) 459-3447  
Holland -- (616) 392-2368

Lansing -- (517) 371-4894  
Ludington -- (616) 845-7112  
Marquette -- (906) 226-6820  
Midland -- (517) 631-7660  
Saginaw -- (517) 793-2111  
Swartz Creek -- (313) 635-4441

#### Minnesota

Ms. Laura Lee Geraughty, Director, Governor's Office of Volunteer Services, 130 State Capitol, St. Paul, MN, 55155, (612) 296-4731

VB/VAC:

Albert Lea -- (507) 373-9358  
Duluth -- (218) 722-7447  
Minneapolis -- (612) 340-7532  
Red Wing -- (612) 388-2809

Rochester -- (507) 289-3999  
St. Paul -- (612) 222-0561  
Stillwater -- (612) 439-5355  
Winona -- (507) 452-5591

#### Mississippi

Ms. Ruth Wilson, Director, Governor's Office of Volunteer Services, 2005 Sillers Building, 500 High Street, Box 139, Jackson, MS, 39205, (601) 354-7575

VB/VAC:

Gulfport -- (601) 863-4890  
Jackson -- (601) 354-1765

Meridian -- (601) 693-6368  
Picayune -- (601) 798-1975

#### Missouri

Missouri Volunteer Office, Post Office Box 563, Jefferson City, MO, 65101, (314) 751-2781

VB/VAC:

Cape Girardeau -- (314) 335-9487  
Columbia -- (314) 449-6959  
Kansas City -- (816) 421-2565

Springfield -- (417) 865-2387  
St. Joseph -- (816) 364-2381  
St. Louis -- (314) 421-0700

#### Montana

Ms. Nancy Raue, Director, Volunteer Bureau, Division of Human Resources, Department of Community Affairs, Capitol Station, Helena, MT, 59601, (406) 449-3420

VB/VAC:

Great Falls -- (406) 761-6010

Nebraska

VB/VAC:

Lincoln -- (402) 435-4980  
Omaha -- (402) 342-8232

Scottsbluff -- (308) 632-3736

Nevada

VB/VAC:

Las Vegas -- (702) 382-5260

New Hampshire

VB/VAC:

Manchester -- (603) 669-0100

New Jersey

Ms. Bernice Shepard, Director, Department of Community Affairs,  
363 West State Street, Trenton, NJ, 08625, (609) 292-3931

VB/VAC:

Camden -- (609) 963-7065  
Hackensack -- (201) 489-9454  
Jersey City -- (201) 434-1447  
Morristown -- (201) 538-7200

Newark -- (201) 624-8300  
Somerville -- (201) 526-7050  
Trenton -- (609) 394-1161

New Mexico

VB/VAC:

Santa Fe -- (505) 982-1122

New York

VB/VAC:

Albany -- (518) 489-4791  
Babylon -- (516) 665-0386  
Baldwinsville -- (315) 638-0251  
Binghamton -- (607) 729-2592  
Brooklyn -- (212) 624-4221  
Buffalo -- (716) 887-2632  
Canandaigua -- (716) 394-7650  
Cobleskill -- (518) 234-3362  
Elizabethtown -- (518) 873-2630  
Geneva -- (315) 789-9005

New York -- (212) 566-5950  
Niagra Falls -- (716) 285-8224  
Patchouge -- (516) 475-6200  
Poughkeepsie -- (914) 452-5600  
Queens -- (212) 353-6455  
Rochester -- (716) 275-9800  
Rome -- (315) 336-5638  
Schenectady -- (518) 372-3395  
Smithtown -- (516) 724-7009  
Syracuse -- (315) 474-7011

Glens Falls -- (518) 793-3817  
Huntington -- (516) 549-1876  
Ithaca -- (607) 272-9411  
Mineola -- (516) 535-3897

Troy -- (518) 274-7234  
Utica -- (315) 733-4691  
White Plains -- (914) 948-4452

### North Carolina

Dr. Sandra Thomas, Director, State Volunteer Services Coordination Program, Governor's Office of Citizen Affairs, 116 West Jones Street, Raleigh, NC, 27611, (919) 733-2391

VB/VAC:

Asheville -- (704) 255-0696  
Charlotte -- (917) 334-6864  
Durham -- (919) 688-8977  
Greensboro -- (919) 373-1633  
Greenville -- (919) 752-4137

Hendersonville -- (704) 692-8706  
High Point -- (919) 883-4127  
Raleigh -- (919) 832-5541  
Wilmington -- (919) 762-9611  
Winston-Salem -- (919) 724-7474

### North Dakota

VB/VAC:

Bismarck -- (701) 258-7335  
Fargo -- (701) 293-6450

Grand Forks -- (701) 775-0671

### Ohio

VB/VAC:

Akron -- (216) 762-8991  
Bowling Green -- (419) 352-2390  
Canton -- (216) 453-9172  
Cincinnati -- (513) 621-5000  
Cleveland -- (216) 781-2944  
Columbus -- (614) 228-7308  
Dayton -- (513) 225-3066

Hamilton -- (513) 893-5422  
Mentor -- (216) 951-3646  
Springfield -- (513) 322-4262  
Toledo -- (419) 244-3063  
Wilmington -- (513) 382-1449  
Xenia -- (513) 372-9983

### Oklahoma

Ms. Nancy Hales Kratzke, Director, Oklahoma State Office on Volunteerism, Division of Economic Opportunity, 5500 North Western, Oklahoma City, OK, 73118

VB/VAC:

Lawton -- (405) 357-0605

Oklahoma City -- (405) 236-8441

## Oregon

### VB/VAC:

Eugene -- (503) 342-4451  
Medford -- (503) 779-6462  
Newport -- (503) 265-2248  
Portland -- (503) 222-1355

Salem -- (503) 581-8535  
Springfield -- (503) 747-5399  
Veneta -- (503) 935-2262

## Pennsylvania

### VB/VAC:

Bridgewater -- (412) 774-8570  
Carbondale -- (717) 282-2012  
Erie -- (814) 456-6248  
Fairless Hills -- (215) 968-4482  
Lancaster -- (717) 299-2824  
Philadelphia -- (215) 568-6360

Pittsburgh -- (412) 261-6010  
Scranton -- (717) 347-5616  
State College-- (814) 234-8222  
Westchester -- (215) 696-9436  
York -- (717) 843-0957

## Rhode Island

Ms. Marilyn Thetonia, Director, Governor's Office on Citizen Participation, Cottage O, O'Rourke Children's Center, 610 Mt. Pleasant Avenue, Providence, RI, 02908, (401) 277-3195

### VB/VAC:

Providence -- (401) 421-6547

Wakefield -- (401) 789-9149

## South Carolina

### VB/VAC:

Charleston -- (803) 723-1676  
Columbia -- (803) 765-2375

Greenville -- (803) 232-6444  
Sumter -- (803) 775-9424

## South Dakota

### VB/VAC:

Rapid City -- (605) 341-3310  
Sioux Falls -- (605) 336-5304

Yankton -- (605) 665-4725

## Tennessee

Mr. George Vassallo, Director, Tennessee Volunteer Office, 444 James Robert Parkway, Nashville, TN, 37219, (615) 741-2615

VB/VAC:

Chattanooga -- (615) 265-0514  
Cleveland -- (615) 479-2020  
Kingsport -- (615) 247-4511

Memphis -- (901) 452-8655  
Nashville -- (615) 256-8272

Texas

Mr. O. P. Bobbitt, Director, Texas Center for Volunteer Action,  
411 West 13th Street, Austin, TX, 78701, (515) 475-4441

VB/VAC:

Amarillo -- (806) 376-6714  
Arlington -- (817) 274-2534  
Austin -- (512) 444-3323  
Corpus Christi -- (512) 883-0931  
Dallas -- (214) 827-7220  
El Paso -- (915) 532-4919  
Fort Worth -- (817) 336-8757

Greenville -- (214) 455-3944  
Houston -- (713) 965-0031  
Lockhart -- (512) 398-3661  
Lubbock -- (806) 747-2711  
San Antonio -- (512) 226-8816  
Texarkana -- (214) 793-4903  
Wichita Falls -- (817) 723-4194

Utah

VB/VAC:

Logan -- (801) 752-3103  
Ogden -- (801) 621-1660

Provo -- (801) 374-5151  
Salt Lake City -- (801) 486-2136

Virginia

Mr. Neil Karn, Director, Virginia State Office of Volunteerism,  
Eighth Street Office Building, 8th and Broad Streets, Richmond,  
VA, 23219, (804) 786-1431

VB/VAC:

Blacksburg -- (703) 552-4909  
Fairfax -- (703) 691-3461  
Ferrum -- (703) 365-2121  
Hampton -- (804) 838-9770  
Harrisonburg -- (703) 434-5541  
Lynchburg -- (804) 845-8637

Norfolk -- (804) 622-5177  
Portsmouth -- (804) 397-2825  
Richmond -- (804) 353-5513  
Roanoke -- (703) 342-8235  
Virginia Beach -- (804) 499-2311

Washington

VB/VAC:

Bellevue -- (206) 641-2418  
Bellingham -- (206) 676-8727  
Omak -- (509) 826-4440

Port Angeles -- (206) 457-1771  
Seattle -- (206) 447-3765  
Tacoma -- (206) 272-4263

West Virginia

VB/VAC:

Charleston -- (304) 342-5108  
Morgantown -- (304) 292-0450

Wheeling -- (304) 242-3025

Wisconsin

VB/VAC:

Beloit -- (608) 365-1278  
Green Bay -- (414) 435-1101  
Janesville -- (608) 765-0451  
Madison -- (608) 256-3102

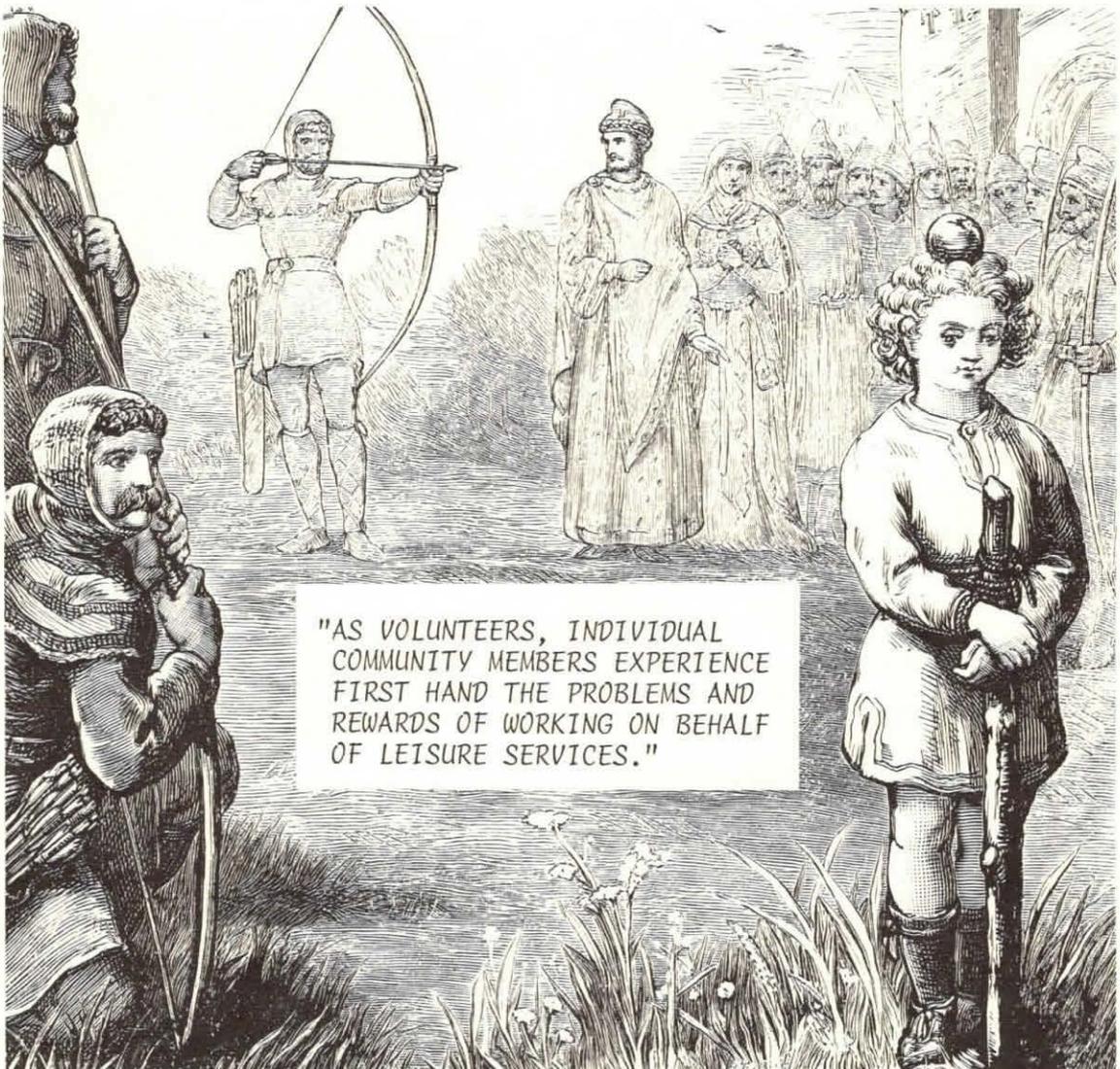
Milwaukee -- (414) 271-7337  
Stoughton -- (608) 873-5636  
Sun Prairie -- (608) 837-4611  
Waukesha -- (414) 544-0150

Wyoming

VB/VAC:

Cheyenne -- (307) 632-4132

Laramie -- (307) 742-6100



# Here's Help In Providing Recreational/ Cultural Opportunities

*introducing*

## The HCRS Information Exchange

### Here's How It Works

The HCRS Information Exchange depends on an informal network of contributors to continually expand its collection and contribute to the improved delivery of recreational/cultural services in the United States. In order to provide first class up-to-date information, we ask members to contribute materials which we will announce in *Technical Assistance NOTIFICATIONS*. These materials would include:

studies	surveys
journals	brochures
newsletters	reports
handbooks	films

audio-visual aids  
publications  
program evaluations  
training manuals

### Here's What You Get

You will receive our publication entitled *Technical Assistance NOTIFICATIONS*, which includes:

- Abstracts and Order Forms for Free HCRS materials.
- Abstracts and ordering information for materials produced by Federal, State and Local Government Agencies; private organizations, educational institutions, etc.
- A Calendar of Events listing upcoming conferences, workshops, training sessions, meetings, etc.

### Here's What It Costs

A first-class postage stamp to mail-in the Membership Form below.

### Membership Form

Mail to: HCRS Information Exchange  
Heritage Conservation & Recreation Service  
440 G Street, N.W.  
Washington, D.C. 20243

Name \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

The HCRS Information Exchange is a service provided by the United States Department of the Interior, Heritage Conservation and Recreation Service.

Cecil D. Andrus  
Secretary of the Interior

Robert L. Herbst  
Assistant Secretary for Fish  
and Wildlife and Parks

Chris Therral Delaporte  
Director  
Heritage Conservation and Recreation Service



This handbook is one of a series prepared by the Heritage Conservation and Recreation Service to assist government agencies and nonprofit organizations involved in leisure services and heritage preservation to stretch their limited dollars for maximum effectiveness and public benefit.

The Volunteer Handbook is a cooperative effort of all the regions of H.C.R.S. Lead coordination was provided by the Pacific Southwest Regional Office.

INFORMATION EXCHANGE  
UNITED STATES  
DEPARTMENT OF THE INTERIOR  
HERITAGE CONSERVATION AND RECREATION SERVICE  
WASHINGTON, D.C. 20243

POSTAGE AND FEES PAID  
U.S. DEPARTMENT OF THE INTERIOR  
INT. 419



OFFICIAL BUSINESS  
PENALTY FOR PRIVATE USE, \$300

012934 VOLUNTEER HANDBOOK  
Susan J. Ellis  
Energize  
5450 Wissahicon Avenue  
Lobby A  
Philadelphia PA 19144