

Information:

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Investing in Volunteers: A Guide to Effective Volunteer Management

People who get involved with public causes often open themselves to frustration and disappointment, but—through it all and after it all—those moments of making change happen for the better are among their lasting joys.

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Volunteers can be broadly defined as those who work in some way to help others for no monetary reward. For historic preservation and neighborhood organizations, volunteer activity focuses on preserving the essential and aesthetic resources that make a neighborhood, city or state a better place to live. Volunteers are a community-based organization's greatest assets, and a well-managed program is essential to attract and retain volunteer support necessary in a climate of decreasing public and private financial resources.

In 1981 Independent Sector, an organization that fosters the national tradition of giving, commissioned a survey by the Gallup Organization to determine the extent and characteristics of volunteerism in America. *Americans Volunteer 1981* found that 47 percent of all American adults were engaged in some structured form of volunteer service in the previous year, and 31 percent were regular or active volunteers. Teenagers reported volunteer activity in almost equal proportion to adults. Working with study findings, Independent Sector estimated that the dollar value of time volunteered was \$64.5 billion a year. In addition, volunteers (91 percent) were found more likely to make monetary charitable contributions than non-volunteers (66 percent), though not necessarily to the

organization for which they did volunteer work.

Volunteers and their activities have changed over the last several decades. As increasing numbers of women, traditionally the mainstay of volunteer projects, began to enter the work force in the early 1970s, the pool of volunteers available during the regular work week shrank. Organizations such as the League of Women Voters and the Junior League, which have relied heavily upon the interest of a solid corps of female volunteers, began to explore new approaches to fill the gap.

It is ironic that many organizations that spring from volunteer roots later find themselves moving through the uncertainties of considering whether, and how, volunteers can be used. Many of the questions raised when an all-volunteer organization begins to hire staff are remarkably similar to those that arise when staff begin to think about using volunteers.

Investing in Volunteers is a guide to designing and managing a successful volunteer program. The decisions involved in determining whether or not a volunteer component is right for your organization are identified, as are the management models most often used in volunteer programs. Following are outlined the steps necessary to recruit the right people, to train and reward them and make them part of your organization, as well as examples of how preservation and neighborhood organizations have successfully used volunteers in a wide range of activities.

Why People Volunteer

Volunteers work because they want to, not because they have to. The motivations that prompt volunteers to devote their time and energy to a cause or organization are as varied as the spectrum of individuals involved. Any reason to volunteer is a good one, but awareness of the reasons why particular individuals volunteer help can prove advantageous and satisfying to both the volunteers and the organization.

Altruism. Belief in a specific cause is often one element of the decision to act, but it is rarely the only one.

Self interest. People usually expect to gain something other than financial reward. Perceived benefits might include social visibility, professional recognition or more tangible benefits of being associated with a well-recognized organization. These can range from having your own street cleaned up or house painted through the efforts of a neighborhood organization to sharing the reflected glory of a project that receives abundant and positive publicity or en-

joying an increase in personal business activity through the contacts made in volunteer work.

Social outlet. The desire to meet people with similar interests or to fill free time with worthwhile activity may motivate the elderly, homemakers and people new in town.

Training and job experience. Students, either independently or through intern programs, find volunteer positions useful in building a record of experience while they are still enrolled in school. Women not employed outside the home often use volunteer slots as a good way to stay in touch with the working world or to test the waters before entering or re-entering the job market. In addition, a volunteer seeking a job may find a paid position through contacts made through a volunteer program.

Obligation. Someone who has benefited from the work of an organization in the past may feel obliged to respond to a call for volunteers to participate in an upcoming project. Another, very different type of obligation comes from volunteers recruited through a court system's alternative sentencing program who must complete their assigned hours of service.

Understanding why people volunteer is important in establishing a reasonable expectation for the level and type of participation and in creating a mutually satisfactory volunteer situation. Don't hesitate to turn the self-interest motive to your organization's own purposes. Be wary, however, of the occasional hidden agenda or use of your organization to promote other causes or personal gain.

Motivations can and do change, and individual volunteer patterns will change along with them. The person who prepared the documentation to declare a neighborhood a historic district is not likely to continue to volunteer if he moves to another neighborhood. The homemaker who finds paid employment won't be able to work on the same schedule or donate the same number of hours as before.

Planning Your Volunteer Investment Strategy

Organization is the key to a successful volunteer program. If you don't know what you want volunteers to do, they won't be able to do it. People are willing to volunteer their time to use, not waste. Resolve all the relevant internal issues before even thinking about reaching out into the community to recruit the first volunteer. The broad issues outlined here apply to volunteer management in most preservation and neighborhood settings and can be tailored to accommodate organizations with varying purposes, activities and personnel arrangements.

Who will work with the volunteers?

There are four broad management models for working with volunteers—centralized, decentralized, the quasi-autonomous volunteer association and management by the board of directors. All but the last as-

Preservation Anytown: A Profile

A small group of residents in Anytown is enraged by the change development is bringing to their neighborhood. Discussions among themselves, and then with other area residents, sow the seeds of a movement to explore ways to preserve and defend threatened resources. The group expands to meet new challenges, becomes more structured and takes the name Preservation Anytown.

Several years pass. Preservation Anytown now has more than 1,000 members. Many are active volunteers in lobbying, fund raising, special events, home repair and restoration workshops and public education programs. Others run the office, keep membership records, respond to requests for information, publish a newsletter and arrange for media coverage of the group's activities. The budget is balanced, the volunteers feel they are working for a good cause, the community is well served.

Overwhelmed by the organization's success and the array of issues that could be addressed if only there were time, the board of directors considers hiring a paid staff person. Should it be a secretary or an executive director? What will be the responsibilities and limits of authority? Will volunteers be displaced and feel that they are no longer needed? Should the staff person attend board meetings and participate in decision making?

The board decides to employ a staff person to do

the day-to-day work of running the organization so volunteers can focus on the more stimulating issues and projects. The new director is introduced to the telephone, the typewriter and the membership records and undertakes all projects at the direction of the board and committee chairmen or in response to requests from members. Lots of responsibility, very little authority, many bosses and only one subordinate.

More success, more projects, more money, more staff. Within 10 years of its founding, Preservation Anytown has a staff of six in various professional and administrative roles. Candidates for the board of directors are chosen for their ability to make fund-raising contacts and add "big name" prestige to the organization's work. Very few of the organization's members are involved in planning or conducting the organization's programs.

It occurs to the staff, now in a decision-making position, that volunteers might be able to extend the scope of Preservation Anytown's work in some areas without wasting the staff's valuable professional time. Volunteers could stuff envelopes or write thank-you notes or answer the phone or maybe maintain the membership records. Certainly they wouldn't be considered for "real" jobs. They wouldn't be reliable, they wouldn't know what to do, it would take too much time to supervise them. Worse, what if the board started to think volunteers could replace staff?

sume that the volunteers are working for an organization with a strong, established complement of paid staff. Any one or a combination of several of these styles may be appropriate for a given organization or volunteer program.

Managing volunteers through a centralized system usually requires that a single staff member, as volunteer coordinator, manage every aspect of volunteer involvement from recruitment through recognition. The volunteer coordinator can also be a volunteer. The coordinator finds volunteers, trains them, places them in job slots, supervises them and is accountable for the quantity and quality of volunteer work. The coordinator usually has contact with each volunteer and is the intermediary between the organization and its volunteers.

A decentralized volunteer management system shifts the responsibility to individual program and administrative staff for locating, training, supervising and rewarding the volunteers. Volunteer involvement is often confined to a specific program area, and organizational contacts may not extend beyond the staff and volunteers involved in that program.

In a quasi-autonomous volunteer program a separate "association" is often formed to support volunteer involvement, such as a Friends Council or Docents Association. Typically these groups adopt bylaws, elect officers and a board of directors or executive committee and establish committees to accomplish the tasks related to the organization's purpose. This type of system shifts a large portion of the responsibility for volunteer management onto the volunteers themselves. Decisions about identifying and monitoring tasks carried out by the volunteers are made by representatives of the volunteer association working with organizational staff.

The fourth model is very similar to that described above, but operates only in all-volunteer or single-staff organizations. A committee structure is established, varying in complexity with the size of the organization and the range of activities involved. Board members commonly chair these committees geared to ongoing or special projects in smaller organizations. Larger organizations develop sophisticated models for designating standing and special committees, assigning committee chairs and laying the groundwork for members and other volunteers to carry out the committee's work.

What will the volunteers do?

All the volunteers in the world can't help if no one is sure what needs to be done. Planning volunteer activities should involve all staff and board members who will work with volunteers and ensure that volunteers are viewed as an asset to the organization instead of a threat to the paid staff.

Volunteers are recruited for the same reason new staff is hired—to extend the organization's impact. If you were able to hire a new assistant, what would that person do? Volunteers operate in many ways as staff members. Don't lower standards for volunteer workers but don't expect them to be overachievers either.

Job descriptions for volunteer slots are essential. Even if the recruitment process is extremely informal, preparation of a job description will help clarify the responsibilities, qualifications and expectations for each volunteer position to the planning organization and later to the prospective volunteers.

Generally, job descriptions are more specific with regard to hours, details and duties for repetitive and routine jobs, e.g., a docent who provides information to visitors will need to know the exact days and times she is expected to be available. Higher level volunteer job descriptions, such as those for a committee chairman or board member, tend to focus more on the areas of responsibility and the limits of authority than to outline specific tasks, as would those of a museum guide or indexer.

The following information should be included in the job description for any volunteer position:

- title or other name identification of the job
- name and title of the person to whom the volunteer reports
- summary of the duties
- time commitment expected, expressed either as average number of hours per week or month or by designating specific times, e.g., 2 to 4 p.m. on Monday and Wednesday, plus minimum length of time the volunteer should commit to the job
- qualifications, including skills or previous experience
- training that the organization will provide

This information should be conveyed at least verbally to the prospective volunteer before you agree on a commitment.

When will they do it?

Timing is important from program, administrative and logistical perspectives. Even if the volunteer task has been clearly established, disaster strikes if a desperate call for volunteers is broadcast for a program that won't get off the ground for another six months.

Take into account, on the other hand, the time lag involved in recruiting and training volunteers to get the project moving. This lag can be considerable if large numbers of volunteers must be recruited for a special event or if substantial training is required before volunteers become active.

Those working with volunteers should understand that some evening and weekend hours will be necessary. If volunteers are active because of their own or the organization's scheduling requirements at times other than normal working hours, they will need access to facilities, materials and knowledgeable personnel to get the job done. Security guards should know volunteers' names and schedules; materials needed for work on evenings or weekends should be arranged; and someone from the organization who can answer questions should be readily available, whether in person or on the telephone.

Where will volunteer activities take place?

Is there room in your office for volunteers to work? There is little point in recruiting clerical volunteers if you don't have a free typewriter or a place to sit.

Fund-raising or public relations volunteers who have no access to a telephone can accomplish little. Volunteers may be assigned tasks that they are able to carry out at home. If finding suitable work space means locating volunteers in an area not convenient to staff, how will communications and supervision be handled? Resolving these problems before the volunteer arrives will save a lot of frustration and resentment.

Clearly describe to prospective volunteers the location and working conditions of their jobs. Will they stand for several hours giving museum tours, walk around Main Street surveying shoppers in the dead of winter or on the hottest day in August, assist with an archeological dig 25 miles from town, lobby legislators in the state capitol, spend several days in a dimly lit room at the courthouse researching old deeds, paint trim on the second floor of a house while standing on an extension ladder? Will the organization provide transportation or reimburse mileage costs? Be sure people understand all aspects of what they're volunteering to do.

Why use volunteers?

There are plenty of drawbacks to using volunteers; someone will probably point out most of them during the planning process. There are as many or more good reasons to use volunteers. A volunteer's commitment to an organization will only be as strong as the organization's commitment to that individual.

Disadvantages frequently identified are little commitment, high turnover rate, difficulty in firing volunteers and excessive time required for training and supervision. Questions concerning cost effectiveness and limited accountability and control are also raised. The salary of a volunteer coordinator could be used to hire a program specialist. Although the disadvantages paint a grim picture, most pitfalls can be avoided through early planning. And volunteers contribute in substantial ways.

In addition to enabling the organization to accomplish more with the limited funds available, volunteers create and strengthen ties to the community. These ties can advance the organization's cause and return dividends in fund-raising and public relations efforts. Volunteers also bring a fresh perspective to an organization's work and infuse new enthusiasm and energy. Developing volunteer leadership is a service both to your organization and your community. A volunteer recruited to help stuff envelopes may gain the experience and insight to become a valued committee or board member.

After clarifying the role of volunteers in the organization and the roles specific volunteers will play, prepare a detailed outline of tasks and a timetable. This is useful even if your organization already uses volunteers. The following sections on operational elements of a volunteer program expand on each phase of the process.

with volunteers can accomplish a great deal for a very small amount of money compared to the cost of hiring paid staff. On the other hand, it won't be free.

Using volunteer labor will neither increase nor decrease other direct program costs. The materials costs for an educational or fund-raising program, for instance, will be the same if the staff is volunteer or paid. What will decrease or disappear, depending on the type of operation, is salary costs. This point is most important if volunteers are staffing a new venture or are the basis for expanding an existing one. But don't undercut new or expanding programs staffed by volunteers by neglecting to allocate resources for direct program and materials costs.

Direct costs associated with volunteer programs can include the salary of a volunteer coordinator; training materials; office supplies; pins, plaques, banquets or other forms of volunteer recognition; tuition for attendance at seminars and conferences; and reimbursement of transportation or other out-of-pocket expenses if such a policy is adopted.

Staff time invested in training and supervising volunteers is probably the most significant indirect cost. The costs of benefits offered to volunteers such as parking privileges, discounts on merchandise or participation in educational activities and social events are sometimes difficult to calculate.

Organizations benefit by indicating volunteer time in their budgets. Include salaries for volunteer workers under expenses and then offset these costs by indicating the volunteers' time/salaries as donated services under revenues. This not only demonstrates the value of volunteer time but is also useful in promoting the volunteer program internally. In addition, it provides an invaluable tool to leverage requests for funding from outside sources. In many cases, volunteer time can be counted as an in-kind contribution or used in lieu of a cash match for grants. Approaches to placing a value on volunteer time include applying the minimum wage rate to all time donated by volunteers, valuing time at the rate that would apply to a paid employee and calculating different rates for individual volunteers who have performed similar functions in paid positions. Occasionally funding agencies will accept a match expressed only as hours donated, rather than require that the hours be translated to a cash equivalent. Be sure the valuation method selected is acceptable to the funding agency.

A related budgetary issue for volunteer programs is insurance coverage. An organization should be insured for all work that is performed within the scope of everyone's regular duties, volunteers as well as staff, under its comprehensive public liability coverage. Many insurance companies increasingly subscribe to the broader interpretation by state courts of the definition of employee to include volunteers. An organization that wants to cover volunteers who may be injured on the job can endorse Workers' Compensation policies to protect volunteers, and volunteer worker accident policies are available. Directors' and Officers' Liability insurance will protect volunteer board and staff members from individual liability for alleged errors and omissions in actions taken on behalf of the organization.

Budgeting

An entire organization or specific program staffed

Insurance issues can be quite complex. If volunteers are new to your organization, check with your insurance agent to see if they are covered under your existing insurance policy.

Gathering Interest: Recruiting and Training Volunteers

When the planning process has been completed, the recruitment effort can focus on finding individuals to fill specific types of positions. A common failing of recruitment efforts is looking for the right people in the wrong places. An outstanding presentation to a professional women's club will be futile if volunteers are needed to guide tours on weekday mornings or if a training program requires attendance for two full weeks.

Don't overlook the obvious. In a membership organization, the members are the first and most logical volunteers. These people have already expressed an interest by joining the group and are likely to be willing to increase their involvement. In addition, you probably already have a communications network through which you reach this audience, whether it is a regular newsletter or some other form of membership mailing. Portray the opportunity to volunteer as a benefit of membership. Friends of volunteers and members are another resource within easy reach.

Don't discount members because they've never volunteered before; it's possible that no one ever asked them. Independent Sector's 1981 Gallup survey on volunteering showed that most of those surveyed first became involved in a volunteer activity because they were asked.

Focus next on groups interested in the kind of work you do. A garden club, for instance, could produce volunteers to work on the design or upkeep of a historic garden or neighborhood pocket park. The retired teachers organization could generate volunteers to lead tours for school groups. Church groups might be particularly interested in supporting a project to preserve religious buildings or improve the parish neighborhood.

An entire group with compatible interests may volunteer for a project. Although this sort of arrangement requires careful planning so that your organization retains control, it can be a blessing in cutting down the time devoted to managing and monitoring a multivolunteer activity.

The group volunteer approach is also appropriate for special events requiring large numbers of helpers for a short period of time. A garden club, for example, might take on the beautification of a neighborhood park or be challenged by planning and maintaining a historically accurate landscape at a house museum. A service club might provide the manpower to operate a refreshment booth at a neighborhood fair.

Volunteer recruitment can also be undertaken through intermediaries. Most communities have an organization that operates as a volunteer clearinghouse to undertake the matchmaker function. Many have local chapters of groups that provide special-



Volunteers plant trees in a Harrisburg, Pa., neighborhood. (Allied Pix)

ized services on a volunteer basis to eligible organizations, such as Volunteer Lawyers for the Arts. The United Way of America sponsors Voluntary Action Centers to match people who wish to volunteer with the needs of community organizations. The National Executive Service Corps performs this same function for retired executives interested in volunteering at the management or board level. Volunteers are assigned to organizations for an average of three months to address specific problems and suggest solutions. These could include developing marketing plans, designing a campaign to increase membership or developing an accounting, inventory control or security system.

Federal government-sponsored volunteer programs are another resource. Volunteers in Service to America (VISTA) places full-time volunteers in poverty-related programs with qualified organizations. Retired Seniors Volunteer Program (RSVP) fosters volunteer opportunities for older citizens through grants to public and private nonprofit organizations. Young Volunteers in ACTION (YVA) awards small grants to stimulate volunteer opportunities for 14 to 22 year olds. All of these programs are under the aegis of ACTION, the federal national volunteer agency.

VISTA volunteers have been granted to neighborhood organizations in urban locations to work with crime prevention, meals programs and services for the elderly, as well as to rural organizations for outreach programs to bring services to a widely scattered population. RSVP programs can generate volunteers for the museum or historical society that needs to locate daytime help.

Corporate programs are a growing source of volunteer support. In general employees give their time to support community activities and continue to be compensated by their employer for periods of time ranging from several hours a week to a year or more. The most familiar of these programs is the "loaned executive," a concept now being expanded in many corporations to involve "loaned employees" in a wide range of positions, from clerical to technical. A

loaned employee from a computer corporation might design a program to inventory National Register properties or a turn-of-the-century census report.

Some corporations sanction "release time" to allow employees to volunteer for short periods, such as a few hours each week. A corporate volunteer from the building industry could offer advice and assistance for several hours each week on a housing rehabilitation project.

Corporations may also sponsor community-related projects undertaken by groups of employees or placement programs for retired employees. A corporation could be approached to sponsor a house tour by providing vans or buses for the day, as well as volunteer drivers. Corporate volunteers might be recruited for a park clean-up project or neighborhood improvement day. The involvement of employees as volunteers can provide the link to support in the form of funding and materials contributions.

Recruiting the volunteer

The best recruiter is an enthusiastic, satisfied volunteer already involved with your organization. His or her enthusiasm is infectious and springs from first-hand experience. As a volunteer the recruiter has more credibility than a paid staff person when asking others to provide free services. A volunteer recruiter can also tap friends and acquaintances.

If for some reason a volunteer is not available for this job or the use of volunteers is new to your organization, the staff person or board member soliciting volunteer participation should be knowledgeable about both the organization and the specifics of the volunteer program. Ideally this should be someone who was involved in the planning process.

Whoever the representative, match the recruiter to the audience. A college intern in blue jeans would not be a wise choice to recruit volunteers from the businesswomen's club.

Use of the media

Broadcasting an appeal for volunteers through radio and television public service announcements and newspaper notices can be effective if done with caution. Most commonly used for large-scale special events that offer a wide range of volunteer opportunities, this approach reaches a large and otherwise inaccessible audience and provides general visibility for an organization's work.

Turning away volunteers generates negative publicity. Be very specific in media notices about the kind of help you need and when you need it. Be prepared to deal with a large number of responses reasonably quickly. Establish criteria to screen inquiries rapidly and graciously and promptly decline offers of help from candidates who are not qualified.

Presenting your case

Recruit volunteers in the same way you would paid staff. Be as clear as possible in describing the kinds of skills required, the time commitment involved, the job to be done and any other relevant expectations prospective volunteers should consider before com-

mitting themselves to work with your organization. Asking people personally to participate in specific tasks or events will elicit a better response than a general call for volunteers.

Invite people to volunteer, don't bludgeon them with guilt about community and social obligations. Portray the chance to work with your organization as an opportunity to contribute to accomplishing the larger goal. For instance, whether you are recruiting envelope stuffers for a direct-mail solicitation or ticket takers for a special event, emphasize the ultimate goal of the activity, i.e., to enable your organization to accomplish more. Be honest about the job and the commitment expected, but be positive.

Know where your organization fits in the "pecking order" of volunteer opportunities in the community. A house museum could not compete with Colonial Williamsburg for potential volunteers. A statewide preservation organization will court volunteers who are most likely in volunteer leadership positions with local preservation groups. A neighborhood project offers a different type of volunteer involvement than a citywide parks improvement program. Be aware of the competition and focus your recruitment tactics on the uniqueness of the volunteer opportunities you offer.

Times of the year play a role in volunteer recruitment as well. In September and January adults tend to be more receptive to taking on new projects, while teenagers and college students are likely prospects during the summer months. Intern assignments revolve around school terms.

Responding to the interest of potential volunteers

Response to volunteer interest should be prompt. If you can't use a volunteer immediately, let that person know of a future project or special event and when to expect to be contacted. Be sure to follow up.

No matter how carefully you describe the skills and qualifications required, people may volunteer who are for some reason inappropriate for the job. If no suitable volunteer slot exists in your organization for the volunteer's skills, try to direct the candidate to other volunteer opportunities in the community.

In the case of major special events, no enthusiastic volunteer should be turned away. This kind of massive, short-term effort gives you the chance to familiarize vast numbers of people with your organization in a positive way.

Interviewing, screening and job placement

A well-run recruitment campaign will generate interest in your organization from a wide range of potential volunteers. The next step is to match the skills and interests of these new volunteers with compatible job assignments.

Besides reviewing the job description with the potential volunteer, determine his or her special interests and skills. Try to find out what motivated the person to volunteer and what expectations he has of the organization and the volunteer assignment. Don't assume that a candidate wants a volunteer position to

mirror his paid job. The candidate may seek a change from his regular work or an opportunity to develop new skills or use skills not otherwise applied.

The screener and the prospective volunteer must agree that the skills and interests offered fit the needs of the organization. If the person who screens potential volunteers is not the person who will be the on-the-job supervisor, include the supervisor in the initial interview or arrange for a second meeting.

Periodic evaluation of the volunteer and the job assignment is frequently omitted as a time-consuming formality, but these structured opportunities for an exchange of views can prevent problems. For instance, a mutual review of a volunteer situation may lead to reassignment, if appropriate, or a graceful departure before problems escalate.

Training the volunteer

With the possible exception of volunteers who participate only in a large-scale special event, training is a long-term proposition, beginning with an orientation program.

Orientation must convey to volunteers that they are representatives of the organization in all their actions and contacts, both internal and external. An overview of organizational goals and objectives is essential. Review policies and procedures, emphasizing those most likely to affect the work of the volunteers. Outlining expense reimbursement policies and procedures and the extent to which volunteers are covered by organizational insurance policies at the outset will help avoid later misunderstandings. Introduce paid staff members and other volunteers in leadership positions. Let each explain his role and relationship to the new volunteers.

Training should focus on how assignments fit in with the total organization. Depending on the volunteer job, training can take place in groups over varying periods of time, on a one-to-one basis, on the job or in a classroom. It can involve outside reading, technical skill training, role playing or attending meetings.

For volunteers who will make extensive external contacts representing your organization, such as fund-raising calls, publicity placement or arranging for events such as house tours, it is helpful to provide as much information as possible in writing. Volunteer fund raisers will find a written case statement or prospectus helpful. Volunteers organizing a house tour will appreciate a written description of the respective responsibilities of the homeowner and the sponsoring organization.

Developing good volunteers doesn't stop with the initial orientation and training sessions. Consider sending volunteers to seminars that address topics in their work area. Include them in staff training sessions and meetings where topics that affect their work will be discussed. Offer refresher courses and in-service seminars. Involve volunteers in learning to use your new computer. Encourage attendance at your educational events.

The orientation and training period also provides an opportunity to assess the volunteer's ability to car-

ry out the assignment. A person who is unable or unwilling to accommodate the schedule of these activities is unlikely to be reliable on the job. Be honest with volunteers who are either unsuccessful or who do not participate fully in the training program.

Never underestimate the importance of leadership development and training opportunities. They are the key to turning a special event volunteer into a knowledgeable committee member and subsequently into a valued member of the board of directors.

Ensuring High-Yield Performance

Nothing is more embarrassing or frustrating to an active volunteer than being the last to know. Keep volunteers informed about what's going on in the organization. Include them in newsletter and informational mailings, invite them to appropriate staff briefings and public events. Try to inform volunteers about important organizational changes and developments before they read about it in the paper.

Volunteers particularly need timely information on policy and procedural changes that directly or indirectly affect their work. Don't change the rules without letting them know.

Communication works in both directions. Volunteers should report to an immediate supervisor, such as a program staff person, a volunteer coordinator, a committee chairman or president of the board, to let that person know about their progress and problems and the amount of time invested in the project. The supervisor, on the other hand, must provide the information necessary to get the job done and be accessible to answer questions and help with problems as they arise. Don't send volunteers off to sink or swim alone and then criticize them (or the volunteer program) for failure.

Communication includes the record keeping necessary to track volunteers and their involvement. Names, addresses and telephone numbers must be kept current for mailing lists and personal contacts. Tracking volunteer hours provides a tangible measure of the resources committed to any given project, which is useful not only for planning purposes but also as supporting documentation in funding requests.

External communication is vital to successful volunteer organizations. Activities undertaken by voluntary organizations or volunteer-run projects are powerful fuel for the public relations fire. Emphasis on volunteer participation often attracts media attention to an event or program that might otherwise go unreported. Publicizing volunteer work highlights the broad base of community support for preservation and neighborhood concerns. Visibility and public recognition benefit the organization and are an added incentive for volunteers who receive favorable notice from the community at large for their efforts.

Motivation and recognition

The most effective technique for motivating most volunteers is recognizing them. View the interaction

with volunteers as a business relationship. The reward isn't in the form of a monthly paycheck, so the return on their investment of time and energy must come in some other form.

Service pins, certificates, awards luncheons and other traditional forms of recognition are excellent, and expected, motivators for some volunteers. Invitations to participate in social and educational activities, discounts on publications and gift shop purchases and opportunities to meet community leaders are other ways to acknowledge volunteer efforts. People like to see their names in print. Place articles about volunteer contributions in the organization's newsletter or in newspapers, journals or specialty publications. List the names of volunteers in the program brochure for events to which they have contributed. Make volunteers feel that they are on the inside track and an important and integral part of the organization.

These tried and true techniques aren't meaningful to everyone. Many volunteers are motivated by the same rewards that encourage paid staff members. Increased responsibility, more interesting work and promotion to volunteer leadership positions are more satisfying forms of recognition for this type of volunteer. Invitations to participate in staff discussions and other chances to have an increased voice in program decisions are appreciated. Encourage volunteers to take responsibility for training and supervising other volunteers. Give credit, both privately and publicly, for outstanding performance. Be receptive to volunteer ideas and suggestions.

Create a "career path" for volunteers. Provide options for applying skills in a variety of areas or at a higher level. Public outreach volunteers may be interested in fund raising or newsletter production; committee members can move to chairmanship positions and may make good candidates for the board of directors. The strength of a volunteer organization is built on developing leadership skills and providing the channels to use them.

Most important of all, say thank you at every possible opportunity.

Firing volunteers

The assumption so far has been that with planning, perception and organization, everything will come up roses with every volunteer. This is no more true than that every decision to hire a new employee or invest in a new program will be the right one. Problems can arise with any level or type of volunteer from library aide to board member.

A volunteer may be mismatched with the job or the organization, personality conflicts can develop, outside circumstances may prevent the volunteer from fulfilling his obligations or a volunteer may consistently exceed the limits of her authority or misrepresent organizational policy. For these and other reasons, situations do arise where a volunteer is doing more harm than good.

It is a difficult and unpleasant task to terminate an organization's relationship with a volunteer. If supervisory conferences, admonishments and other reasonable and diplomatic efforts to improve the situa-

tion have failed, be honest with the volunteer. Try to offer options within the organization or suggest other organizations that might be a better match for the skills the volunteer has to offer. The volunteer may even welcome a chance to exit gracefully.

The organization, on the other hand, should be prepared to listen to constructive criticism from a "failed" volunteer, particularly if the program has not been carefully structured and thoughtfully managed.

The Volunteer Job Portfolio

The range of volunteer jobs is limited only by the imagination of the organization involved. Volunteers can fill a wide range of administrative positions, conduct educational and outreach activities, handle professional duties and manage large-scale special events. With sound planning, volunteers can tackle the same responsibilities as a paid staff person.

Following are examples of how to use volunteers in a broad spectrum of tasks. Some special considerations related to particular kinds of volunteer involvement are noted. The resource guide cites references to materials that deal at greater length with specific concerns of specialized volunteer assignments.

Administrative volunteers

Administrative volunteers represent both extremes of the volunteer hierarchy. Members of the board of directors or trustees are on one end of the spectrum, making policy decisions that affect the goals and direction of the entire organization. The other end is anchored by volunteers who perform routine clerical, behind-the-scenes tasks.

Board members rarely appear during regular work hours; clerical volunteers often work at these times when staff or other volunteers are available to supervise their efforts. Organizations typically go out of their way to accommodate the schedules of board members; low-level administrative volunteers are usually expected to fit their schedules to those convenient to the organization.

The most traditional type of administrative volunteer is the clerical volunteer, available during regular working hours to answer telephones, stuff envelopes, type, collate and staple newsletters and carry out other office tasks. Traditionally women have filled these slots. As increasing numbers of women enter the job market, they are unable to offer volunteer services during daytime hours. Those who are available are often uninterested in routine, repetitive assignments. However, some volunteers do enjoy this kind of work and the office camaraderie that comes with it. Care should be taken to integrate them into the staff environment and to show them appreciation.

Creative alternatives do exist for recruiting volunteers to assist with routine tasks. High school students taking business courses frequently must complete a work-study program that could be adapted to an organization's clerical needs. College and junior college students studying retailing could be volunteers with gift shop operations. Another option is recruiting volunteers who have specifically requested

this kind of assignment through the community's Voluntary Action Center or another volunteer clearing-house.



Volunteer from first offender program prepares newspapers for microfilming at the State Historical Society of Wisconsin in Madison. (Robert Granflaten)

It is important that staff or volunteers managing these projects be readily available to deal with problems or questions. Their visibility will serve to prevent volunteers from feeling that they've been saddled with a project that no one else will do. The more tedious the project, the more important it is to emphasize its value to the organization.

Another category of administrative volunteers includes those who assist in cataloging and indexing records, photographs, slides, books, artifacts and other types of historical documentation, such as library aides or registrars of collections.

The State Historical Society of Wisconsin reports thousands of volunteer hours contributed to adding bibliographical entries from county histories to its main card catalog; indexing much of the handwritten state census of 1905 and alphabetically interfiling the entries; date-stamping, flattening with a household iron and shelving the 100,000 copies of serials and newspapers received annually; and helping to collect and process manuscripts and other museum materials from Wisconsin citizens and groups. One volunteer donated a personal computer to the society so that she could index bibliographic entries to the Wisconsin History Checklist at home.

The society has also taken an unusual approach to recruiting volunteers to shelve books and perform other library tasks. Since 1979 more than 100 persons who have committed generally nonviolent crimes have contracted with the county district attorney's office to perform these volunteer services rather than go to jail or pay fines as part of a deferred prosecution/first offender program. In addition to

processing the vast number of periodicals received by the society, first offenders developed several computer programs and one fluent in Arabic helped decipher several catalog entries in that language.

After a halting start the program grew to involve 45 first offenders in 1984, with about 80 percent completing their contracts. Few significant problems have been experienced.

The West Virginia Department of Culture and History uses its newsletter to publish "want ads" for administrative and other types of volunteers at its Cultural Center facility. The advertisements include a short description of volunteer jobs available, indicating whether the need for assistance occurs most frequently on weekdays or weekends, in the daytime or evening. A recent issue included a full page of advertisements for positions ranging from museum collections assistants, retail shop helpers, elevator operators, runners and mailing aides to flyer distributors.

Volunteer board members

Ideally, encouraging volunteers to rise to leadership positions will produce a continuing source of hard working, knowledgeable, committed board members. As leaders they will have an intimate understanding of what the organization does and why, as well as a clear grasp of the human and financial resources needed to get the job done. However, many board members, for a variety of reasons, are recruited through other channels and can contribute much to the organization in the form of skills, expertise and community and business connections. The organization has a right to expect a board member to work as hard as any other volunteer. It has a responsibility too, though, to provide the kinds of training, information and support appropriate to that position.

Board members drawn from outside the organizational fold require orientation about goals, objectives, programs, policies and procedures. They need to know in advance how much time they should expect to spend in meetings and when these meetings are scheduled. And they should know if they must contribute financially. Don't let the cash contribution be a surprise at the end of the fiscal year. If a two-year capital campaign is about to begin, which will call for continuous personal fund-raising contacts by board members to the business community, say so. New board members shouldn't discover during their first meeting that the organization is in the middle of a dire fiscal or directional crisis.

Steering Nonprofits, the February 1984 issue of *Conserve Neighborhoods*, is devoted entirely to the issues involved in managing volunteer boards of non-profit organizations.

Education and outreach volunteers

Education and outreach workers are another traditional type of volunteer. While docents, guides, interpreters and tour leaders who provide information to the general public are usually associated with the indoor museum environment, a similar function is performed by volunteers who conduct neighborhood tours. In the past these volunteers were primarily lim-

ited to speaking with groups or individuals during daytime hours. Opportunities for evening and weekend volunteers have expanded through increased public demand for these services and the need to accommodate education volunteers unable to participate in daytime programs.

Volunteer training for a typical education program is structured around lectures, required reading and practice delivery sessions. A novice guide can work with an experienced volunteer during the training period to learn how to present information geared to a specific tour group. Remember that not everyone interested in the organization and its work will be interested in or comfortable speaking to groups. And some volunteers may enjoy talking with adults but not school children.

The Foundation for San Francisco's Architectural Heritage offers volunteer-guided walking tours of several neighborhoods and docent tours of the Haas-Lilienthal house. A recently instituted children's house tour program uses a separate set of volunteers and a training program focused on the lives of children who might have lived in the house. Training programs for all volunteers last approximately six weeks and cover historical background information and instruction in tour techniques and procedures.



School children learn to identify architectural styles in Salt Lake City on volunteer-led Utah Heritage Foundation neighborhood tour. (Adele W. Weiler)

Approximately 100 docents are trained each year to conduct the program of adult tours. At the end of a one-year commitment, docents are free to leave the program or continue, become reserve docents with a lower level of commitment, become special tour docents, who can occasionally talk to special groups, or work with the foundation in another type of volunteer role.

As part of its public awareness program, Utah Heritage Foundation's volunteer-staffed Speakers Bureau offers 17 programs, some of which include film and slide presentations. The Speakers Bureau offers the services of approximately 50 volunteers who have participated in a 13-week training program. They have assimilated important facts about Utah history and architecture and have been equipped to discuss a wide variety of other preservation issues with inquiring audiences. Speakers have been requested by



Member of Nelly's Needlers gives pointers during the annual Children's Needlework Workshop at Woodlawn, Mount Vernon, Va.

church and community groups, the American Institute of Architects, the American Institute of Planners and the Rotary, Kiwanis and Exchange clubs. Monthly presentations are also made to residents of a retirement community.

Nellie's Needlers, a volunteer group at the National Trust for Historic Preservation's Woodlawn Plantation in Mount Vernon, Va., grew from volunteer participation in mounting the historic property's popular annual needlework show. The "needlers" share their common interest in needle craft with Nellie Custis, George Washington's stepdaughter, who was presented Woodlawn Plantation by Washington upon her marriage to his nephew.

Nellie's Needlers sponsors educational needlework seminars for adults with nationally known guest teachers, and members teach children's needlework seminars. They also stitch and donate needlework projects for raffles, in addition to hosting and providing food service and other assistance during the annual needlework show.

The group is governed by an executive committee that holds monthly meetings at Woodlawn Plantation, also attended by National Trust staff. There are more than 80 members, with new recruits drawn by interest in the needlework and educational focus of the group. In the past seven years, these volunteers have also raised more than \$100,000 to support Woodlawn's collections and endowment.

Historic Madison, Inc., operates two house museums in Madison, Ind., staffed by volunteer docents during visitor season from May through November. Between 60 and 100 volunteers are formally organized as the Docent Associates of Historic Madison with a 15-member board. The Historic Madison board includes a representative of the Docent Associates board, who reports regularly on docent activities.

Recruiting is heaviest during the spring months. In addition to informal contacts with organizations, Historic Madison is testing an innovative recruitment approach this year. Through letters and follow-up phone calls, every large business and industry in the area was solicited for four volunteers to act as house museum docents one day each month. Historic Madison will train the volunteers and designate the day in honor of the firm, permitting the volunteers to announce to visitors that they represent their employ-

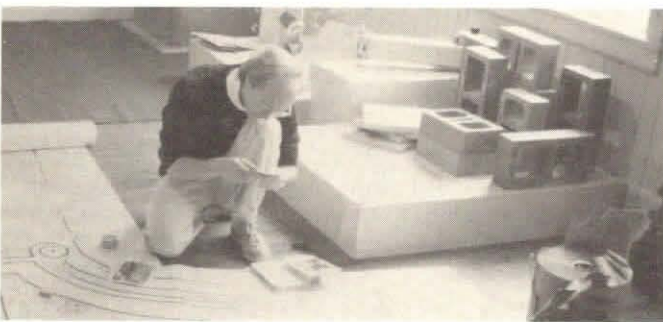
er. In addition, any company employee may tour the property on those days for no charge. The response has been encouraging. Historic Madison expects to fill 20 to 30 docent slots, while building bridges to corporate contacts.

Outreach volunteers can also be used to gather information or provide services. Door-to-door canvassers can conduct attitude surveys or identify perceived needs throughout a neighborhood or business district. Volunteers can contact residents to organize crime prevention campaigns or neighborhood improvement projects. Many neighborhood organizations provide services to the elderly and infirm through volunteer outreach workers.

To lay the groundwork for new neighborhood projects, volunteers for Baltimore's Citizens Planning and Housing Association (CPHA) will interview community leaders and residents in more than 350 neighborhoods gathering information about their concerns and perspectives. The interviewing project will replace mail surveys as an information collection system, with the added benefit of establishing stronger and more personal ties between CPHA volunteers and neighborhood residents.

The Landmark Association of Bowling Green and Warren County, Inc., Bowling Green, Ky., used volunteers to conduct a downtown shoppers survey as part of its business recruitment effort. A concurrent project staffed a booth at a local mall with volunteers who discussed local issues with shoppers, promoted association publications and solicited new members.

The Historic Preservation League of Oregon co-sponsored a project with the state historic preservation office to train volunteers to conduct cultural resources surveys. A slide show introduced potential volunteers to the program and a specially developed training manual discussed surveying cultural resources in rural, residential and commercial areas.



Volunteer for the Historic Preservation League of Oregon works on exhibit construction. (Historic Preservation League of Oregon)

Volunteers are also becoming lobbyists. Neighborhood organizations lobby city councils; city and statewide preservation groups work to influence state legislators; and campaigns are launched to guide national legislation. The Utah Heritage Foundation organized a volunteer lobbying effort to preserve the threatened Salt Lake City/County Building. Armed with statistics and information about the historical and architectural importance of the building, volunteer lobbyists recruited their friends, relatives and ac-

quaintances to attend and speak out at public hearings on the issue. Volunteers also lobby the state legislature for appropriations for the foundation.

Volunteers in professional positions

The blend of volunteer and staff roles occurs most completely when volunteers are recruited to fill professional, albeit unpaid, positions. These arrangements can be temporary to accomplish a particular project or can be as open-ended as standard employment situations.

Preservation Maryland recently acquired needed assistance for its small program staff by recruiting professional volunteers. Job slots were identified, position descriptions developed and recruiting carried out in basically the same way as it would have been in a search for paid employees. A volunteer coordinator, a part-time volunteer with prior experience in a similar position, was recruited to develop the job descriptions, handle the recruitment and administrative details and provide peer supervision to other volunteers.

Candidates for the specific positions were found through the Baltimore volunteer network and contacts with local museums, as well as through press releases that served as free "want ads." Feature stories in local newspapers highlighted the job announcements. The most successful recruitment vehicle was Preservation Maryland's newsletter.

After interviewing a number of promising candidates, Preservation Maryland's executive director and volunteer coordinator selected those most qualified to meet the organization's needs. Professional volunteer positions include the registrar of collections for a historic house museum; a tour director who plans tours for members; a public relations assistant; and a photographer who helped prepare a new brochure for the society. Another volunteer is developing special events for young members, while a former librarian is conducting fund-raising research.

Federal volunteer programs have helped the Near Eastside Multi-Service Center in Indianapolis, Ind. Eight VISTA volunteers were assigned to carry out a variety of community projects. Oriented first by the ACTION state office, the volunteers received two days of on-the-job training. Three will establish an outreach and literacy program for area senior citizens, working with other volunteers to inform low-income, at-risk elderly about programs and services available to them. Another will recruit and train volunteers for a conservation and energy assistance project. The remaining VISTA volunteers will work with adolescent drug and alcohol issues and coordinate community emergency food pantries.

A volunteer group for the Hermitage, an 18th-century farmhouse in Ho-Ho-Kus, N.J., acquired the services of a volunteer education director for a year thanks to a local school's career development leave program for teachers. During her leave of absence, the education director, who had been a Hermitage volunteer, will research and develop topics and model programs of study for kindergartners through 12th graders using the Hermitage as a focal point.

The executive director of FAMICOS Foundation and founder of the Cleveland Housing Network is a retired chemical engineer who volunteers as a full-time professional. The foundation conducts a nontraditional housing rehabilitation program for low-income families and has also spawned and trained staff of five other nonprofit corporations to operate neighborhood housing programs. In this unusual situation, paid staff work under the leadership of the volunteer director to acquire and rehabilitate housing for resale to low-income families.



Volunteer archeologists in New Hampshire uncover kiln bases of a 19th-century potter's shop. (David Starbuck)

In New Hampshire the state historic preservation office and the state historical society jointly sponsor the State Cooperative Regional Archeology Program (SCRAP) to train volunteer archeologists in professional excavation and recording procedures. Each summer volunteers equipped with trowels, dustpans, sifting screens and clipboards work under the supervision of SCRAP staff on digs and surveys around the state.

Special events

Special events serve a wide variety of purposes, including educational, social, fund-raising and publicity functions. Most would be impossible to manage without the help of scores of volunteers.

Fortunately, volunteers for special events are among the easiest to recruit and train. A relatively short-term commitment for an array of jobs is required, and all efforts culminate on the same target day or days. Special events frequently attract substantial media coverage—a plus for volunteers as the coverage gives their efforts, or at least the results of their efforts, public visibility.

Economies of scale apply in recruiting volunteers for large special events. Social, service or other community organizations can be approached to handle specific functions. Volunteer committee chairmen can be charged with recruiting their own friends and acquaintances to carry out tasks. Media public service announcements may attract volunteers.

All these new short-term volunteers will not only provide services during the special event but will also have an opportunity to learn more about your organization and its work. They can be added to mailing lists for membership and fund-raising campaigns and for subsequent special events. A tracking sys-

tem, no matter how simplified, should be developed to keep in touch with this newfound wealth of manpower.

Volunteers who participate only in special events need especially to be recognized. Begin with a thank-you note, even if it must be a form letter, to each participant to reinforce the positive feeling engendered as part of the special event. Some more personal form of recognition is advisable for committee chairmen and others whose efforts were substantial. Many organizations celebrate volunteer contributions with a party or reception.

While extensive training for volunteers at a special event may not be necessary, at a minimum they should know:

- name and purpose of the sponsoring organization,
- name and identity of the person to whom they will report,
- responsibilities of their task and
- limits of their authority.

This information can be conveyed through a general meeting of volunteers or through the committee chairmen or an information packet or flyer.

Special events come in all shapes and sizes and with as many purposes. There are grand openings, fairs, exhibits, park cleanup projects and house repair drives. The examples below are only a few of the ways to use volunteers for special events.

Historic Savannah Foundation sponsors a Designer Showcase highlighting a different historic home each year. The event involves 500 volunteers over a 30-day period. Recruitment begins in September with HSF's annual Volunteers in Preservation sign-up party when members complete a card identifying their areas of interest. Special events, under which the Designer Showcase falls, is one of 10 categories of volunteer activity that can be selected. Approximately 75 percent of those who work on the Designer Showcase are HSF members when they volunteer; most of the remaining volunteers join before the project is over.

Historic Savannah Foundation appoints experienced volunteers to chair 15 committees that include, among others, publicity, program, advertising sales, tickets, security and management of the gift shop. Using the cards filled out during the September sign-up, committee chairmen begin to build their staffs. A "day chairman" is also appointed for each day that the Designer Showcase house is open to recruit and manage volunteers for on-site tasks, such as hosting and ticket taking.

Key volunteers are entertained at a luncheon or supper after the close of the Designer Showcase. HSF staff try to have the names of as many volunteers as possible mentioned in media coverage of the event.

The 1984 Designer Showcase event also included another type of volunteer involvement. A high school history class "adopted" the house, spending a Saturday cleaning up the property and afterwards conducting extensive research on both the house and the family who built it. The histories of both were included in the Designer Showcase program.

In Denver a one-time volunteer activity has become

an annual event eagerly anticipated by area homeowners. Brothers Redevelopment, Inc., (BRI) began the one-day "Paint-A-Thon" in Denver in 1978. Now more than 1,000 volunteers scrape, caulk and paint more than 100 houses each year. Local businesses, such as banks and newspapers, cosponsor the event and handle most of the public relations.

Months before the event, BRI mails volunteer applications to all former participants and others who have expressed interest. Recruitment emphasizes teams of volunteers, with organizations making a crew commitment and assigning a group coordinator. Individual volunteers are organized into crews of 10 to 15 people with a group coordinator per crew. Volunteer professional painters are assigned to a difficult house or to crews that are inexperienced.

BRI staff screen and select the houses to be painted and work with group coordinators to prepare for the event. They also follow up with homeowners after the event. Consumable materials such as paint, caulk and putty are provided by BRI. Volunteer crews supply their own equipment and work on one house until the job is done. At the end of the day, there is a picnic for all volunteers.

Also in Denver, Capitol Hill United Neighborhoods (CHUN), Inc., puts on the city's largest fair, attracting 150,000 people over two days, through the efforts of two staff members and more than 300 volunteers. CHUN, a watchdog community organization for Denver's Capitol Hill area, is concerned with zoning regulations and violations, liquor licenses, new construction and preserving the historical character of the neighborhood. The fair, an annual spring event for the last 14 years, returns 25 percent of its profits to the community through Capitol Hill People's Fair grants.

A volunteer coordinator is recruited to work with



Volunteer team, The Paint Rollers, poses with Denver homeowner Jessie Coke during Paint-A-Thon. (Dan Gross)

fair committees responsible for publicity, food, beverage and information booths, entertainment, volunteer and exhibitor relations, site setup and restoration, safety and security, accounting, posters and T-shirts and much more. On the day of the event volunteers are assigned to refreshment booths, traffic control operations and the information booths provided for nonprofit organizations.

CHUN maintains a mailing list of 300 fair volunteers, most of whom return year after year. Additional volunteers are recruited through newspaper, maga-

zine and radio features and flyer distribution. Many committee members are former neighborhood residents who have moved out of the area or out of the city and return to help. Volunteers who do not belong to CHUN receive a free one-year membership.

To keep volunteer interest in the fair alive, the Volunteer Relations Committee publishes a newsletter and conducts five general meetings of volunteers to boost enthusiasm before the fair. A local restaurant sponsors a celebration before the fair, and a thank-you party follows it.

Fort Concho in San Angelo, Tex., weaves together the threads of a multitude of distinctive year-round volunteer activities for an annual blockbuster event, Christmas at Old Fort Concho. The three-day celebration of the racial and ethnic diversity of west Texas in the pioneer period attracted 38,000 visitors to this sparsely populated region in 1984, the third year for the December event.

Although staff are responsible for the physical setup, 100 volunteers manage the advance committee work and more than 2,000 volunteers are involved during the actual event. An executive committee, composed of the chairmen and cochairmen of all committees, orchestrates the planning and execution of the entire event. Two-thirds of the volunteers are participants from previous years. Two-thirds are also on the Fort Concho Museum membership rolls.

The site, a post-Civil War fort complex, lends itself to a broad range of program activities for volunteers. Ongoing volunteer units, such as costumed cavalry and infantry companies, provide entertainment and other services during the event. An elaborate pageant is staged each evening by volunteer actors, costumers, set designers and prop managers. The fort buildings are decorated by volunteers and filled with gift items for Christmas shoppers. Soldiers tell stories around the campfire and dancing girls cavort in the saloon.

Fort Concho staff theorize that volunteers are drawn to the event because of the opportunity to play out their fantasies about the Old West by dressing in costume. The extensive local, state and national publicity the event receives is another volunteer magnet.

All-volunteer operations

A complex structure of volunteer committees is common in large organizations with few or no paid staff. Smaller unstaffed or single-staff groups tend to have a single focus and are less likely to operate through a system of committees. In either case, the following examples demonstrate that tremendous accomplishments are possible with strong volunteer organization and minimal support from paid staff.

Historic Boulder, Inc., a 450-member Colorado preservation organization employing one professional staff person, revitalized both its revolving fund and the volunteerism of its membership through the Renovate Our Architectural Resources (ROAR) project. A property in a downtown neighborhood was purchased to serve as the focal point of a special home rehabilitation course and also as the first step in restoring the group's depleted 12-year-old revolving fund.

Historic Boulder's Real Estate Committee, chaired by a real estate broker and including an insurance company branch manager and two attorneys, directed the property acquisition. A ROAR Steering Committee, composed of representatives of each of the subcommittees working on the project, was formed as a planning umbrella. A Documentation Subcommittee gathered material, including an extensive collection of photographs and slides and four videotapes, to document the work as renovation proceeded. An Education Subcommittee structured the course content.

Five volunteer architects, all Historic Boulder members, prepared the plans and specifications for the renovation. Two board members who are professional management trainers conducted orientation and training sessions for local professionals who volunteered to teach the classes.

Response to the repair and restoration course was so overwhelming that the course was offered three times before the house rehabilitation was complete. Registrants paid a small fee, discounted for Historic Boulder members, to attend weekday evening lectures and Saturday workshops that offered instruction in the morning and hands-on experience in the afternoon under the supervision of craftsmen.

Historic Boulder members regularly dropped by the house to help with the work. Volunteers, many of whom became members, were attracted by the signs and activity and stopped in to see what was going on. The general contractor, hired to oversee the work, eventually donated a large part of his fee and worked willingly with the volunteer labor force.

The project will be capped by the release of a poster featuring a drawing of the house and a "You Made It Possible" credit line, followed by the names of the 250 volunteers who worked on the 11-month project.



Historic Boulder volunteers demolish an interior wall of the organization's ROAR project house, Boulder, Colo. (J. Stowall)

The San Antonio Conservation Society (SACS) exemplifies volunteer committee work on a grand scale. Founded in 1924 with 13 members, SACS now has more than 3,200 on its rolls. A board of directors of 63 is supported by approximately 50 standing and special committees. The first paid administrative director was hired in 1969 and has since been supple-



San Antonio Conservation Society volunteers create flowers for A Night in Old San Antonio. (San Antonio Conservation Society)

mented only by a part-time historical researcher and clerical and property maintenance staff.

Volunteers must be active as associate members for at least one year before they are eligible to become voting members of the society. In a recent month 90 new members were accepted. New members fill out "choice sheets" preprinted with numerous volunteer outlets. In addition to all the standing committees, a partial list of the interest areas includes clerical, library, house museum tour guides and hostesses, public relations, retail sales, public speaking, foreign languages, gardening, flower arranging, party service, special events and research. Committee chairmen have access to these sheets, which are being computerized.

In addition to owning and managing a number of historic properties, some of which are operated as house museums, the society has been active—and successful—in lobbying at the local, state and national levels, conducting public education programs for adults and school children, awarding annual honors for exemplary achievements, providing scholarships and sponsoring special events.

SACS is financially self-sufficient, thanks in large part to its annual spring special event, "A Night in Old San Antonio" (NIOA). This event is staged through a staggering volunteer effort. Over a four-night span, 16,000 volunteers work to present the fiesta celebration to 100,000 visitors. As ACS members, chairmen for the event are responsible for recruiting their own volunteers. NIOA is so successful that the society faces an embarrassment of riches—more people want to volunteer than there are jobs.

In contrast to the complex committee-managed operations of the San Antonio Conservation Society, the Rehab Project of Lima, Ohio, focuses its work on a single program. Relying totally on volunteers, the Rehab Project is able to eliminate the labor cost in its neighborhood housing rehabilitation work. Since 1979 the Rehab Project has used volunteer crews recruited from area high schools, prisons, welfare offices, churches, gardening clubs and a U.S. Army reserve unit. The volunteer labor force, matched with qualified paid supervisors, reduces overall rehabilitation costs by 50 percent.

Youth volunteers

Youth volunteers can and will do almost anything that adult volunteers can. High school and college students have the particular advantage of being available at times when working adults are busy.

Internship and work-study programs offer consistent, intensive volunteer activity during daytime hours, with the bonus of academic training in a skill area that can be applied to the volunteer assignment. Work-study programs can generate clerical or book-keeping assistants. Interns can range from retailing students working in gift shops to museum education students developing interpretive tours to business administration students who might take on a marketing plan as a class project.

Youth are a source of seasonal volunteers. When adult interest is low—people are on vacation or overwhelmed by holiday activities—students often have time on their hands. Salaried summer jobs that offer experience in chosen career areas may be scarce, making an interesting volunteer position an attractive option. Students also are a frequently untapped volunteer pool for holiday special events that coincide with school vacations.

Using young volunteers also enables your organization to influence and educate this group about the importance of preserving neighborhood, historical and cultural resources, while emphasizing the need for volunteer service in the community.

The Kingsbridge Heights Community Improvement Project in New York City involved 12 youth volunteers in rehabilitating an old police precinct house in the Bronx. As the abandoned building was turned into a multiservice community center, youth volunteers participated in classroom training in drafting and design and were able to gain hands-on experience in carpentry and building rehabilitation.

Swarthmore College in Swarthmore, Pa., offers an opportunity to community residents and college students to engage in a successful partnership. Students donate extensive time through the Chester Community Improvement Project, either during the summer or for a semester. With financing from corporate and foundation grants, abandoned homes are purchased, rehabilitated and sold to low-income families. The community project, staffed by student interns, substantially reduces its salary costs and many students are able to structure their volunteer experience to receive academic credit.

There is almost no end to the ways to use volunteers. As preservation and neighborhood organizations become increasingly imaginative in the face of shrinking financial resources, the range of volunteer activities grows. While some volunteer jobs may become more exotic, the rules of planning, training and motivation still apply.

The need for volunteers to help achieve the goals of preservation groups and neighborhood organizations continues to increase. Efficient and effective programs to attract and manage those volunteers must be tailored to the human, environmental and fi-

nancial resources of individual organizations. Whether the service your organization offers is to individuals or the community, whether the recognition received is private or public or the commitment is for one day or one year, you can find people who are willing to help. To reap the benefits of volunteer involvement your organization has only to create the framework to stimulate and reward that desire.

Resources

- **VOLUNTEER:** The National Center is a membership organization offering a wealth of information, publications and resources specific to managing volunteer programs. *Voluntary Action Leadership*, VOLUNTEER's quarterly magazine, includes articles on management techniques by professional volunteer administrators, reviews of new literature and inexpensive how-to materials and a calendar of volunteer-related workshops and conferences.

VOLUNTEER publishes a free Volunteer Readership catalog that includes more than 100 titles. *Effective Leadership in Voluntary Organizations* by Brian O'Connell, now president of Independent Sector; *The Effective Management of Volunteer Organizations* by Marlene Wilson, a noted authority on volunteer management techniques for charitable and social service organizations; and *The Successful Volunteer Organization, Getting Started and Getting Results in Nonprofit Charitable Grass Roots and Community Groups*, by Joan Flanagan, known for her publications and workshops designed specifically for local preservation and neighborhood groups, are three publications well worth reading. VOLUNTEER: The National Center, 111 North 19th Street, Room 500, Arlington, Virginia 22209 (703) 276-0542.

- The Association for Volunteer Administration (AVA) is a professional association for administrators, educators and others who work with volunteers. Benefits of membership include the quarterly *Journal of Volunteer Administration*, a subscription to VOLUNTEER's *Voluntary Action Leadership*, a monthly newsletter and discounts on participation in annual national and regional conferences. AVA, P. O. Box 4584, Boulder, Colo. 80306 (303) 497-0238.

- The American Association of Retired Persons publishes *Older Volunteers, A Valuable Resource: A Guide for the Public and Private Sectors and Museum Opportunities for Older Persons*. Both are free and provide advice to older volunteers on what to expect from the volunteer experience, as well as to organizations on the special needs and abilities of older volunteers. A companion publication designed for museum professionals who want to tap the network of older volunteers will soon be released. American Association of Retired Persons, Program Department, 1909 K Street, N.W., Washington, D.C. 20049 (202) 872-4700.

- The United States Association of Museum Volunteers seeks to promote professionalism among vol-

unteers and is an umbrella organization for volunteer groups in a variety of museum settings. The organization, an affiliate committee of the American Association of Museums, represents 16,000 volunteers. Membership benefits include a newsletter published twice each year; the opportunity to attend regional and national meetings, frequently held in conjunction with American Association of Museums gatherings; and access to the group's technical assistance and referral network. U.S. Association of Museum Volunteers, 1307 New Hampshire Avenue, N.W., Washington, D.C. 20036 (202) 293-5879.

- The technical leaflet series produced by the American Association for State and Local History includes two publications on working with educational volunteers. "Training for Docents: How to Talk to Visitors" (125) and "Volunteer Docent Programs: A Pragmatic Approach to Museum Interpretation" (065) are \$2 each. AASLH, 708 Berry Road, Nashville, Tenn. 37204 (615) 383-5991.
- Volunteer Lawyers for the Arts (VLA) provides legal assistance to nonprofit arts organizations with annual budgets of \$100,000 or less. Members will assist in incorporation and obtaining tax exempt status, as well as in other legal matters. There are VLA affiliates in 39 cities. A publications series includes books on various legal issues for nonprofit cultural organizations. Volunteer Lawyers for the Arts, Suite 711, 1560 Broadway, New York, N.Y. 10036 (212) 575-1150.
- Internal Revenue Service Publication 526, "Income Tax Deductions for Contributions," provides an exhaustive review of both deductible and nondeductible out-of-pocket expenses associated with volunteer service. Copies can be obtained from your local IRS office.
- Voluntary Action Centers are funded by the United Way in approximately 70 percent of its local operations. In other locations the United Way itself provides training and serves the clearinghouse function. Programs for prospective volunteers include skill identification and development and volunteer career choices. Organizations interested in working with volunteers can also receive training and assistance. Contact your local United Way for information on local programs.
- "From the Inside Out," a how-to guide explaining the massive one-day Paint-A-Thon effort described earlier, is available from the sponsoring organization. The guide is \$5 and a complementary audiovisual presentation, available both on film and videotape, can be either purchased or rented. Sharon Charlton, Brothers Redevelopment, Inc., 2519 West 11th Avenue, Denver, Colo. 80204 (303) 573-5107.
- *Cultural Resources and You: A Volunteer Guide to Local Cultural Resource Surveys and Inventories* can be purchased from the Historic Preservation League of Oregon for \$10. A free brochure is also available describing the slide show designed for use as a visual introduction to the written training manual. HPLO,

Preservation Resource Center, P. O. Box 40053, Portland, Ore. 97240 (503) 243-1923.

- ACTION is the national volunteer agency of the federal government. Founded in 1971, it is the umbrella agency for the Retired Senior Volunteer Program (RSVP), Volunteers in Service to America (VISTA), Young Volunteers in Action (YVA) and various other federally sponsored programs that encourage volunteerism. Local and regional contact information can be obtained by writing ACTION Office of Communication, Washington, D.C. 20525 (202) 634-9282.
- Various colleges across the country have volunteer management courses and programs. The American University offers a noncredit professional certificate through its Office of Continuing Education, University Programs Advisement Center, Room 153, McKinley Building, Washington, D.C. 20016. Since 1972, the University of Colorado has offered the Volunteer Management Certificate program, a series of three workshops over a one-year period. Information on the program is available from the university's Office of Conference Services, Campus 454, Boulder, Colo. 80309 (303) 492-5151. Check with community colleges and universities in your area for workshops, institutes, credit and noncredit courses in volunteer management.

The National Trust for Historic Preservation is the only national, private nonprofit organization chartered by Congress with the responsibility for encouraging the preservation of sites, buildings and objects significant in American history and culture. Support for the National Trust is provided by membership dues, endowment funds, contributions and matching grants from federal agencies, including the U.S. Department of Interior, National Park Service, under provisions of the National Historic Preservation Act of 1966. The opinions expressed in this publication are not necessarily those of the National Trust or the U.S. Department of the Interior.

For information about membership in the National Trust, write Office of Membership Development, National Trust for Historic Preservation, 1785 Massachusetts Avenue, N.W., Washington, D.C. 20036. Dues start at \$15 for individuals. The Trust also offers for \$50 a Member Organization Program with benefits designed especially for organizations.

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