

**FINAL REPORT**  
**on the**  
**National Conference**  
**of**  
**Lt. Governors**  
**Multistate**  
**Volunteer Project**



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STATE OF MICHIGAN  
OFFICE OF THE LIEUTENANT GOVERNOR  
LANSING

JAMES J. DAMMAN  
LIEUTENANT GOVERNOR

Dear Friends:

As Chairman of the Committee on Volunteerism, it is with pride that I offer this "Final Report on the National Conference of Lieutenant Governors Multistate Volunteer Project."

This project was a demonstration effort among the eight participating states who represent a broad geographical and size distribution. Some states have more advanced programs in volunteerism than others and some are at the initial stages of creating a state office of volunteer services. This demonstration provides examples of what can be accomplished at the state government level in supporting and encouraging the development of volunteerism.

The Volunteerism Committee of the National Conference of Lieutenant Governors will continue to provide active leadership in the effort to expand and improve the role that state governments can play in this important area.

Our appreciation to ACTION for providing the needed funding and assistance in making this project a success. Thanks to the participants from our eight states for their support and active involvement.

This report attempts to not only review the actual activities that were a part of this demonstration project but also to offer information and materials that will be useful to any state or organization that wants to learn something more about how government can join hands with volunteerism to help tackle the tremendous human services problems we face.

There is much to be done. It is my hope that this project will make an important contribution to the body of knowledge about volunteerism and that it will be a useful tool for those who want to move forward in this field.

Sincerely,

A handwritten signature in black ink that reads "James J. Damman". The signature is written in a cursive style with large, flowing loops.



STATE OF MICHIGAN  
OFFICE OF THE LIEUTENANT GOVERNOR  
LANSING

JAMES J. DAMMAN  
LIEUTENANT GOVERNOR

Dear Reader:

As Director, I have found this Multistate Volunteer Project (M.V.P.) to be a most worthwhile and rewarding experience. The opportunity the M.V.P. afforded, in terms of exchanging and sharing ideas and information relative to volunteerism, was unique in that it was the first demonstration of its kind. The M.V.P. was a cooperative effort among the eight participating states who represented varying levels of activity and sophistication in the area of volunteerism. The purpose of the M.V.P. was the development, maintenance, and enhancement of local, human service-oriented volunteerism at the state level.

The outcome of the M.V.P. Workshop, held in St. Louis, Missouri, on July 19, 20, and 21, 1977, was the mini-workshop proceedings, the PERTs (Program Evaluation and Review Techniques) and individual state plans based upon the critical issues identified by each state. In the following months, each state began the actual implementation of their own plan, making any revisions deemed appropriate to their goals and objectives. During the same period, four conference calls were held, drawing upon the expertise of the participants. This provided an excellent opportunity to discuss individual concerns and share each state's progress. In addition, some reports on selected topics on volunteerism were developed in order to share some additional information and experiences relative to volunteerism.

My sincere appreciation is extended to each of the participants whose cooperation, enthusiasm, and active involvement made this M.V.P. a successful demonstration. To my staff, workshop facilitators, and project consultant, who were instrumental throughout the M.V.P., I owe my deepest gratitude. Thanks to the support from ACTION and the genuine interest of the Volunteerism Committee of the National Conference of Lieutenant Governors for making this M.V.P. possible.

I trust you will find this final report most valuable in developing, implementing, and analyzing your own state's role in volunteer services. Although the M.V.P. has come to a conclusion, I am confident this report will continue to serve as a successful example of how state governments can facilitate citizen involvement through voluntary action.

Sincerely,

A handwritten signature in cursive script, appearing to read "Ed Harris".

Ed Harris  
Director  
Multistate Volunteer Project

## PROJECT ABSTRACT

The Multistate Volunteer Project Conference took place at the Breckenridge Inn, St. Louis, Missouri, on July 19, 20, and 21, 1977. The conference included participants from Michigan, Missouri, Minnesota, Louisiana, Colorado, South Carolina, New Jersey, and Wisconsin.

The overall goal of the conference was to assist the participants in the development of individualized plans for the promotion of voluntary action efforts in their respective states. Toward this end, the conference was structured to meet the following objectives:

1. The development of a sense of group cohesiveness which would facilitate the creation of personal working relationships and a sharing of information and other resources among participants.
2. The identification of issues and problems involving the development and ongoing operations of state volunteer agencies.
3. The creation of action plans based on the most critical issues identified by each state at its respective stage of development.

The conference began with opening remarks by Lieutenant Governor Damman of Michigan and Lieutenant Governor Phelps of Missouri concerning the current and potential status of volunteerism. An introduction exercise followed which was designed to facilitate the development of an informal working atmosphere for the participants.

The group was then asked to consider the goals and objectives of the conference and to enter into a contract regarding their role at the conference, the role of the facilitators, the objectives of the conference, meeting times, constraints, etc.

Once consensus was achieved, the participants were asked to individually generate what they considered to be critical elements in an ideal state plan for voluntary action. These elements were then shared with the whole group using the Delbecq process.\*

At this point the group was divided into three subgroups and each subgroup was instructed to PERT the items identified, i.e., to arrange the items in a time flow, noting which items must occur before the others could be undertaken, which could be developed together, and, in general, how the elements and overall development of a state plan could be most efficiently undertaken. Three plans were thus developed and presented to the whole group for their consideration.

The participants were then asked to come to consensus on six issues or components that they considered to offer the greatest potential for further investigation given the stage of development that their state office had achieved to date. These six issues then became the focus for mini workshops or focused discussions in which one or more of the participants acted as resource person(s) and discussion leader(s). The six issues selected were professionalism in volunteerism, program development, legislation impacting volunteerism, mobilizing support for volunteerism, recruiting minority volunteers, and conducting a needs' assessment.

Upon the completion of the mini workshops, a presentation was made on the Governor's Aesthetic Environment Program by the delegates from Minnesota, and state delegates were requested to prepare their state action plans, which were then presented to the entire group for review the last morning. A workshop evaluation was conducted.

\* Dr. Andre Delbecq and Andrew VandeVen, Journal of Applied Behavioral Science, Vol. 7, No. 4.

Following the July workshop in St. Louis, workshop staff and facilitators met in Lansing to review the materials, notes, etc., generated at that conference. Utilizing these materials, the state plans submitted by participants, conference evaluations, etc., a "Report on the National Conference of Lieutenant Governors Multistate Volunteer Project Workshop" was developed. This report was then made available to conference participants and other interested parties including those attending the Lieutenant Governors Conference in Seattle, Washington, for their review and comment.

During August and September following the conference, participating states were contacted periodically to assess their progress in implementing the state plans they had developed at the conference. From such contacts a number of issues/problems were identified by Multistate Volunteer Project staff. At the same time it was recognized that there existed some expertise on some of these issues/problems among the participants themselves. It was then decided that project staff could provide the most effective technical assistance, in these instances, by arranging for a vehicle to bring those participants with expertise in such an area into contact with those expressing concern in the area. The result was a series of four conference calls between participants providing for an exchange of information and practical suggestions concerning means of impacting the specific concern. In this way participants were also further encouraged to develop and utilize effective communication channels with each other. Summaries of these conference calls are included in this report.

August and September were also the first two months after the drafting of state plans to begin the implementation of same. As noted earlier, multistate project staff provided technical assistance as necessary and requested participants to submit a summary of their progress in implementing the plans

as of October 1st. These updates are included in this report following a summary of the initial plans. As you will no doubt observe while extenuating circumstances impacted the implementation of some states' plans, overall progress has been impressive.

Finally, conference participants were also invited to submit information (mini-papers) on selected topics with which they had had unique experience and which might be of general benefit. These discussions are also included in this report.

We of the staff of the Multistate Volunteer Project believe this demonstration project has in fact resulted in significant progress toward "developing, maintaining, and enhancing local human services oriented volunteerism activities at the state level." While a great deal remains to be done in this area, some important initial steps have been taken as a result of this demonstration: each state has acquired a better understanding of where it stands relative to the others; each state has developed a clearer picture of the directions it will seek to move in during the coming months; each state has acquired some new conceptual tools for planning and implementing state volunteer programs; and perhaps most importantly, each state has developed effective communication linkages and personal working relationships with the other states participating in the demonstration.

PARTICIPANTS

- Colorado - Josie Johnson  
Executive Assistant to the Lieutenant Governor
- Louisiana - Leon Halford  
Statewide Director of Volunteer Services
- Susan Carskadon  
Field Coordinator of Volunteer Services
- Michigan - Lavon Bliesener  
Executive Director, VIM
- The Honorable James J. Damman  
Lieutenant Governor
- Minnesota - Laura Lee Geraghty  
Director  
Governor's Office on Volunteer Services
- Kenneth Krautbauer  
Assistant Director  
Governor's Office on Volunteer Services
- Rosemary Goff  
Administrative Assistant to the Lieutenant Governor
- Barbara Rohde  
Program Coordinator  
Governor's Aesthetic Environment Program
- Missouri - The Honorable William C. Phelps  
Lieutenant Governor
- Robert Fowler  
Coordinator of Volunteer Services
- New Jersey - Bernice Shepard  
Director of Volunteer Services
- Charlotte Speck  
Coordinator of Volunteer Services
- South Carolina - Linda Lewis  
Director of State Volunteer Services
- Amy Solomon  
Assistant Director of State Volunteer Services
- Wisconsin - R. Richard Wagner  
Special Assistant to the Governor
- ACTION - Stanley Stewart  
Michigan State Director

PROJECT STAFF

Ed Harris  
Project Director

Stanley Pratt  
Chairman, VIM Commission

Chuck Tyson  
Executive Assistant to the Lieutenant Governor

John Ducat  
Workshop Facilitator and Project Consultant

Becky Hollingsworth  
Workshop Facilitator

Maxine Beady  
Workshop Facilitator

V. List of Key Elements of an Ideal State  
Plan for Volunteerism Generated by  
Workshop Participants

CRITICAL ELEMENTS IN AN IDEAL STATE PLAN FOR  
VOLUNTEERISM IDENTIFIED BY CONFERENCE PARTICIPANTS

1. Gaining and maintaining support from elected officials for state office.
  - A. For needed legislation.
  - B. For necessary funding.
  - C. For the creation of a state office of volunteerism.
2. Gaining and maintaining the support of the volunteer community, i.e., VAC's, existing volunteer organizations like Red Cross, etc.
3. Obtaining funding for the state office from the legislature.
  - A. Should be independent of partisan politics.
  - B. Funding level should assure adequate staff to carry out mandated and/or approved projects/responsibilities.
  - C. Basic funding should be planned and assured for the long term.
4. Developing clear and specific job descriptions for state agency staff and developing clear expectations for volunteers.
5. Developing specialized recruitment procedures to meet specific criteria both in terms of the nature of the volunteer desired and in terms of matching the volunteer to the job.
6. Education/Public Relations, i.e., developing effective two way communication channels which allow the state office to communicate information, demonstrate needs, and provide effective feedback.
  - A. To funding sources.
  - B. To potential volunteers.
  - C. To existing volunteer organizations and their volunteers.
7. To develop a precise definition of the role and the scope of the state office.
8. To execute a needs assessment for the state agency.
  - A. Establish contact with and define the target populations providing and receiving volunteer services.
  - B. Identify gaps in service, duplication of efforts and areas that will most readily benefit from coordination assistance.

9. Program development -
  - A. Identification of program elements.
  - B. Securing office (with high visibility in terms of organizational structure ideally), staff, etc.
10. Establishing two-way communications with local programs, particularly in reference to rural programs.
11. Recruitment of volunteers.
  - A. Care should be given to communicate the actuarial nature of the role.
  - B. Developing recruitment procedures for single event and ongoing tasks/projects.
  - C. Developing recruitment procedures for specific demographic target populations.
12. Training -
  - A. Of state agency staff.
  - B. Of local volunteer coordinators.
13. Developing a means to provide for the movement of volunteers.
  - A. From less skilled to more skilled, possibly leading to new employment opportunities especially for youth and lower SES demographic groups.
  - B. From area of recruitment to area of need.
14. Develop a means to provide cost analysis information on agency operations.
  - A. Information should be collected in such a way as to demonstrate movement toward meeting mandated objectives/goals.
15. Developing the means to provide technical assistance to local organizations.
  - A. Identification of resources, both human and material.
  - B. Training of trainers.
16. Resource identification -
  - A. Identification of existing and potential volunteers and how they are allocated geographically and demographically.
  - B. Identify training needs and resources.

17. Assist in the development of a sense of professionalism in the area of volunteerism.
  - A. Through education.
  - B. Through assisting the volunteer to grow in skills and responsibilities.
  - C. Through upgrading skills of staff of state agency and local organizations.
  
18. Establish advisory councils and/or task forces.
  - A. Care should go into the selection of participants, in terms of social, political and technical considerations.
  
19. Develop a means to quantify the volunteer activities in the state.
  - A. In terms of the number of agencies delivering volunteer services.
  - B. In terms of the number of real and/or potential volunteers.
  
20. Establish recognition activities for volunteers (meaningful activities).
  - A. As a means of improving retention of volunteers.
  - B. As a means of fostering professionalism.
  - C. As a recruitment aide.
  
21. Develop a public relations program to maximize visibility, upgrade professionalism, aid in recruitment and provide feedback to legislature, etc.
  
22. Provide technical assistance in training management skills to local program directors. Same for communication skills.
  
23. Develop a specific definition of the state office's role in the actual implementation of programs.
  
24. Develop both long and short term goals for the state office. Such plans should stress flexibility.
  - A. For use in program development, evaluation, etc.
  
25. Number 25 is omitted due to duplication.
  
26. Locate state office in such a way as to maximize organizational visibility.
  - A. Linked to budget and public relations considerations.

27. Develop a means to serve as a catalyst for assisting state organizations to pool resources to help meet specialized human needs within the state.
28. Develop a plan for the optimal allocation of resources to meet agency goals and objectives.
29. Avoid needless duplication of services through communication of needs assessment information to local organizations, etc.
30. Provide for a means of obtaining continuous local input on program development, needs assessment program implementation and evaluation of services.
31. Serve as an advocate for increased benefits for volunteers, e.g., insurance, workmen's compensation, transportation, tax credit, experience credit with educational institutions, etc.
  - A. With public, legislature, etc.
32. Develop a means of two way communication between federal and state levels of volunteer activity, legislation, etc.
33. Provide for a means of soliciting and utilizing feedback from the consumers of your services and the constituents they serve, i.e., design and implement an effective feedback mechanism.
34. Establish a task force to consider benefits for volunteers.
35. Establish an information clearinghouse for volunteerism related legislation, educational materials, etc.
  - A. Publish a newsletter.
  - B. Keep information on grants, etc., relative to volunteerism.
36. Develop and implement a plan to involve volunteers in the workings of various state agencies.
37. Provide for a means of program evaluation that incorporates adequate documentation regarding the program(s) objectives.
  - A. Such a program should attempt to incorporate unobtrusive measures of the impact of volunteer programs on both the deliverers and receivers of the services provided.
38. Develop a means to act as an advocate of volunteers in various state departments and organizations.

39. Provide for a means of advancing policy development in the area of volunteerism.
40. Develop a means of ongoing assessment of the adequacy and relevance of established goals and objectives.
41. Develop a two-way communication channel with statewide associations dealing with volunteers or volunteerism, as well as with state VAC's.
42. Establish and/or maintain active linkage with associations of professionals in volunteer administration.
43. Establish active linkage with N.I.C.O.V., N.C.V.A., the Alliance, the Assembly and with national leaders and/or experts in the area of volunteerism.

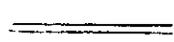
These numbers represent ongoing functions:

1  
2  
6  
10  
21  
30  
32  
33  
38  
40  
41  
42  
43

VI. Program Evaluation and Review Techniques  
(PERTs) Developed by Participants

PERT CHART KEY

 Indicates ongoing functions.

 Indicates the critical path.

 Indicates an interface for complimentary tasks.

## NEEDS ASSESSMENT

Avoid needless duplication of services through communication of needs assessment information to local organizations, etc.

To execute a needs assessment for the state agency:  
a) Establish contact with and define the target populations providing and receiving volunteer services.  
b) Identify gaps in service, duplication of efforts, and areas that will most readily benefit from coordination assistance.

Develop a means to quantify the volunteer activities in the state:  
a) In terms of the number of agencies delivering volunteer services.  
b) In terms of the number of real and/or potential volunteers.

Develop a two-way communication channel with state-wide associations dealing with volunteers or volunteerism, as well as with state VACs.

Develop a means of two-way communication between federal and state levels of volunteer activity, legislation, etc.

Develop a specific definition of the state office's role in the actual implementation of programs.

## PROPOSAL

Program development:  
a) Identification of program elements.  
b) Securing office (with high visibility in terms of organizational structure ideally), staff, etc.

Develop both long and short term goals for the state office. Such plans should stress flexibility  
a) For use in program development, evaluation, etc.

Provide for a means of advancing policy development in the area of volunteerism.

Group I

Establish a task force to consider benefits for volunteers.

PROPOSAL

GAIN SUPPORT

Develop a means to provide cost analysis information on agency operations:  
a) Information should be collected in such a way as to demonstrate movement toward meeting mandated objectives/goals.

Develop a plan for the optimal allocation of resources to meet agency goals and objectives.

Avoid needless duplication of services through communication of needs assessment information to local organizations, etc.

Serve as an advocate for increased benefits for volunteers, e.g., insurance, workmen's compensation, transportation, tax credit, experience credit with educational institutions, etc.:  
a) With public, legislature, etc.

Gaining and maintaining support from elected officials for state office:  
a) For needed legislation.  
b) For necessary funding.

Gaining and maintaining the support of the volunteer community, i.e., VACs, existing volunteer organizations like Red Cross, etc.

Establish advisory councils and/or task forces:  
a) Care should go into the selection of participants, in terms of social, political, and technical considerations.

Obtaining funding for the state office from the legislature:  
a) Should be independent of partisan politics.  
b) Funding level should assure adequate staff to carry out mandated and/or approved projects/responsibilities.  
c) Basic funding should be planned and assured for the long term.

Develop a two-way communication channel with state-wide associations dealing with volunteers or volunteerism, as well as with state VACs.

Develop a public relations program to maximize visibility, upgrade professionalism, aid in recruitment, and provide feedback to legislature, etc.

Education/Public Relations, i.e., developing effective two-way communication information, demonstrate needs, and provide effective feedback:  
a) To funding sources.  
b) To potential volunteers.  
c) To existing volunteer organizations and their volunteers.

To develop a precise definition of the role and the scope of the state office.

Develop a specific definition of the state office's role in the actual implementation of programs.

CREATE STRUCTURE

IMPLEMENT PLAN

Develop a plan for the optimal allocation of resources to meet agency goals and objectives.

Locate state office in such a way as to maximize organizational visibility.

Provide for a means of advancing policy development in the area of volunteerism.

Resource identification:  
 a) Identification of existing and potential volunteers and how they are allocated geographically and demographically.  
 b) Identify training needs and resources.

Developing clear and specific job descriptions for state agency staff and developing clear expectations for volunteers.

Developing the means to provide technical assistance to local organizations:  
 a) Identification of resources, both human and material.  
 b) Training of trainers.

Recruitment of volunteers:  
 a) Care should be given to communicate the actuarial nature of the role.  
 b) Developing recruitment procedures for single event and on-going tasks/projects.  
 c) Developing recruitment procedures for specific demographic target populations.

Training of:  
 a) State agency staff.  
 b) Local volunteer coordinators.

Develop a means to serve as a catalyst for assisting state organizations to pool resources to help meet specialized human needs within the state.

IMPLEMENT PLAN

Serve as an advocate for increased benefits for volunteers, e.g., insurance, workmen's compensation, transportation, tax credit, experience credit with educational institutions, etc.:  
a) With public, legislature, etc.

Establish recognition activities for volunteers (meaningful activities):  
a) As a means of improving retention of volunteers.  
b) As a means of fostering professionalism.  
c) As a recruitment aide.

Establish an information clearinghouse for volunteerism-related legislation, educational materials, etc:  
a) Publish a newsletter.  
b) Keep information on grants, etc., relative to volunteerism.

Establish a task force to consider benefits for volunteers.

Develop and implement a plan to involve volunteers in the workings of various state agencies.

Develop a means to act as an advocate of volunteers in various state departments and organizations.

Assist in the development of a sense of professionalism in the area of volunteerism:  
a) Through education.  
b) Through assisting the volunteer to grow in skills and responsibilities.  
c) Through upgrading skills of staff of state agency & local organizations.

Provide technical assistance in training management skills to local program directors. Same for communication skills.

Education/Public Relations, i.e., developing effective two-way communication channels which allow the state office to communicate information, demonstrate needs, and provide effective feedback: b) To potential volunteers, and c) To existing volunteer organizations and their volunteers.

Develop a two-way communication channel with state-wide associations dealing with volunteers or volunteerism, as well as with state VACs.

Establishing two-way communications with local programs, particularly in reference to rural programs.

Develop a means of two-way communication between federal and state levels of volunteer activity, legislation, etc.

REVIEW AND EVALUATION

Demonstrate a means to provide cost analysis information on agency operations:  
 a) Information should be collected in such a way as to demonstrate movement toward meeting mandated objectives/ goals.

Provide for a means of obtaining continuous local input on program development, needs assessment program implementation and evaluation of services.

Provide for a means of program evaluation that incorporates adequate documentation regarding the program(s) objectives: a) Such a program should attempt to incorporate unobtrusive measures of the impact of volunteer programs on both the deliverers and receivers of the services provided.

Developing a means to provide for the movement of volunteers:  
 a) From less skilled to more skilled, possibly leading to new employment opportunities especially for youth and lower SES demographic groups, and  
 b) From area of recruitment to area of need.

Provide for a means of soliciting and utilizing feedback from the consumers of your services and the constituents they serve, i.e., design and implement an effective feedback mechanism.

Develop a public relations program to maximize visibility, upgrade professionalism, aid in recruitment and provide feedback to legislature, etc.

Develop a means of ongoing assessment of the adequacy and relevance of established goals and objectives.

Develop both long and short term goals for the state office. Such plans should stress flexibility.

Develop a public relations program to maximize visibility, upgrade professionalism, aid in recruitment, and provide feedback to legislature, etc.

Avoid needless duplication of services through communication of needs assessment information to local organizations, etc.

Assist in the development of a sense of professionalism in the area of volunteerism:  
 a) Through education.  
 b) Through assisting the volunteer to grow in skills and responsibilities.  
 c) Through upgrading skills of staff of state agency and local organizations.

Provide for a means of obtaining continuous local input on program development, needs assessment program implementation and evaluation of services.

NEEDS ASSESSMENT

Develop a means of two-way communication between federal and state levels of volunteer activity, legislation, etc.

Gaining and maintaining support from elected officials for state office:  
a) For needed legislation.  
b) For necessary funding.  
c) For the creation of a state office of volunteerism.

Education/Public Relations, i.e., developing effective two-way communication channels which allow the state office to communicate information, demonstrate needs, and provide effective feedback:  
a) To funding sources.  
b) To potential volunteers.  
c) To existing volunteer organizations and their volunteers.

Develop a public relations program to maximize visibility, upgrade professionalism, aid in recruitment, and provide feedback to legislature, etc.

Develop a two-way communication channel with state-wide associations dealing with volunteers or volunteerism, as well as with state VACs.

Establish active linkage with N.I.C.O.V., N.C.V.A., the Alliance, the Assembly, and with national leaders and/or experts in the area of volunteerism.

Obtaining funding for the state office from the legislature:  
a) Should be independent of partisan politics.  
b) Funding level should assure adequate staff to carry out mandated and/or approved projects/responsibilities.  
c) Basic funding should be planned and assured for the long term.

Establish and/or maintain active linkage with associations of professionals in volunteer administration.

Establishing two-way communications with local programs, particularly in reference to rural programs.

Provide for a means of obtaining continuous local input on program development, needs assessment program implementation and evaluation of services.

To execute a needs assessment for the state agency:  
a) Establish contact with and define the target populations providing and receiving volunteer services.  
b) Identify gaps in service, duplication of efforts and areas that will most readily benefit from coordination assistance.

Develop a means to quantify the volunteer activities in the state:  
a) In terms of the number of agencies delivering volunteer services.  
b) In terms of the number of real and/or potential volunteers.

Avoid needless duplication of services through communication of needs assessment information to local organizations, etc.

Provide for a means of soliciting and utilizing feedback from the consumers of your services and the constituents they service, i.e., design and implement an effective feedback mechanism.

Gaining and maintaining the support of the volunteer community, i.e., VACs, existing volunteer organizations like Red Cross, etc.

Establish advisory councils and/or task forces:  
a) Care should go into the selection of participants, in terms of social, political, and technical considerations.

Establish a task force to consider benefits for volunteers.

Develop a means to act as an advocate of volunteers in various state departments and organizations.

To develop a precise definition of the role and the scope of the state office.

Develop a specific definition of the state office's role in the actual implementation of programs.

Develop both long and short term goals for the state office. Such plans should stress flexibility:  
a) For use in program development, evaluation, etc.

Locate state office in such a way as to maximize organizational visibility:  
a) Linked to budget and public relations considerations.

Developing clear and specific job descriptions for state agency staff and developing clear expectations for volunteers.

Develop a means of ongoing assessment of the adequacy and relevance of established goals and objectives.

Program development:  
a) Identification of program elements.  
b) Securing office (with high visibility in terms of organizational structure ideally), staff, etc.

Resource identification:  
a) Identification of existing and potential volunteers and how they are allocated geographically and demographically.  
b) Identify training needs and resources.

Developing specialized recruitment procedures to meet specific criteria both in terms of the nature of the volunteer desired and in terms of matching the volunteer to the job.

Develop a means to provide cost analysis information on agency operations:  
a) Information should be collected in such a way as to demonstrate movement toward meeting mandated objectives/goals.

Develop both long and short term goals for the state office. Such plans should stress flexibility.

Establish recognition activities for volunteers (meaningful activities):  
a) As a means of improving retention of volunteers.  
b) As a means of fostering professionalism.  
c) As a recruitment aide.

Develop a plan for the optimal allocation of resources to meet agency goals and objectives.

IMPLEMENTATION

PROGRAM DEVELOPMENT AND FUNDING

Serve as an advocate for increased benefits for volunteers, e.g., insurance, workmen's compensation, transportation, tax credit, experience credit with educational institutions, etc.

Develop and implement a plan to involve volunteers in the workings of various state agencies.

Establish an information clearinghouse for volunteerism-related legislation, educational materials, etc.:  
 a) Publish a newsletter.  
 b) Keep information on grants, etc., relative to volunteerism.

Provide for a means of program evaluation that incorporates adequate documentation regarding the program(s) objectives:  
 a) Such a program should attempt to incorporate unobtrusive measures of the impact of volunteer programs on both the deliverers and receivers of the services provided.

Provide for a means of advancing policy development in the area of volunteerism.

Establish recognition activities for volunteers (meaningful activities):  
 a) As a means of improving retention of volunteers.  
 c) As a recruitment aide.

Recruitment of volunteers:  
 a) Care should be given to communicate the actuarial nature of the role.  
 b) Developing recruitment procedures for single event and ongoing tasks/projects.  
 c) Developing recruitment procedures for specific demographic target populations.

Training:  
 a) Of state agency staff.  
 b) Of local volunteer coordinators.

Provide technical assistance in training management skills to local program directors. Same for communication skills.

Develop a means to serve as a catalyst for assisting state organizations to pool resources to help meet specialized human needs within the state.

Developing the means to provide technical assistance to local organizations:  
 a) Identification of resources, both human and material.  
 b) Training of trainers.

Education/Public Relations, i.e., developing effective two-way communication channels which allow the state office to communicate information, demonstrate needs, and provide effective feedback:

- a) To funding sources.
- b) To potential volunteers.
- c) To existing volunteer organizations and their volunteers.

Establishing two-way communications with local programs, particularly in reference to rural programs.

Develop a means to quantify the volunteer activities in the state:

- a) In terms of the number of agencies delivering volunteer services.
- b) In terms of the number of real and/or potential volunteers.

Provide for a means of obtaining continuous local input on program development, needs assessment program implementation and evaluation of services.

To execute a needs assessment for the state agency:

- a) Establish contact with and define the target populations providing and receiving volunteer services.
- b) Identify gaps in service, duplication of efforts and areas that will most readily benefit from coordination assistance.

Establish advisory councils and/or task forces:

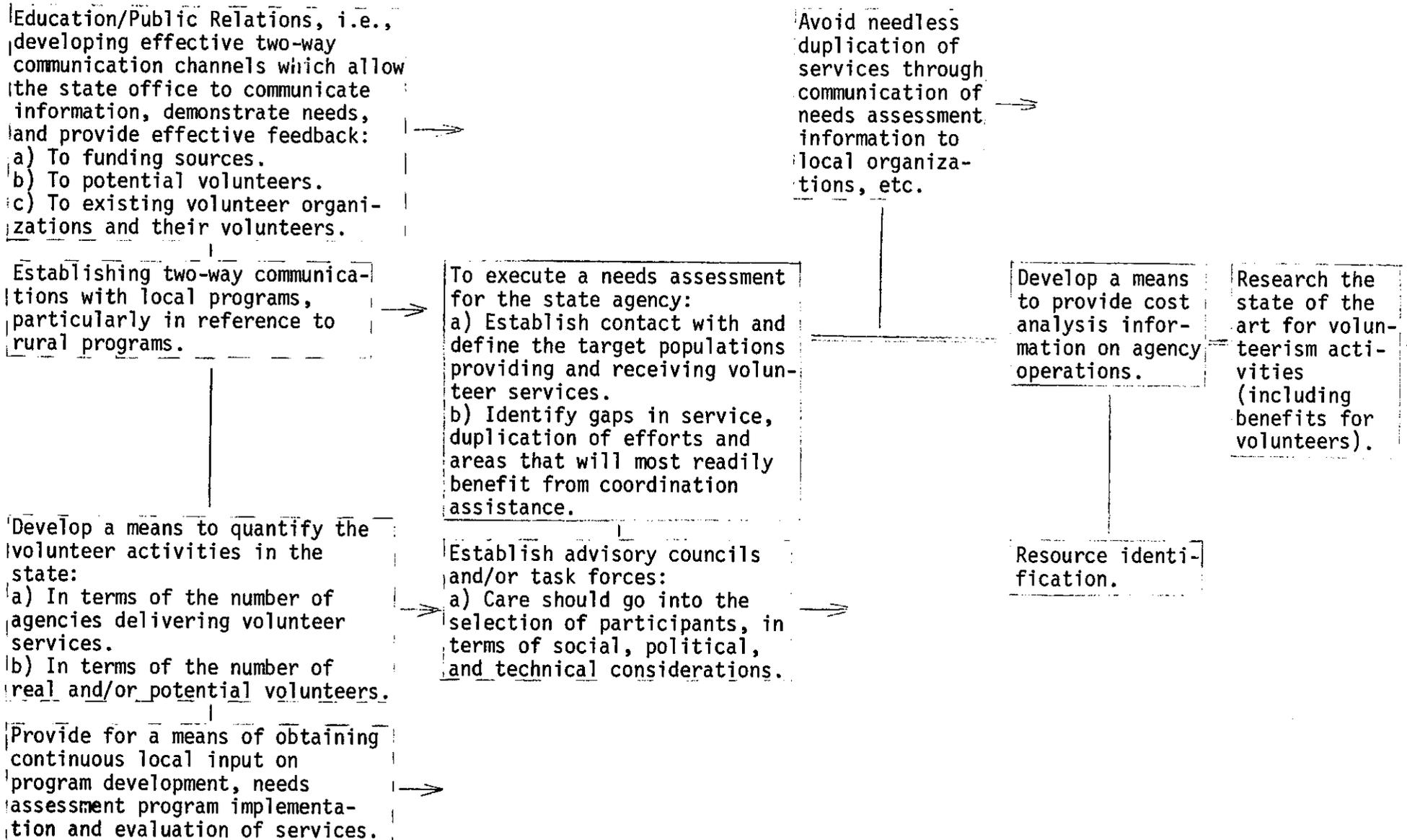
- a) Care should go into the selection of participants, in terms of social, political, and technical considerations.

Avoid needless duplication of services through communication of needs assessment information to local organizations, etc.

Develop a means to provide cost analysis information on agency operations.

Research the state of the art for volunteerism activities (including benefits for volunteers).

Resource identification.



PLANNING

ESTABLISHMENT

Locate state office in such a way as to maximize organizational visibility:  
a) Linked to budget and public relations considerations.

Program development:  
a) Identification of program elements.  
b) Securing office (with high visibility in terms of organizational structure ideally), staff, etc.

Education/Public Relations, i.e., developing effective two-way communication channels which allow the state office to communicate information, demonstrate needs, and provide effective feedback:  
a) To funding sources.  
b) To potential volunteers.  
c) To existing volunteer organizations and their volunteers.

Provide for a means of soliciting and utilizing feedback from the consumers of your services and the constituents they serve, i.e., design and implement an effective feedback mechanism.

Develop a means to quantify the volunteer activities in the state.

Develop a means to provide cost analysis information on agency operations.

Continued study of the status of volunteerism.

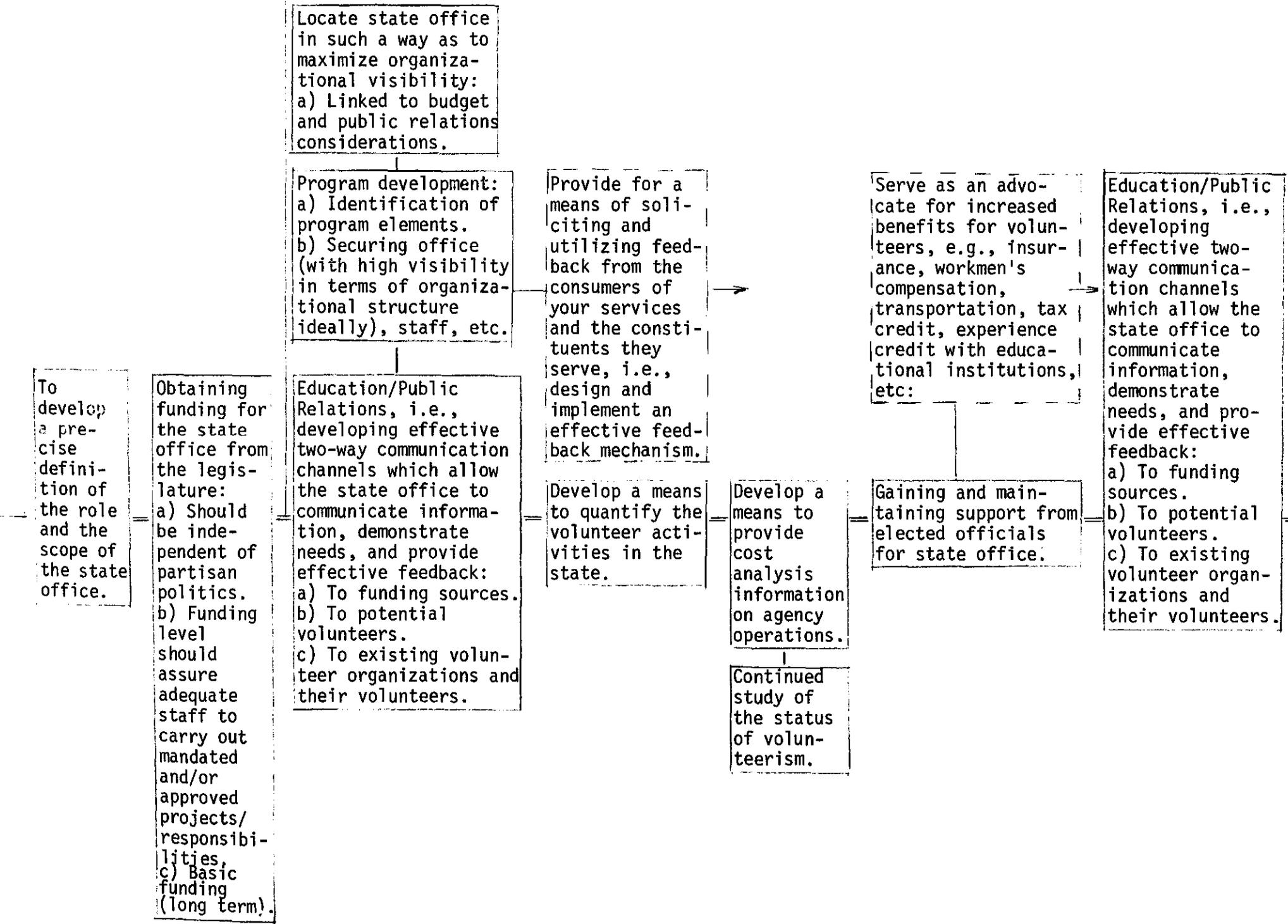
Serve as an advocate for increased benefits for volunteers, e.g., insurance, workmen's compensation, transportation, tax credit, experience credit with educational institutions, etc:

Gaining and maintaining support from elected officials for state office.

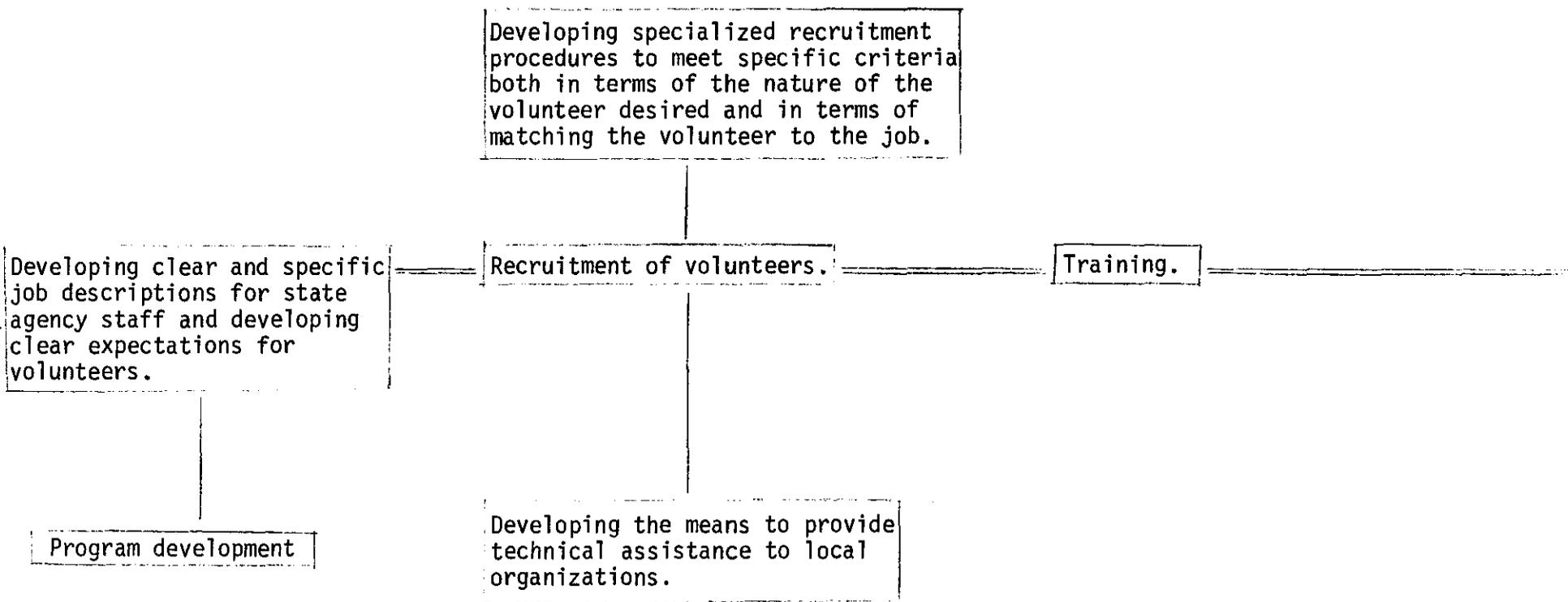
Education/Public Relations, i.e., developing effective two-way communication channels which allow the state office to communicate information, demonstrate needs, and provide effective feedback:  
a) To funding sources.  
b) To potential volunteers.  
c) To existing volunteer organizations and their volunteers.

To develop a precise definition of the role and the scope of the state office.

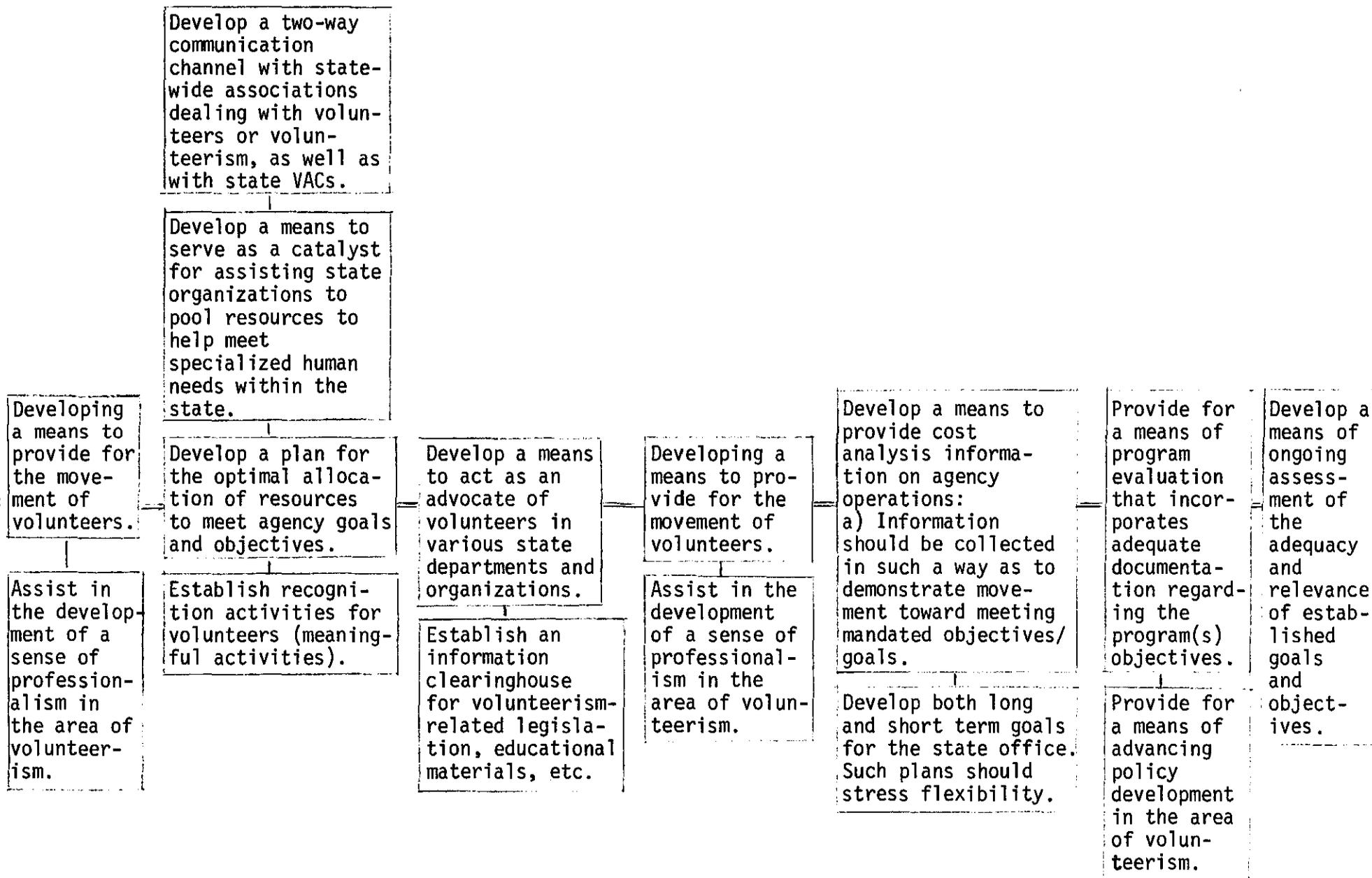
Obtaining funding for the state office from the legislature:  
a) Should be independent of partisan politics.  
b) Funding level should assure adequate staff to carry out mandated and/or approved projects/responsibilities.  
c) Basic funding (long term).



OPERATIONS



EVALUATION AND DEVELOPMENT



PROFESSIONALISM IN VOLUNTEERISM

Resource person - Linda Lewis, South Carolina.

Participants - Chuck Tyson and Lavon Bliesener, Michigan; Leon Halford and Susan Carskadon, Louisiana; Lieutenant Governor Damman, Michigan; Lieutenant Governor Phelps, Missouri; and Rosemary Goff and Barbara Rohde, Minnesota.

This workshop began with a discussion of South Carolina's program to foster professionalism in volunteerism. Basically their approach was to form an independent statewide association of volunteer directors. Once formed, the state office functioned in providing technical assistance, including training in management techniques, to the association's membership. The statewide association later formed regional associations to more effectively consider regional needs and problems, and these associations were also provided technical assistance.

In addition to enhancing the professional skills of the local volunteer directors, this approach also facilitated two-way communication at these levels and resulted in greater visibility and support for the state office by the local directors.

The remainder of the workshop focused on what constitutes professionalism in volunteerism. Aspects considered were the formal credentials of volunteer directors. Some participants felt that upgrading qualifications would result in a more professional status. Others approached the issue from the standpoint of upgrading specific skills.

Finally, factors adversely affecting professionalism in volunteerism were considered. Participants discussed the organizational status of volunteer directors, their control over the funding of their programs, and salary considerations.

## Mini Workshop Summary

### PROGRAM DEVELOPMENT

Group Resource Persons - Maxine Beady and Stanley Stewart, Michigan.

Participants - Josie Johnson, Colorado; Bernice Shepard, New Jersey; Kenneth Krautbauer, Minnesota; Richard Wagner, Wisconsin; and Stanley Pratt, Michigan.

This mini workshop primarily focused upon the procedures for application for funding through ACTION and/or the grant application procedures employed by VISTA. Guidelines were communicated to participants. Those interested in further information should contact Stanley Stewart, State Director, ACTION, 231 West Lafayette, Room 616, Detroit, Michigan 48226.

## Mini Workshop Summary

### VOLUNTEERISM LEGISLATION

Resource Person - Barbara Rohde, Minnesota.

Participants - Rosemary Goff, Minnesota; Chuck Tyson and Lavon Bliesener, Michigan; Susan Carskadon, Louisiana; Linda Lewis, South Carolina; and Charlotte Speck, New Jersey.

This workshop considered two main areas, influencing legislation concerning volunteerism and the status of benefits for volunteers.

The workshop opened with a discussion of Minnesota's experiences in the passage of the bill to create the Governor's Office of Volunteers. In the course of the discussion, the following considerations were emphasized by participants:

1. One critical element to obtaining and maintaining legislative support is good cost-benefit documentation of needs and programs.
2. Legislative status is important for long-term operation of a state office because it maximizes visibility and because it is the most secure status for stable and continuous funding.
3. It is necessary for state office staff to become active in legislative lobbying. In Minnesota, the Advisory Council drafted the legislation creating the state office, and staff carried the proposed legislation through the necessary steps for its enactment.

Toward this end it was considered valuable to secure a prominent resident in each legislative district to lobby for the desired legislation. Involving legislators in volunteer programs in their districts, through recognition activities, media coverage, etc., was also found to be helpful in both educating the legislator to the value of volunteerism and in linking the legislator with local volunteer leaders in the public perceptions. The suggestion was made that members of the advisory council register as lobbyists.

The importance of obtaining the support of the state Governor or Lieutenant Governor was also stressed. And, finally, it was proposed that any state involved in legislative activities PERT their program for action and thus obtain maximum effectiveness and develop the most comprehensive approach possible.

The remainder of the workshop was devoted to information sharing relative to the status of benefits for volunteers. Washington and Virginia were considered by participants to be the models in the field as their programs incorporated liability insurance, workmen's compensation, reimbursement for meals, the use of state vehicles for volunteer activities, and the provision of uniforms for volunteers where applicable. It was also pointed out that national legislation does exist which allows the volunteer to deduct seven cents per mile for volunteer-related transportation.

Participants cited the federal 501 bill which makes provision for volunteer organizations to engage in lobbying activities. Also cited was federal legislation which provides credit for volunteer experience for civil service examinations. However, it was stressed that such experience must be properly documented, which necessitates thorough recordkeeping but pays off in terms of fostering volunteer professionalism and motivation.

The workshop concluded with a discussion which considered the need for a new civil service classification scheme which would more accurately reflect state office staff's actual functions and would allow more flexibility in the hiring of professional personnel.

## Mini Workshop Summary

### MOBILIZING SUPPORT FOR VOLUNTEERISM

Resource person - Lavon Bliesener, Michigan.

Participants - Richard Wagner, Wisconsin; Robert Fowler, Missouri; Lieutenant Governor Damman, Michigan; Susan Carskadon, Louisiana; Barbara Rohde and Kenneth Krautbauer, Minnesota; and Charlotte Speck, New Jersey.

The workshop opened with a brief discussion of Michigan's efforts to mobilize support for their state office. The Michigan office began with a commission appointed by the Governor, consisting of 15 persons. One of the problems noted here involved some of the groups or organizations excluded from the commission and not included in the early stages of development.

With this base, Michigan soon established task forces and brought in larger segments of the volunteer community, thus expanding their base of involvement and support, e.g., D.O.V.A. Key legislators were included whenever possible on task forces and kept informed on projects that were planned or operating in their districts. These steps were considered very successful in both educational and visibility aspects and were considered to have resulted in much more cooperation than might otherwise have been the case.

Oklahoma's situation was briefly discussed. It was the feeling of the participants that this case demonstrated the wisdom of establishing an advisory council, including the V.A.C.'s, from the very beginning. This group can then assist in needs' assessment and can do a great deal to assist the state office in developing the necessary interfaces with other volunteer organizations, and thus greatly enhance the credibility of the state office's role.

In addition to a discussion of the experiences of these two states, a number of other ideas and suggestions were discussed. Items included the following:

The advisability of trying to locate and monitor as many new and/or existing programs as possible and share the information with all volunteer organizations, requesting their feedback on such information. The key to a successful state office, according to participants, lay in demonstrating how the office could provide realistic assistance to its service organizations and maintain its accountability to them. To realistically accomplish this goal, ongoing tasks and new growth would have to be prioritized and integrated into a realistic program of planned services.

It was also the consensus of the participants that involving regional level organizations in needs' assessment and then acting on their input was an effective means of gaining their support.

The mass media was discussed as another means of mobilizing support for the state office. It was felt that the office could gain a great deal more visibility if it had the support of a high-ranking state official, hence the prestige and media coverage such an individual could command. The example was used of Lieutenant Governor Phelps contacting the United Ways of Missouri and informing them of the important role played by the states' V.A.C.'s, which resulted in both more cooperation between these organizations and even increased funding for some of the V.A.C.'s by the United Way.

Mobilizing support among legislators and other key state personnel, including department heads, was considered an important area by participants. Support of the state legislature was considered vital to the long-range success of a state office. Means discussed for involving legislators included first identifying key legislators and then approaching them, educating them through some key person in their legislative district. Another method proposed centered on the idea of creating a volunteer program in the district of those legislators identified as high-priority potential supporters, and then inviting those legislators to visit

the program (preferably with media coverage) and allow the program directors to explain the importance of the state office for that program.

Another means of involving legislators centered on enlisting their aid in recognition programs for volunteers. This technique is of value to the legislator as it increases his visibility and identifies the legislator with the volunteer programs.

Participants also stressed the need to involve experts in volunteerism planning, including planning for expanding support. Sociologists can identify local leaders, economists can assist in designing cost analysis procedures, etc. These people represent a great potential asset in any volunteer program.

The concluding point concerned the need to mobilize the support of those individuals and organizations involved in volunteerism at the federal level, e.g., ACTION, appropriate federal agencies, well-known national volunteer advocates, etc. However, time limits cut short any discussion of specific strategies designed for this purpose.

## Mini Workshop Summary

### RECRUITING MINORITY VOLUNTEERS

Group Resource Persons - Bernice Shepard, New Jersey; Leon Halford and Susan Carskadon, Louisiana.

Participants - Maxine Beady, Michigan; Lieutenant Governor Pehlps, Missouri; Rosemary Goff, Minnesota; Josie Johnson, Colorado; Linda Lewis, South Carolina; Stanley Stewart and Chuck Tyson, Michigan.

The workshop opened with a discussion of the "common knowledge" assumption that minorities do not volunteer. It was decided that minorities do indeed volunteer but that a number of conditions exist which result in an underrepresentation of minorities in volunteer programs. Such factors include, but are not limited to, the normal recruitment techniques used; the types of volunteer projects recruited for, which often do not address minority concerns; limitations that minorities often have to contend with to a greater degree than non-minorities, such as economic insecurity, low educational levels, etc.

Given that certain limiting factors do in fact condition the rate of volunteerism among minorities, the discussion turned to means for obtaining greater involvement among minority segments of the population. Suggestions considered included the following:

1. Provide local voluntary organizations with the necessary training in specialized recruitment techniques for minorities. Such training should also include techniques for retaining recruited volunteers and would include a sensitivity to the volunteers' needs.
2. Use minorities to recruit minorities whenever possible.
3. Employ educational and public relations skills in minority groups to inform the potential volunteer of services being provided and how he/she might assist. Point out the value of the project to the community in general and the minority community in particular.

4. Make every attempt to develop programs that are of interest to the minority population. Such programs could be identified through a needs' assessment which includes minorities.
5. Public and private industries have proven to be good resources for the recruitment of minority volunteers, as are organized minority organizations.
6. Make every effort to attend the planning sessions of minority group organizations to provide information/education and input regarding potential contributions through volunteerism.
7. Make every effort to inform minorities on the benefits of volunteerism, especially in regard to skills obtained, exposure to job markets, etc. Make sure your programs include these components if this approach is used.

## Mini Workshop Summary

### NEEDS' ASSESSMENT

Group Resource Person - Kenneth Krautbauer, Minnesota.

Participants - Lieutenant Governor Damman, Michigan; Leon Halford, Louisiana; Josie Johnson, Colorado; Kenneth Krautbauer, Minnesota; Lieutenant Governor Phelps, Missouri; Bernice Shepard, New Jersey; Stanley Stewart and Chuck Tyson, Michigan; and Richard Wagner, Wisconsin.

The workshop opened with a discussion of assessment techniques. In this example, agency staff made personal contact with local volunteer organizations to informally discuss their ideas regarding their needs and to obtain their suggestions for conducting a needs' assessment. (While this technique might be more costly than a written questionnaire, it is psychologically sound and does allow you to accomplish a number of additional tasks, e.g., open channels of communication, demonstrate interest, establish rapport, identify key resource people, quantify volunteer efforts, etc.)

Next, an Advisory Council was established utilizing persons from various backgrounds necessary to obtain an overall view of the task at hand. In the example under discussion, V.A.C. centers, R.S.V.P. or Action, hospital auxiliaries, Girl Scouts, Big Brothers, etc., were selected as members.

Within this structure, regional forums on volunteerism were conducted which had the effect of providing information relative to needs' assessment but also increased the visibility of the state office and educated the communities involved with regard to the role and accomplishments of voluntary efforts generally and locally, thus also providing some measure of recognition.

In addition to the regional meetings, small group meetings were conducted to discuss the needs of the local volunteer directors and of their communities.

In this manner the state office was able to identify existing local resources and gain information on the type and number of volunteer agencies and volunteers

currently providing services, and the nature of those services. Also, lines of communication were opened for an exchange of other pertinent information, e.g., legislation, etc.

In addition to a discussion of the experiences of Minnesota in conducting a needs' assessment, a number of other ideas were discussed.

It was suggested that a meeting be conducted to involve statewide civic and fraternal organizations in the needs' assessment process. The purpose would be, first, to enlist their aid in identifying and prioritizing their needs and discuss what role the state office might play in helping meet those needs; and, secondly, to communicate their findings to their legislators and other key personnel.

It was further suggested that upon completion of a needs' assessment, the needs identified be grouped into some manageable number of categories and then prioritized on the basis of the feasibility of their potential for being impacted by state agency efforts. (This is, no doubt, a very important step, as one common problem expressed by many, if not all, of the workshop participants was the inability of a limited staff to assist in all aspects of volunteerism. The consensus seemed to be that such an approach paralyzed and burned out staff.)

Once such a prioritization has been conducted, the state office program can then be designed around existing needs and resources.

Any such program, once developed, would require some means of documenting movement toward meeting its identified goals. One method discussed to assist in accountability was a quantitative breakdown of the services provided by the state agency on a monthly basis. Such items as the publication of a newsletter, the number and nature of instances of technical assistance provided local organizations, the number and nature of referrals made, etc. In addition, such documentation could be broken down into whatever demographic categories were appropriate

for the state office in question, thus providing the state office ready access to the information it would be called on to provide to regulating agencies and/or other organizations.

The mini workshop concluded with a general discussion of the rationale for conducting a needs' assessment. The following points were made:

1. To serve as a basis for program development, as discussed above.
2. To serve as a tool for promoting needed legislation.
3. To assist in meeting constituents' needs relative to volunteerism.
4. To use in documenting the need for funding existing and/or proposed programs.
5. To assist planners in avoiding needless duplication of services.
6. To assist in obtaining the necessary support for operating and/or proposed programs with funding sources, state agencies, etc.

Group participants also stressed that needs' assessment should be an ongoing process. In this manner, new needs can be discovered and addressed, and agency impact can be more accurately detected.

Finally, two other areas to consider when conducting a needs' assessment were discussed. These were public and private industry, and other state departments and agencies. By incorporating these areas into a needs' assessment, it was felt that relevant information already collected could be utilized, visibility would be improved, volunteerism education could take place, potential volunteers could be located, and potential additional resources, including funding, could be identified.

VIII. State Plans Developed at Workshop,  
Revisions and Progress Reports by  
State

MULTISTATE VOLUNTEER PROJECT STATE PLAN  
Volunteerism in Michigan Commission (VIM)  
Submitted By: Lavon Bliesener and Maxine Beady

MAJOR GOAL: To re-evaluate and review current programs and activities of the VIM Office as they relate to the stated goals and purposes of the Commission in order to develop and implement a more comprehensive and effective action plan for the state of Michigan.

In order to accomplish this goal, the following activities will be undertaken.

First, by a review of the executive order establishing the office, the relevant state of the state messages, and our stated program goals and budget, a determination of assessment criteria will be made in the next week.

In the following two week period, evaluation strategies and instruments will be developed utilizing staff, multistate volunteer project personnel and the VIM information clearinghouse.

In the next three months, information and feedback on the effectiveness of VIM services will be solicited from the VIM Commissioners, the Volunteer Agency Task Force, community contracts, regional training meetings and ACTION. Staff will then compile this evaluation data in the following month.

In the succeeding two months, staff will compile a report on the strengths and weaknesses of current operations and identify possible alternative courses of action. They will then develop a comprehensive plan for improving agency effectiveness and begin to implement the plan in the next three months.

According to the major goal of the VIM Commission of re-evaluating and reviewing current programs and activities in order to develop and implement a more comprehensive and effective action plan for the State of Michigan, we have established our program priorities for 10/1/77 - 10/1/78. These priorities were accepted by the Commission members at their September 1977 meeting. The action steps to each program priority will be available to anyone from our office. Please request from:

Ms. Lavon Bliesener  
Director  
Commission for Volunteers  
in Michigan  
357 Hollister Building  
Lansing, Michigan 48933  
(517) 373-8870

VIM COMMISSION 1977-78 PRIORITIES

ACTIVITIES	Date of Completion														NOTES			
	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sep.	Oct.				
VIM evaluation and needs assessment				15												Multistate project proposal		
Student Interns (2) a. newsletter b. training coordinator		1																
Enabling Legislation					1													
ACTION Project	Ongoing	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	→	55 volunteers should be placed on projects throughout the state by Oct. 10th	
Clearinghouse	Ongoing	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	→		
Newsletter	Ongoing	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	→		
State Dept. Council - Legacy Project					15												First meeting	
Community Involvement Project																	Dates to be determined	
Regional Training Conferences		X															October training will be held in U.P. Other training dates will be determined	
Grantsmanship Conferences co-sponsored with MSU College of Urban Development																	Dates to be determined	
Director's site visits	X	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	X	Two a month will be made to VIMs local constituents	
Volunteer Recognition a. MAVP Press Release b. local VISTAs public awareness c. statewide task force	X		X							X							X	b. Assistance will be given to local communities in promoting public awareness of VISTA activities
VIM Task Force on insurance for volunteers	X		X															Research and identify problem areas, present report and proposals to VIM Commission.

ACTIVITIES	Date of Completion														NOTES
	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sep.	Oct.	
Meetings with VAC Directors twice a year				X					X						Information and issue exchange with VAC Directors
Roundtable meetings with 16 volunteer coordinators - twice a year			15					X							Information and issue exchange between VIM and volunteer leaders

Summary Sheet  
GOVERNOR'S OFFICE OF VOLUNTEER SERVICES  
130 State Capitol  
St. Paul, Minnesota 55155  
(612) 296-4731

PURPOSE: To provide a non-partisan, central office at the highest level of state government to promote volunteerism by effectively coordinating and channeling voluntary action to improve the quality of life for Minnesota's citizens.

NEED: While many excellent volunteer programs exist, there is often little communication and coordination between them, leading to duplication of effort, competition for volunteers and resources, and inadequate support for volunteers. Leadership and resources are needed to strengthen Minnesota's voluntary sector.

Needs assessments completed during 12 outstate Regional Forums and a meeting of statewide volunteer organizations confirm the need for a statewide office of volunteerism. Needs identified by the surveys are addressed in the proposed biennial goals and objectives for G.O.V.S.

UNIQUENESS: Only a statewide office such as G.O.V.S. can:

1. promote and coordinate voluntary action statewide;
2. give visibility and recognition to volunteer efforts through the highest office in the state;
3. work with state departments on an interdepartmental basis to strengthen their volunteer programs;
4. have a communications network of statewide contacts;
5. respond to statewide inquiries regarding volunteerism when no local resource exists;
6. convene groups across disciplines and ideologies;
7. identify and address statewide volunteer needs and issues;
8. spearhead statewide volunteer events.

BACKGROUND: G.O.V.S. is one of 33 State Offices established to promote both private and public volunteerism. The great majority of them were initiated by state governors, with the assistance and partial funding of ACTION, the federal volunteer agency.

G.O.V.S. was initiated June 30, 1975, by Executive Order, and is now seeking enabling and funding legislation for the biennium to continue and strengthen its operation.

BIENNIAL GOALS: Goals and objectives reflect the statewide nature of the Office. G.O.V.S. will work cooperatively with other organizations in providing services to meet the needs of volunteers and volunteer programs in Minnesota.

1. To promote volunteerism statewide in order to increase the visibility and status of volunteers and their accomplishments and to encourage additional citizen participation in voluntary efforts.
2. To strengthen and expand volunteer programs within Minnesota state human service departments and agencies and to promote increased citizen participation in state services.
3. To collect and distribute, upon request, existing national, state and local resource materials and information and to develop resource material when needed.

To provide assistance in volunteer program development when such assistance is not available through other sources.

5. To increase communication between volunteers and volunteer organizations; and to promote coordination of resources and programs.

6. To develop greater public/private cooperation in the volunteer sector.
7. To serve as a statewide advocate regarding issues affecting volunteers and volunteer organizations.

BIENNIAL BUDGET: G.O.V.S. is requesting \$289,000 for the 1978/79 biennium. The \$120,000 budget for FY 1978 will hopefully be augmented by a third year ACTION grant of approximately \$33,712. No ACTION grant will be available for fourth year funding.

CURRENT STAFF: Director, Information Officer and Secretary. Volunteers provide additional assistance. Two additional staff positions are requested for the biennium.

ADVISORY COMMITTEE: The Advisory Committee and its Task Force structure assure citizen input from the private and public voluntary sectors into the operation and direction of the Office. Though it cannot take action itself, it has the authority to recommend revisions in goals and objectives; in the budget, and in the services provided by G.O.V.S.

Appointed by Governor Anderson, its 33 members were selected on a regional, at-large basis and to represent state human service agencies. Members provide statewide representation and a cross-section of volunteer interests and experience.

PAST ACCOMPLISHMENTS: G.O.V.S. has directed its efforts in six major areas over the past year and a half of operation:

1. Promotion of volunteerism by coordinating national Volunteer Week activities; initiating the first statewide Youth Volunteer Recognition Day; promoting media coverage of volunteer activities; and attending volunteer recognition events.
2. Communication among volunteer programs through distribution of a statewide newsletter; convening and attending meetings of volunteer leaders; correspondence on matters related to volunteerism with public officials, Voluntary Action Centers, and other local and statewide volunteer organizations throughout Minnesota.
3. Coordination of volunteer programs and resources by initiating or participating in meetings of public and private volunteer organizations; establishing files on volunteer programs and resources; developing a library for volunteer leaders who do not have access to needed resource information; distributing resource materials; publishing a calendar of events on training opportunities and by working with state human service departments and agencies to initiate or strengthen their local volunteer programs.
4. Statewide assessments of the needs of volunteers, volunteer directors, and voluntary organizations by conducting 12 Regional Forums outstate; and by convening a statewide meeting of civic, fraternal and service organizations.
5. Information gathering and research by conducting surveys related to: a) volunteer programs in public agencies and nursing homes; b) funding, staffing, and services provided by Voluntary Action Centers; c) training and educational opportunities for volunteer administrators, agency staff, and volunteers in state colleges and universities; and through a special research project on the following volunteer issues:
  - insurance protection for volunteers;
  - workers compensation coverage for volunteers;
  - academic credit for volunteer experience; and
  - employment credit for volunteer experience.
6. Special Projects and Activities including: a) work with the Minnesota Hospital Association to develop a training program for hospital and nursing home auxiliaries; b) participation in a committee sponsored by the Twin Cities VACs to investigate the need for a certificate program in volunteer administration; c) co-sponsoring workshops and participating in conferences for volunteer leaders; d) testifying on volunteer concerns at a hearing of the Council on the Economic Status of Women; e) assisting in the development of an Advocacy program for nursing home residents.

June 9, 1977

Governor's Office  
of Volunteer Services  
130 State Capitol  
Saint Paul, Minnesota 55155  
(612) 296-4731

GOVERNOR'S OFFICE OF VOLUNTEER SERVICES  
Revised Biennial Goals & Objectives

The following statement of G.O.V.S. goals and objectives for the 1978/79 biennium is intended to reflect the statewide nature of the Office.

G.O.V.S. will work cooperatively with other organizations in providing services to meet the needs of volunteers and volunteer programs in Minnesota.

The listing of goals and objectives is in priority order. We welcome comments and suggestions.

1. TO promote volunteerism statewide in order to increase the visability and status of volunteers and their accomplishments and to encourage additional citizen participation in voluntary efforts.
  - a. TO develop and maintain a statewide public awareness campaign on volunteerism through at least three different public relations mechanisms. (by June 30, 1979)
  - b. TO continue publishing and distributing the G.O.V.S. newsletter. (6 issues/year)
  - c. TO establish a Task Force to coordinate annual Volunteer Recognition Week activities statewide and to investigate the possibility of sponsoring a statewide Youth/Senior Volunteer Recognition Day within Volunteer Recognition Week.
2. TO serve as a statewide advocate regarding issues affecting volunteers and volunteer organizations.
  - a. TO follow-up on the recommendations for action of at least one of the following volunteer issues addressed by the G.O.V.S. special projects:
    1. Employment credit for volunteer experience;
    2. Academic credit for volunteer experience; and
    3. Insurance and Worker's Compensation coverage for volunteers. (by June 30, 1979)
  - b. TO encourage at least two colleges or universities to develop and offer courses dealing with the philosophy of volunteerism and staff/volunteer relationships, or to incorporate into existing courses in their human service departments. (by June 30, 1979)
  - c. TO encourage at least three outstate private industry and businesses to become involved in corporate volunteerism. (by June 30, 1979)
3. TO strengthen and expand volunteer programs within Minnesota state human service departments and agencies (e.g., health, education, corrections, welfare, emergency services, etc.) and to promote increased citizen participation in state services.
  - a. TO continue meeting with state human service department heads to promote more effective volunteer programs. (at least once/year)
  - b. TO encourage/provide training opportunities in volunteer administration and program development for personnel within state human service agencies in order to improve/strengthen volunteer programs and projects. (at least one program/year)

- c. TO provide technical assistance on volunteer concerns to public agency personnel, upon request. (continuous)
4. To increase communication between volunteers and volunteer organizations; to promote coordination of resources and programs; and to develop greater public/private cooperation in the volunteer sector.
  - a. TO convene at least three annual meetings of the G.O.V.S. Advisory Committee and to facilitate the work of Task Forces.
  - b. TO facilitate necessary follow-up to Regional Forums, as recommended by a Regional Forum Task Force. (by June 30, 1978)
  - c. TO convene, annually, a meeting of statewide civic, fraternal and service organizations.
  - d. TO convene a state conference on volunteerism, in coordination with other volunteer organizations. (by June 30, 1979)
  - e. TO develop and participate in Task Forces with representatives of community volunteer groups to work on special projects related to volunteerism. (at least two/year)
  - f. TO continue convening statewide meetings of Voluntary Action Centers at the request of the VACs. (twice/year)
  - g. TO work cooperatively with private volunteer and community organizations in programs or events which further the goals of G.O.V.S. (at least one/year)
5. TO collect and distribute, upon request, existing national, state and local resource materials and information; to develop resource material when needed; and to provide assistance in volunteer program development when such assistance is not available through other sources.
  - a. TO serve as a liaison with national, state and local volunteer and civic organizations in order to obtain information and materials which will be helpful to other volunteer programs. (continuous)
  - b. TO continue compiling and up-dating a monthly calendar of training and educational opportunities in the field of volunteerism. (6 times/year)
  - c. TO maintain and expand the G.O.V.S. resource file and materials. (20% by June 30, 1978)
  - d. TO reprint resource materials in the bi-monthly G.O.V.S. newsletter. (continuous)
  - e. TO participate in national conferences, workshops and programs related to volunteerism, when appropriate.
  - f. TO facilitate training and educational opportunities for volunteers and volunteer directors by referral or direct services, when not available through other sources. (continuous)
  - g. TO respond to requests for specific information or assistance relating to volunteer program development, maintenance, and expansion, and to make referrals where appropriate. (at least 100/year)
  - h. TO continue, upon request, the regular memo to Voluntary Action Centers serving Minnesota communities. (6 times/year)

# GOVERNOR'S OFFICE OF VOLUNTEER SERVICES

## SEMI-ANNUAL REQUEST/ACTIVITY REPORT

JANUARY THROUGH JUNE, 1977

<u>TYPE</u>	January	February	March	April	May	June	TOTAL TO DATE
Information on G.O.V.S. . . . .	23	62	27	33	21	71	237
G.O.V.S. Resource . . . . .	25	35	29	77	26	143	335
G.O.V.S. Activities . . . . .	35	31	36	45	46	131	324
Mail List . . . . .	67	12	51	378	15	20	543
Calendar of Events . . . . .	2	3	6	2	16	34	63
Volunteer Recognition . . . . .	0	2	3	90	20	4	119
Consultation . . . . .	3	6	9	9	7	11	45
Meeting Attendance . . . . .	21	12	14	35	8	20	110
Volunteer Issues . . . . .	5	6	9	24	13	9	76
Services of Other Organizations . . . . .	10	11	1	9	15	15	61
Other Organizations Resources . . . . .	6	6	3	6	4	2	27
Library (Category added Feb., 1977) . . . . .		0	3	10	4	3	20
Other . . . . .	29	6	8	5	12	19	79
<b>TOTAL . . . . .</b>	<b>226</b>	<b>202</b>	<b>199</b>	<b>723</b>	<b>207</b>	<b>482</b>	<b>2,039</b>

\* \* \* \* \*

### AREA

Metro . . . . .	50	40	46	73	56	102	367
Non-Metro . . . . .	21	28	13	99	33	115	309
Out of State . . . . .	1	4	10	13	13	16	57
State Offices . . . . .	16	28	17	28	30	38	157
Statewide Organizations . . . . .	17	17	18	34	19	64	169
<b>TOTAL . . . . .</b>	<b>105</b>	<b>117</b>	<b>104</b>	<b>247</b>	<b>151</b>	<b>335</b>	<b>1,059</b>

\* \* \* \* \*

### PERCENT BY AREA

Metro . . . . .	47.6%	34.2%	44.2%	29.6%	37.1%	30.4%	34.7%
Non-Metro . . . . .	20.0%	23.9%	12.5%	40.1%	21.9%	34.3%	29.1%
Out of State . . . . .	1.0%	3.4%	9.6%	5.3%	8.6%	4.8%	5.4%
State Offices . . . . .	15.2%	23.9%	16.3%	11.3%	19.9%	11.3%	14.8%
Statewide Organizations . . . . .	16.2%	14.5%	17.3%	13.8%	12.6%	19.1%	16.0%



STATE OF MINNESOTA

OFFICE OF THE GOVERNOR

ST. PAUL 55155

RUDY PERPICH  
GOVERNOR

GOVERNOR'S OFFICE OF VOLUNTEER SERVICES

October 3, 1977

Mr. Ed Harris, Director  
Multistate Volunteer Project  
Office of the Lieutenant Governor  
The Capitol  
Lansing, Michigan 48909

Dear Ed:

As you requested, enclosed is the quarterly progress report for the Minnesota Governor's Office of Volunteer Services for the period July 1, 1977 to September 30, 1977.

If you have any questions please let me know.

Sincerely,

A handwritten signature in cursive script that reads "Laura Lee".

Laura Lee M. Geraghty  
Director

LLG/ml

Enclosures (7)

## PART II - GOAL ACHIEVEMENT

Insert copy of Goals and Objectives pages (SECTION II, PART A) from program narrative for *first* quarterly report and complete the "Actual Accomplishment" column. For *subsequent* quarterly reports make a copy of previous report's Goal Achievement, Section A and continue to fill in the "Actual Accomplishment" column.

### SECTION A.

GOALS AND OBJECTIVES	PLANNED PERIOD OF ACCOMPLISHMENT	ACTUAL ACCOMPLISHMENT
<p>GOAL #1. To promote volunteerism statewide in order to increase the visibility and status of volunteers and their accomplishments and to encourage additional citizen participation in voluntary efforts.</p> <p>a. To develop and maintain a statewide public awareness campaign on volunteerism through at least three different public relations mechanisms.</p> <p>b. To continue publishing and distributing the G.O.V.S. newsletter.</p> <p>c. To establish a Task Force to coordinate annual Volunteer Recognition Week activities statewide and to investigate the possibility of sponsoring a statewide Youth/Senior Volunteer Recognition Day within Volunteer Recognition Week.</p>	<p style="text-align: center;">6/30/79</p> <p style="text-align: center;">continuous</p>	<p>GOAL #1.a. A job description for a volunteer public awareness campaign coordinator has been developed (see enclosed) and the recruitment process has been started.</p> <p>b. July-August issue distributed 8/29/77. (see enclosed)</p> <p>c. The Task Force has been established, and has met twice. It has recommended to the G.O.V.S. Advisory Committee that G.O.V.S. not sponsor Volunteer Recognition Days for specific types of volunteers. At the last G.O.V.S. Advisory Committee meeting the committee voted to follow this recommendation. The next meeting of the Task Force is scheduled for Oct. 11, 1977.</p>

## PART II - GOAL ACHIEVEMENT

Insert copy of Goals and Objectives pages (SECTION II, PART A) from program narrative for *first* quarterly report and complete the "Actual Accomplishment" column. For *subsequent* quarterly reports make a copy of previous report's Goal Achievement, Section A and continue to fill in the "Actual Accomplishment" column.

### SECTION A.

GOALS AND OBJECTIVES	PLANNED PERIOD OF ACCOMPLISHMENT	ACTUAL ACCOMPLISHMENT
<p>GOAL #2. To serve as a statewide advocate regarding issues affecting volunteers and volunteer organizations.</p> <p>a. To follow-up on the recommendations for action of at least one of the following volunteer issues addressed by the G.O.V.S. special projects:</p> <ol style="list-style-type: none"> <li>1. Employment credit for volunteer experience;</li> <li>2. Academic credit for volunteer experience; and</li> <li>3. Insurance and Worker's Compensation coverage for volunteers.</li> </ol>	<p>6/30/79</p>	<p>GOAL #2. a. As of Sept. 30, 1977, follow-up work has begun on all 3 issues. Letters have been sent, along with informational packets to: 1) mayors of all of Minnesota's communities; 2) county boards; 3) businesses who participated in the original study; and 4) college admission officers, urging them to recognize volunteer experience. A Self-Inventory on Volunteerism for Personnel Directors (see enclosed) has been developed and distributed. Other informational items distributed include: a reprint of a newspaper article on the volunteer issue reports; summaries and full reports; and materials on the Council for the Advancement of Experiential Learning (CAEL).</p> <p>In addition, meetings are being conducted with groups of volunteer directors to obtain their input into G.O.V.S. follow-up activities.</p> <p>In the area of Insurance and Worker's Compensation, we have been meeting with representatives from MN State Departments and legislators to investigate providing Worker's Compensation coverage to all volunteers for state dept. (see complete listing of "Follow-Up Activities to Special Reports", enclosed).</p>

**PART II – GOAL ACHIEVEMENT**

Insert copy of Goals and Objectives pages (SECTION II, PART A) from program narrative for *first* quarterly report and complete the "Actual Accomplishment" column. For *subsequent* quarterly reports make a copy of previous report's Goal Achievement, Section A and continue to fill in the "Actual Accomplishment" column.

**SECTION A.**

GOALS AND OBJECTIVES	PLANNED PERIOD OF ACCOMPLISHMENT	ACTUAL ACCOMPLISHMENT
<p>GOAL #2. b. To encourage at least two colleges or universities to develop and offer courses dealing with the philosophy of volunteerism and staff/volunteer relationships, or to incorporate into existing courses in their human service departments.</p> <p>Cont'd.</p>	<p align="center">6/30/79</p>	<p>GOAL #2. b. No progress as of Sep. 30, 1977 con't.</p>
<p>c. To encourage at least three out-state private industry and businesses to become involved in corporate volunteerism.</p>	<p align="center">6/30/79</p>	<p>c. No progress as of Sept. 30, 1977.</p>

PART II -- GOAL ACHIEVEMENT

Insert copy of Goals and Objectives pages (SECTION II, PART A) from program narrative for *first* quarterly report and complete the "Actual Accomplishment" column. For *subsequent* quarterly reports make a copy of previous report's Goal Achievement, Section A and continue to fill in the "Actual Accomplishment" column.

SECTION A.

GOALS AND OBJECTIVES	PLANNED PERIOD OF ACCOMPLISHMENT	ACTUAL ACCOMPLISHMENT
<p>GOAL #3. To strengthen and expand volunteer programs within Minnesota state human service departments and agencies (e.g., health, education, corrections, welfare, emergency services, etc.) and to promote increased citizen participation in state services.</p> <p>a. To continue meeting with state human service department heads to promote more effective volunteer programs.</p> <p>b. To encourage/provide training opportunities in volunteer administration and program development for personnel within state human service agencies in order to improve/strengthen volunteer programs and projects.</p> <p>c. To provide technical assistance on volunteer concerns to public agency personnel, upon request.</p>	<p>at least 2/year</p> <p>at least 1/year</p> <p>continuous</p>	<p>GOAL #3. All department heads have been contacted by phone regarding the Worker's Compensation issue. No direct contacts as of Sept. 30, 1977.</p> <p>b. Conducted workshop session for Dept. of Public Welfare volunteer directors Aug. 17, 1977. Management Seminar for Volunteer Services in Criminal Justice held Sept. 19, 1977.</p> <p>c. Providing technical assistance materials on a continuing basis.</p>

PART II - GOAL ACHIEVEMENT

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SECTION A.

GOALS AND OBJECTIVES	PLANNED PERIOD OF ACCOMPLISHMENT	ACTUAL ACCOMPLISHMENT
<p>GOAL #4. To increase communication between volunteers and volunteer organizations; to promote coordination of resources and programs; and to develop greater public/private cooperation in the volunteer sector.</p> <p>a. To convene at least three annual meetings of the G.O.V.S. Advisory Committee, and to facilitate the work of the Task Forces.</p> <p>b. To facilitate necessary follow-up to Regional Forums, as recommended by a Regional Forum Task Force.</p> <p>c. To convene, annually, a meeting of statewide civic, fraternal and service organizations.</p>	<p>6/30/78</p>	<p>GOAL #4. a. G.O.V.S. Advisory Committee met Sept. 8, 1977. Task Force on Advisory Committee Structure and Criteria met 3 times and completed task as of Aug. 18, 1977. Volunteer Recognition Task Force has met 3 times and is continuing activity. Newsletter Task Force has met twice and is continuing activity.</p> <p>b. Forums are tentatively scheduled for Spring 1978. A sub-committee has been formed to plan Regional Forums or Workshops.</p> <p>c. The meeting is tentatively scheduled for early November 1977. Letters sent to organizations 9/9/77 to notify them of meeting and up-date G.O.V.S. mail list. A sub-committee is meeting to plan agenda, speakers, etc.</p>

## PART II – GOAL ACHIEVEMENT

Insert copy of Goals and Objectives pages (SECTION II, PART A) from program narrative for *first* quarterly report and complete the "Actual Accomplishment" column. For *subsequent* quarterly reports make a copy of previous report's Goal Achievement, Section A and continue to fill in the "Actual Accomplishment" column.

### SECTION A.

GOALS AND OBJECTIVES	PLANNED PERIOD OF ACCOMPLISHMENT	ACTUAL ACCOMPLISHMENT
<p>GOAL #4. d. To convene a state conference on volunteerism, in coordination with other volunteer organizations.</p> <p>Cont'd.</p> <p>e. To develop and participate in Task Forces with representatives of community volunteer groups to work on special projects related to volunteerism.</p> <p>f. To continue convening statewide meetings of Voluntary Action Centers at the request of the VACs.</p> <p>g. To work cooperatively with private volunteer and community organizations in programs or events which further the goals of G.O.V.S.</p>	<p>6/30/79</p> <p>at least 2/year</p> <p>twice/year</p> <p>at least one/year</p>	<p>GOAL #4. d. No progress as of Sept. 30, 1977.</p> <p>e. G.O.V.S. has established 3 task forces involving representatives from community volunteer groups:</p> <ol style="list-style-type: none"> <li>1. Advisory Committee Structure &amp; Criteria (completed task 8/18/77).</li> <li>2. Volunteer Recognition Week (still active)</li> <li>3. Newsletter Planning (still active)</li> </ol> <p>f. Next statewide VAC meeting is scheduled for 10/27/77. Notification sent to VAC directors 9/29/77.</p> <p>g. Extensive activity with community and volunteer organizations has centered around G.O.V.S. Follow-Up Activities to Special Reports.</p>

## PART II - GOAL ACHIEVEMENT

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### SECTION A.

GOALS AND OBJECTIVES	PLANNED PERIOD OF ACCOMPLISHMENT	ACTUAL ACCOMPLISHMENT
<p>GOAL #5. To collect and distribute, upon request, existing national, state and local resource materials and information; to develop resource material when needed; and to provide assistance in volunteer program development when such assistance is not available through other sources.</p> <p>a. To serve as a liaison with national, state and local volunteer and civic organizations in order to obtain information and materials which will be helpful to other volunteer programs.</p> <p>b. To continue compiling and updating a monthly calendar of training and educational opportunities in the field of volunteerism.</p> <p>c. To maintain and expand the G.O. V.S. resource file and materials.</p>	<p style="text-align: center;">Continuous</p> <p style="text-align: center;">6 times/year</p> <p style="text-align: center;">20% by 6/30/78</p>	<p>GOAL #5. a. Telephone contacts have been completed with the following organizations as of 9/30/77: ACTION, NICOV, NCVA, AAVS, The Assembly, Nat'l Assoc. of Volunteer Services in Criminal Justice, H.E.W., N.S.V.P., Inc., N.S.V.P. and other state offices on volunteerism.</p> <p>b. Monthly calendar is being distributed on a continuing basis.</p> <p>c. Resource file is being expanded continually</p>



GOVERNOR'S OFFICE OF VOLUNTEER SERVICES  
Volunteer Job Description  
PUBLIC AWARENESS CAMPAIGN COORDINATOR

This position would involve working with G.O.V.S. staff, Advisory Committee members and other volunteers to formulate, develop, implement and evaluate a comprehensive statewide Public Awareness Campaign. The purpose of the Campaign is to provide extensive visibility and recognition to Minnesota's volunteers and to encourage greater citizen participation. This volunteer will receive instructions from and be accountable to the G.O.V.S. Information Officer.

Responsibilities include, but would not be limited to the following areas:

1. Formulating a plan of action for the Public Awareness Campaign.
  - a. contact other state offices of volunteerism and national volunteer organizations to investigate their activities, successes and failures with volunteerism public awareness campaigns.
  - b. list potential areas of visibility for volunteerism (posters, billboards, milk cartons, public service announcements, etc.).
  - c. list potential sources of donated visibility (businesses, free air time, etc.).
  - d. develop a written plan of action, with time frame, for implementing various phases of the Campaign.
  - e. review plan of action with G.O.V.S. staff and Advisory Committee.
2. Implementing the Public Awareness Campaign
  - a. investigate and secure sources of donated visibility.
  - b. develop materials needed for Public Awareness Campaign and/or secure volunteers or organizations (COMPAS, Community Design Center, college interns, etc.) to assist in the development of materials.
  - c. contact radio and TV stations regarding developing media materials for public service announcements.
  - d. maintain records of the development and implementation of the Campaign.
  - e. periodically review progress with G.O.V.S. staff.
3. Evaluating the Public Awareness Campaign
  - a. using the plan of action and records of accomplishments, determine the extent of impact and visibility of the Campaign (what were the successes/failures and reasons).
  - b. make recommendations for continued future activities for the Campaign.
  - c. review evaluation and recommendations with G.O.V.S. staff and Advisory Committee.

Due to the extensive nature of the Public Awareness Campaign, this volunteer position will require a time commitment of 1 day per week. This will be an on-going project and we request that the Public Awareness Campaign Coordinator make a 12 month commitment to the project. An ad-hoc committee may be formed to work with this volunteer if it is deemed desirable. G.O.V.S. staff will provide orientation, training, supervision and support. Needed secretarial services will also be provided.

G.O.V.S. volunteers may be reimbursed for out-of-pocket expenses (transportation, lunches) incurred while serving the Office. However, state policy does not allow for reimbursement of child care expenses.

Skills, Talents, and Abilities

Experience and skills in the area of public relations.

Experience in working with mass media.

Ability and experience in writing and design.

Knowledge of printing and other reproduction process

Ability to be persuasive.

Strong human relations skills.

Strong organizational skills.

Evaluation skills.

Ability to work effectively with staff and volunteers.

Ability to deal effectively with representatives of businesses and mass media  
and with the general public.

Ability to make decisions and work independently, when necessary.

# GOVERNOR'S OFFICE OF VOLUNTEER SERVICES

## FOLLOW-UP ACTIVITIES TO SPECIAL PROJECT REPORTS

This spring, G.O.V.S. published reports on special studies relating to the following volunteer issues:

- A. Academic Credit for Volunteer Experience;
- B. Employment Credit for Volunteer Experience; and
- C. Insurance Coverage for Volunteers.

Summaries of the reports were distributed to everyone on the G.O.V.S. mail list, and full reports are available upon request.

G.O.V.S. is now in the process of planning and conducting follow-up activities in accordance with the recommendations. In addition to follow-up activities with public and private employers, academic institutions and insurance providers, G.O.V.S. is also meeting with various groups of volunteer directors this fall. These meetings are designed to a) provide information on the studies and recommendations and their implications for volunteer directors, b) obtain resources in areas of potential follow-up activities, and c) provide input into potential training needs of volunteer directors.

The G.O.V.S. studies have far-reaching implications for volunteer directors. If we are to be effective in bringing about institutional change in the areas of the studies, it is imperative that volunteer directors be aware of and respond to the changing needs of our volunteers.

### G.O.V.S. PLANNED FOLLOW-UP ACTIVITIES

#### A. Academic Credit for Volunteer Experience

1. Continue liaison and work with the Council for Advancement of Experiential Learning (C.A.E.L.) project in their attempt to develop guidelines and principles on acceptance and assessment of experiential learning, including that gained through volunteer experience.
2. To provide forums for educators to make them aware of and understand the issue of academic credit for volunteer experience, i.e.,
  - a. Minnesota Association of Post-Secondary Education;
  - b. Higher Education Coordinating Board;
  - c. U of M publication sent to heads of all universities and colleges;
  - d. Annual meeting of admission and registrar officers;
  - e. American College Testing Program; and
  - f. Educational Testing Services.
3. Send letter to all Minnesota colleges and universities, including:
  - a. G.O.V.S. report summary;
  - b. Newspaper article on reports; and
  - c. C.A.E.L. brochure.

#### B. Employment Credit for Volunteer Experience

1. Write to mayors of Minnesota cities encouraging them to change application forms and consider volunteer experience in their hiring process.
2. Write to the Board Chairman of County Commissioners requesting that they change their application forms and consider volunteer experience in their hiring process.
3. Contact the League of Minnesota Cities and the Association of Minnesota Counties requesting their support of G.O.V.S. efforts with mayors and county commissioners.
4. Report the results of above efforts during Volunteer Week.
5. Send letters to the 181 private businesses which were contacted for the report, with:
  - a. Report summary;
  - b. Newspaper article on reports;
  - c. Self-inventory on Volunteerism for Personnel Directors; and

FOLLOW-UP ACTIVITIES

Page Two

- B. 5. d. Positive comments from employers currently considering volunteer experience and examples of wording for application revisions.
- 6. Meet with selected representatives of private industry to discuss reports and develop strategies for increasing the number of private employers who consider volunteer experience on their application forms and in their hiring process.

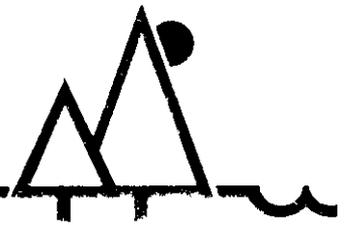
C. Insurance Coverage for Volunteers

- 1. Contact all state department heads to determine their interest in providing Worker's Compensation coverage for all volunteers serving state departments.
- 2. Review legislation from other states, dealing with insurance coverage for volunteers.
- 3. Investigate developing legislation to provide Worker's Compensation to all volunteers in state departments.
- 4. Maintain liaison and communication with the Minnesota Insurance Information Center and providers of insurance for volunteers.

D. Activities Related to All Three Areas of the Studies

A major recommendation which came out of all three G.O.V.S. special project reports, was to provide information and education for volunteer directors and agencies utilizing volunteer services, on volunteer insurance and to better prepare them in assisting volunteers who may desire to utilize the skills and experiences acquired through their volunteer work when applying for paid employment or academic credit. The following activities relate to those recommendations.

- 1. Develop a packet of information, examples and resources dealing with the following areas of personnel management for volunteer directors:
  - a. record keeping forms (hours, length of service, etc.);
  - b. job descriptions;
  - c. application, interviewing, screening and placement forms;
  - d. contracts, agreements and goal setting forms;
  - e. evaluation forms;
  - f. outline for job/character references;
  - g. personnel file/portfolio;
  - h. volunteer rights and responsibilities;
  - i. hiring and firing volunteers;
  - j. identifying skills developed through volunteer experience;
  - k. grievance procedures;
  - l. orientation and training;
  - m. staff/volunteer relationships;
  - n. philosophy on recruitment
  - o. volunteer career development; and
  - p. trends in insurance coverage, academic and employment credit for volunteer experience.
- 2. Provide opportunities for training in selected areas of personnel management during the G.O.V.S. regional workshops in the spring of 1978.
- 3. Distribute information packets to volunteer directors, upon request.
- 4. Reach representatives of statewide church, fraternal, service and civic organizations, through the second annual meeting of statewide organizations to be held in November, 1977, for the purpose of providing information and awareness of the survey reports on insurance, employment and academic credit and their implications for volunteers and volunteer organizations.
- 5. Continue to gather information on the areas studied and to report new trends and technical assistance articles in the G.O.V.S. Newsletter.



# Governor's Aesthetic Environment Program

September 20, 1977

Mr. Ed Harris  
Office of the Lt. Governor  
State Capitol  
Lansing, Michigan 48909

Dear Mr. Harris:

The following summary of our program and grant proposal should assist you in your evaluation of our grant proposal:

## HISTORY Minnesota

The Aesthetic Environment Program was established in the Lieutenant Governor's office in 1973. Funded by a small grant from the Minnesota Resources Commission, the new office was charged with providing stimulation to local subdivisions of government to take advantage of available authority and resources for the removal of dilapidated buildings, junked autos, unnecessary road signs, and other manifestations of visual pollution.

Following this demonstration project, the Aesthetic Environment Program merged with the Minnesota Bicentennial Commission to continue these efforts. In 1976, an Executive Order was issued, charging the Lieutenant Governor with continuing responsibility for these programs. In January, 1977, the program was incorporated into the Governor's office and renamed the Governor's Aesthetic Environment Program. Throughout these changes in its four years of existence, the objective of the program has remained the same: to instill in both public and private sectors, a greater concern for the natural beauty of Minnesota through voluntary, governmental, and educational efforts.

## THE GOVERNOR'S AESTHETIC ENVIRONMENT PROGRAM

Today the program focuses on five basic areas, several of which have statutory authority and operational funding from other state agencies. Where other state agencies have administrative authority, we work closely with program administrators.

1. COMMUNITY CLEAN-UP - We provide ideas to organizations, public officials and schools, "how to" procedures, informational material, and where possible, the assistance of state resources such as Minnesota National Guard personnel and equipment.

2. REMOVAL OF DILAPIDATED BUILDINGS - Our effort involves working with the Minnesota Department of Public Safety to educate public officials and private citizens about the hazards of dilapidated and abandoned buildings and the authority that exists to remove them.
3. BRINGING SALVAGE YARDS INTO CONFORMANCE WITH STATE LAW - We work with the Minnesota Department of Transportation to publicize their program of federal and state grants for screening, relocation or removal of qualifying salvage yards viewable from the interstate and state trunk highway systems.
4. REMOVAL OF ABANDONED AUTOMOBILES - We inform local public officials of the Minnesota Pollution Control Agency's 100% reimbursable grants available to local units of government for inventory and collection of junked autos and farm machinery.
5. TREE PLANTING - The Minnesota Department of Natural Resources provides seedlings to our program for voluntary conservation and educational plantings. In addition, the Minnesota Department of Agriculture makes matching grants available to local units of government for shade disease control and reforestation.

#### ORGANIZATION

The Governor's Aesthetic Environment Program is statewide. Because Minnesota's four million residents are unevenly distributed over 84,000 square miles, the program was organized along county lines. Minnesota has 87 counties which vary greatly in size and in the scope of problems affecting their aesthetic environment. For this reason, the Governor named volunteer "county coordinators" to help determine priorities on a local level, in addition to gaining further visibility for the program. Volunteers serve without compensation.

Several months later, in June, 1977, an important change occurred in the operation of the program. The Governor made federal public employment funds available to clean up visual pollution in the state. Under Title VI of the Comprehensive Employment and Training Act (CETA), sixty-one aesthetic environment technicians were hired as full-time state employees for one year to clean up Minnesota's eyesores in conjunction with state and local units of government, private industry, volunteer organizations, and other concerned individuals.

Aesthetic environment technicians work closely with their volunteer coordinators to establish program needs, priorities and organization within their counties. Actual organization within the counties is purposely flexible, to reflect local conditions and interest.

Our central office is located in St. Paul, Minnesota's capitol, to administer the program statewide. A staff of nine people super-

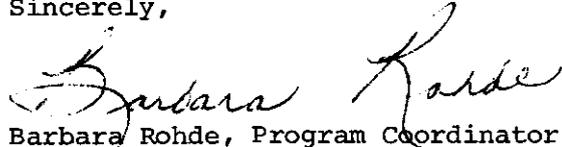
vise activities in the field, in addition to other program responsibilities such as community education, business involvement, public information, volunteerism and personnel. Monies for operation of the Governor's Aesthetic Environment Program's administrative arm are derived from several sources including the Governor's office and the Department of Administration, as well as state agency liaisons assigned to work with our program.

GRANT PROPOSAL

On October 14, 1977 we will invite our volunteer county coordinators and technicians to a workshop in St. Paul, Minnesota to discuss progress made during the last seven months and to outline objectives and plans for the winter months. Since funds to operate our program are very limited, we are applying for our state's \$500 allocation to assist with travel expenses incurred by the volunteers, who would otherwise be unable to attend. The Governor's office will assist by providing lunch. Expenses for supplies will be taken from our own account.

Thank you for your consideration of this request. I will be more than happy to answer any additional questions you may have.

Sincerely,

A handwritten signature in cursive script that reads "Barbara Rohde". The signature is written in dark ink and is positioned above the typed name and title.

Barbara Rohde, Program Coordinator  
Governor's Aesthetic Environment Program

BR/jc

State of Minnesota

ITEMIZATION OF WORKSHOP EXPENSES

OCTOBER 14, 1977

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ITEM	FUNDING SOURCE
Luncheon	Governor's Office
Postage, supplies	Governor's Aesthetic Environment Program
Milage for volunteers	\$500 Project grant
Milage for technicians	CETA Division Department of Administration

MULTISTATE VOLUNTEER PROJECT STATE PLAN  
Louisiana  
Submitted By: Leon Halford and Susan Carskadon

MAJOR GOAL: To promote the status of volunteerism in self-selected Louisiana communities through the involvement of specially recruited volunteers working on self-identified projects to enhance the academic, environmental, and health standards of their communities.

By January of 1978, the Louisiana State Office proposes to undertake the following activities to achieve the goal stated above.

First, the state office will approach the mayors of selected cities in the state to determine their interest in undertaking projects which fall into the area described above. Those mayors who are interested will be asked to form a task force made up of local community leaders from various segments of the community. The focus will be on selecting members who represent the aged, the poor, the handicapped, etc., as well as persons from business, education and labor. The composition of the task force is important because one aim of the project is to recruit from those groups who are not normally encouraged to volunteer their time and talents.

The task force membership will then be asked to consult with others in their neighborhoods and identify a project(s) that can be implemented through volunteerism, e.g., the cleanup of a park, a tutoring program for neighborhood children, etc. Volunteers will then be recruited by the task force with state office assistance. The state office will also provide technical assistance in identifying projects, implementation and in monitoring progress.

Evaluation of the program will be performed on the basis of the number of projects undertaken, the number of volunteers recruited, the attitudes of the participants, and the completion and/or ongoing successes of the various projects initiated.

TO: Ed Harris  
FROM: Leon Halford, Louisiana Department of Health and Human Resources  
SUBJECT: Progress Report on Community Betterment Project

During the first week of August, 1977, 70 mayors in cities (urban and rural) throughout Louisiana were contacted by letter requesting their participation in a Community Betterment Project. During the third week of August, 1977, another 80 mayors were contacted and a public relations campaign was launched with approximately 60 radio and television stations receiving public service announcements asking persons interested in volunteering on a community project to call our office. By the last week in August, 1977, we have received 13 inquiries into the project and have visited these mayors' offices, receiving an affirmative response each time. More responses arrive each day. In visits to mayors, we explain the project fully, answer questions, and give suggestions as to how they could most effectively establish a volunteer project utilizing their offices. A package of outlines, suggestions, and examples to assist these officials in beginning their projects was provided them. A copy is enclosed for your information.

We feel that the project is off to a good start and see the idea of the Community Betterment Projects gaining momentum each week through our visits across the state.

### WHAT'S A COMMUNITY BETTERMENT PROGRAM?

A community betterment program is accomplished through the intensive participation of community residents, including the poverty-stricken. People themselves taking part in planning, decision making, and implementation of projects for their own betterment. This participation, with co-related aid from education, private enterprise, social agencies, and other institutions is what the Bureau of Volunteer Coordination has been striving to bring about for the past two months through a community development process (community betterment).

### GOALS AND PHILOSOPHY

An effective, functioning community consisting of people, organizations, and institutions working together toward commonly perceived and commonly shared goals, acting with responsibility toward the solution of their problems, is the basic goal of community betterment project(s).

Several principles have guided the Bureau of Volunteer Coordination in the planning and implementation of these programs:

1. Community participation using community agencies, such as parks, churches, etc.
2. A systematic approach to community functioning.
3. Geographic coordination of services.

Although the Bureau has presented the program to mayors in several parts of the state for implementation, the intent of BVC is for such programs to operate as fully as possible under the direction of a task force and the staff who are responsible for executing the program. The function of the BVC is seen primarily as providing technical assistance to local programs.

### INTRODUCTION

The basic concept of Community Betterment is to provide incentives for communities to improve local conditions utilizing community initiative and resources.

The word "community" includes rural residents outside the municipal limits who identify with a town and rely on it for goods and services.

In laying the groundwork for this statewide plan of Community Betterment in Louisiana, we will state immediately our conviction, based on our experience in the state: that a social action program (Community Betterment Program) needs to engage both the resources of the cities and the energetic participation of the local neighborhood people. Without both elements, the community betterment project(s) will not be effective.

People need to understand and desire renewal and development of their neighborhood before undertaking a project. In a businesslike approach to the problem, the first step is engaging participation and developing understanding in the drafting of a balance sheet of community assets and liabilities, a balance sheet to be made by community people (task Force), with professional guidance. Short-range goals will be established, as well as long-range goals, reaching one year ahead.

The project may help resolve many of the confusing problems citizens are faced with. In the process of community participation, they can develop cohesiveness and knowledge of the proper channels through which to utilize the public and private resources available.

### SCOPE OF PROJECT

The Community Betterment concept is based on reaching families within poverty areas. To be successful in reaching these residents who seldom volunteer, there must be a small center which services individuals on a one-to-one basis, helping to meet the many needs and problems that exist within poverty areas. In this instance, the Community Betterment Project can serve the community, meeting the need for close-to-home services made available to residents, by the residents themselves, on an on-going basis.

The program and its services should become a major focus for the specific target area it is to serve. The outreach from these projects will be supported by the Bureau of Volunteer Coordination which will provide specific skills and services as needed.

Human development, and the development of institutional resources, must be done simultaneously. At the same time that services are being provided, intensive work must also be done with the institutions and agencies in the community to change the image and impact on those they serve. This will mean helping those institutions use volunteers to increase their outreach activities to provide more creative ways of involving all residents in the community. This will be accomplished by the task force coordinator and task force members who will be trained to work closely with local citizens. One of the focal points of community betterment is to help low income families to better understand the governmental agencies that affect their day-to-day existence and to be able to relate more effectively to these and other institutions in the community.

Project review will be made available to deal with problems encountered. Specialists provided by the Bureau of Volunteer Coordination will work with the mayors, task force members, institutions, and organizations in the area.

The foundation of the Community Betterment Program is the community volunteers. Through them the goals are translated into action and communicated to the community. This communication will be accomplished by personal contact through neighborhood canvass and through contacts with individuals who come to social service agencies with related problems and concerns.

One of the advantages of the projects will be to provide information on the needs, services, resources, and attitudes of residents and institutions within the community.

### COMMUNITY PARTICIPATION

The assignment of community residents to projects is an important factor in helping the city to increase services to the community. Volunteers will be trained as tutors, health aids, correction aids, group leaders, etc. Many of these participants may develop employable skills useful to agencies and institutions as a result of the training they receive.

### PROGRAM PHILOSOPHY

The Community Betterment Program's purpose is the recruiting of volunteers for planning social action programs for their communities. It includes short-term community research projects and conferences with citizens, as well as specialists and officials, to provide services which will enhance the human and environmental development of cities throughout the state.

These goals can be expedited by:

- (a) Providing effective services to communities that need them the most;
- (b) Developing the ability and capacity of individuals, agencies, and institutions to participate actively in the solution of community, group, and individual problems;
- (c) Developing and maintaining a system for feedback in which the governmental agencies (cities) working with communities cooperate and communicate more effectively with one another and with other community groups;
- (d) Developing positive attitudes regarding projects in the community;
- (e) Involving the total community in accepting responsibility for projects, particularly projects city dollars cannot fund.

### PROGRAM ELEMENTS

- (a) HUMAN DEVELOPMENT PROGRAMS include:
  - 1. The development of a common philosophy and systematized method of working with participating communities;
  - 2. The strengthening of community projects through the provision of technical assistance;
  - 3. The development of a program involving agency directors which increases their influence on the leadership of their neighborhoods, elected officials, and local organizations.

(b) ENVIRONMENTAL DEVELOPMENT PROGRAMS include:

1. Assisting the entire community to recognize and alienate a local environmental problem.
2. Creating and utilizing a task force of citizens to serve as a communication link between the city and the community, and assisting the two components in the implementation of programs;
3. Working closely with the city and the community toward goal fulfillment;
4. Developing programs in which community residents learn to respond immediately and effectively.

PROGRAM GOALS

(a) HUMAN DEVELOPMENT GOALS include:

1. Providing a mechanism for voluntary outreach into the community;
2. The strengthening of the existing social service structure to support the community betterment project's task forces.
3. The stimulation of community organizations, agencies, and institutions to expand their programs to assist the community betterment projects;
4. The development of new skills, methods, and techniques for training volunteers for employment and community leadership;
5. The identification of human, social, and environmental needs and the provision of the necessary information, support, and development services.

(b) ENVIRONMENTAL DEVELOPMENT GOALS include:

1. The provision of close-to-home centers (projects) for information, family education, and community action on common family, social, and economic problems;
2. Increasing the capability of existing institutional systems for improving the environment of all citizens in the city;
3. The development of projects administered and staffed primarily by residents (volunteers) of the community;
4. The creation of patterns of communication between task force members (residents) and institutions so that more effective services may be provided.

TIMETABLE

RECRUITMENT OF TASK FORCE MEMBERS

Plans are being developed in several cities to phase in task force members. The cities involved have indicated that they are currently engaged in recruiting volunteers to serve on the task forces.

# DEPARTMENT OF HEALTH AND HUMAN RESOURCES



EDWIN EDWARDS  
GOVERNOR

OFFICE OF HUMAN SERVICES      A.Z. Young  
530 LAKELAND STREET      Assistant Secretary  
BATON ROUGE, LOUISIANA 70804  
BUREAU OF VOLUNTEER COORDINATION

August 3, 1977

Volunteerism may be the answer!

As mayor of your city, you are very much aware of the conditions in various neighborhoods that need attention - a need for tutors for adults and children (educational); a need for clean lakes, rivers, parks and rundown streets (environmental and health); a need for an auxiliary police patrol (law enforcement); a need for renovation of a building for a community center for the youth or the aged (social enhancement), etc.

Because city funds are limited for such projects, volunteers may be the solution to the problem of meeting your city's needs in the area of community betterment.

You realize the power of volunteerism through your experience of elections and political backing. This same spirit is tapped in hundreds of ways throughout your city from the volunteer fire department to meals for the aged to Girl and Boy Scout Troops to hospital auxiliaries.

The Bureau of Volunteer Coordination has as its objectives to promote volunteerism in the state of Louisiana. That is why we are coming to you, as mayor, with a project that will not only generate volunteers in your city and promote "community betterment" through various projects, but will give you the opportunity to personally endorse volunteerism and the spirit of combined effort.

The project would work as follows:

You, as mayor, would form a TASK force made up of community leaders from various sections of the city. The focus for selection would be those who represent a cross-section of society including those who are not usually recruited into community projects. We urge you to select from the aged, the poor, the handicapped as well as those from business, education and labor. This point is all-important because one of the goals of the project is to show that anyone, no matter what the disadvantage, can make an impact on the improvement of their community.

These selected members (the number depends on what you decide and the number of communities you wish to sponsor projects in) will then go to their neighborhoods and identify a project that can be implemented through volunteerism. The determination of projects is up to you and the task force members; we encourage selection of projects that are on-going and not limited to short term projects. These task force members will do the recruiting for the projects, again making an effort to encourage the handicapped, the poor and the aged to participate.

Our role will be to provide technical assistance to you and the task force members in all aspects of the program. We will provide you with suggestions on how to select effective task force members, projects that will be successful, how to recruit volunteers into the projects, and how to evaluate the success of the projects and publicize the results.

The objectives of this program are:

- A). To involve persons who are not normally recruited into specific projects for their community.
- B). To enhance educational, environmental, health, and social standards in local communities.
- C) To stimulate the attitudes of the community to their impact on their neighborhoods through volunteerism.

We feel this particular project can help you address yourself to the needs of particular communities in your city and we encourage you to become part of the Community Betterment Program.

If you are interested in this project and wish to talk to us further about it, please complete the attached form. We would like to meet with you in the last half of August.

City \_\_\_\_\_ Parish \_\_\_\_\_

Population - 1970 census figure \_\_\_\_\_

Mayor's name \_\_\_\_\_

Address \_\_\_\_\_ Zip \_\_\_\_\_

Phone (     ) \_\_\_\_\_  
area code

Yes, please phone my office to set up an appointment to discuss this further.

No, \_\_\_\_\_  
reason

\_\_\_\_\_  
\_\_\_\_\_

## SUGGESTIONS

Many organizations have been able to effectively use volunteers in the delivery of services to communities. Volunteers have provided a wide variety of services, some of which are listed below. The list is not exhaustive but is simply given as a suggestion list for how your task force could provide volunteer opportunities:

### Civic Affairs, Civil Rights

- Registering voters
- Improving communication between religious, racial ethnic groups through workshops, meetings, conferences, etc.

### Courts

- Juvenile court volunteers
- Work with ex-prisoners to discuss personal and community problems

### Park Department

- Paint outdoor furniture
- Plant trees, etc.

### Health Department and Public Health Nursing

- File, type, etc.
- Improve housing

### Consumer Services

- Provide financial and budget counseling to those who have requested such help
- Teach people how to get the most for their money

### Education

- Working in programs to keep the dropout from dropping out or getting him or her back in school
- Contributing skills and expertise to a school talent bank

### Health and Mental Health

- Educating the public, young and old, on the prevention of disease, drug abuse, alcoholism
- Taking part in safety programs, blood bank programs, vision, and hearing tests

### Housing

- Improving existing structures in rundown areas
- Mounting or joining in non-profit programs for building new homes or renovating old

### Legal Rights, Crime Prevention

- Providing law education to groups in and out of school
- Improving police-community relationships

Recreation

- Providing play activities and play space in areas where needed

Education

- Conducting arts and crafts endeavors; sharing a musical talent, teaching dance, and theater
- Making vacations and field trips possible for the retarded, the handicapped, the city bound

Employment

- Counseling young people on career planning; providing a career fair
- Working on an equal opportunity drive

Transportation

- Raising funds to buy a mini-bus for a senior citizens center
- Taking part in driving education and other safety programs

Welfare

- Serve as a big brother/big sister to a fatherless or motherless girl
- Teach nutrition and homemaking skills

### Selecting Task Force Members

The Bureau of Volunteer Coordination's staff believes the best recruitment tools is a good, sound community project. We will concentrate on just a few general suggestions:

1. Be specific when selecting task force members whenever possible. Some general public relations work is necessary to acquaint the community at large with your programs and to establish both visibility and credibility.
2. Determine where the skills are that you need and actively seek them out. If you need a brochure done, seek help from an advertising agency or from the college art department. If you are starting a program for children with learning disabilities, try an ex-teacher, psychology students, and parents of the children (they have basic skills needed, plus a real interest in learning more about the problem).
3. Recruit by inviting people to respond to the opportunity to volunteer, not by telling them they should be concerned and involved. Hopefully, if the job you have designed is meaningful, you can enthusiastically approach the community with a real offer of opportunity to serve, to grow, and to make a difference.
4. Be enthusiastic! If you are not committed to or excited about the idea, no one else will be either and, most certainly, lack of enthusiasm will not attract or inspire volunteers to want to help.
5. Opportunities to volunteer must be expanded to all segments of the community--it is consistent with the concept of equal opportunity. Instead of being the privilege of the already privileged, volunteering must become the right of everyone. Remember, those who understand the culture and life styles of those you are trying to recruit make the best recruiters.
6. Utilize a variety of recruitment techniques. Certain approaches will appeal to one person, another to others, so try variety and creativity. Some of the possible techniques are in this package.

Perhaps our final consideration regarding the recruitment of volunteers (task force members) might well be to rethink what volunteers identify as being important to them. This should have impact on how you attempt to recruit them.

### Task Force

What are some of the functions that the task force should assume? Although there are obviously numerous variables, I think these can be generally agreed upon by the community.

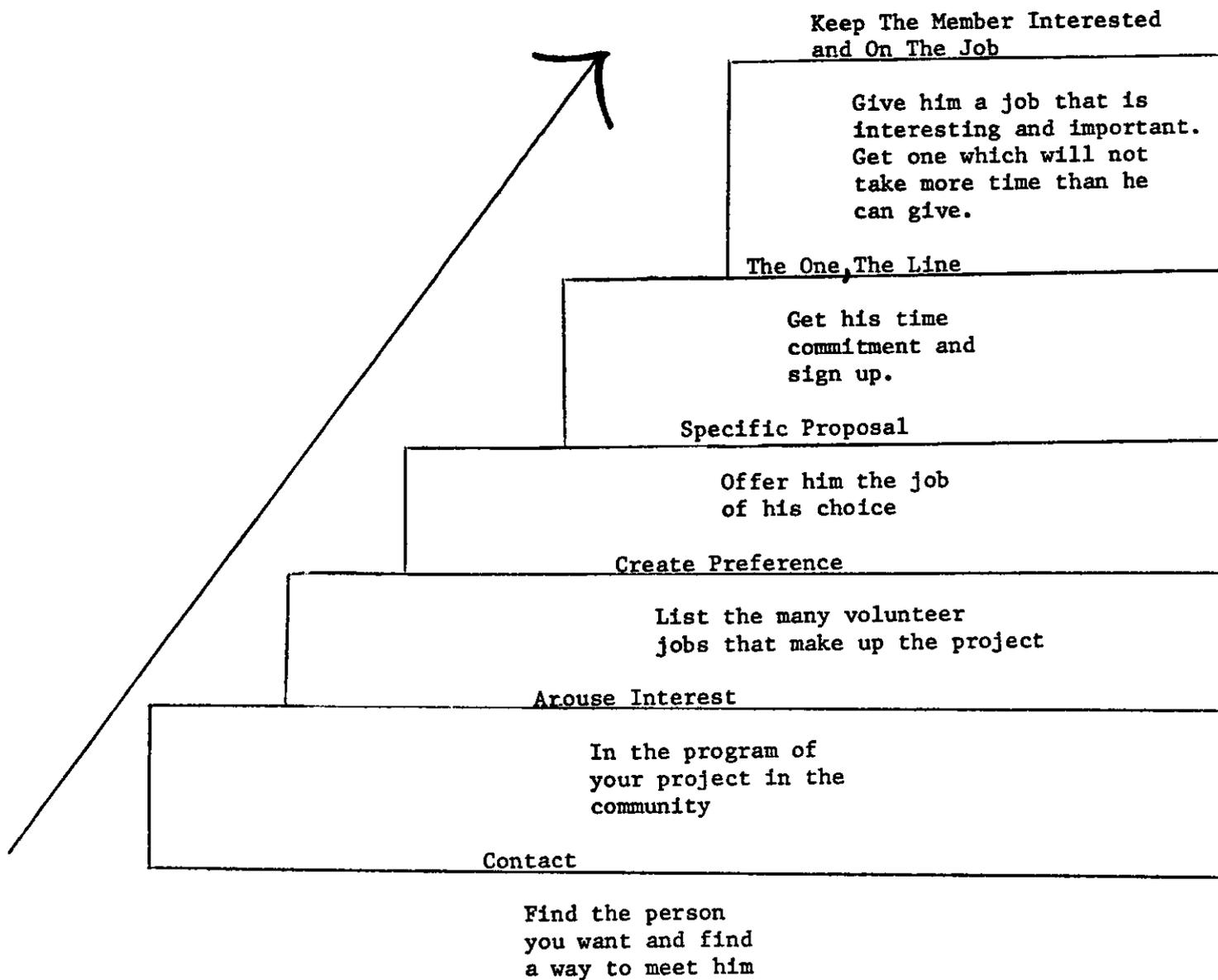
1. Carry out the functions and obligations as designated by charter.

2. Set policy, authorize operational goals and objectives, and emphasize quality of overall cooperative planning in the organization.
3. Serve as a public and community relations organization. This means task force members need to have access to the community--to hear from them and talk to them on a regular basis. The project must not operate in a vacuum.
4. Monitor operations of the project. This means having access to necessary information regarding the program, problems, and achievements so it can objectively evaluate the execution and the project itself. The task force members need to be prepared to ask penetrating questions.
5. Encourage the project chief to establish rules and procedures for the administration of the project and see that they are followed.

To keep the communities alive and well takes love and caring--not just for people--but for the community itself. A community decays when its institutions and people lose their vitality--in the ever renewing society what matures is a system or a framework within which continuous innovation, renewal and rebirth can occur--the last act of a dying community is to get out a new and enlarged edition of the rules of the game.

So, we begin as a community caring about people--not just the people we serve, but the staff and volunteers who serve with the Community Betterment Project. That caring must be extended to communities and organizations that enables the caring to reach out into society.

How Many Doors Do you Open To Recruit A Volunteer?



SUGGESTED ROLE OF THE TASK FORCE

1. Assessing community needs/helping volunteers or the Community Betterment Project Coordinator assess community needs.
2. Establishing measurable goals and objectives based on the needs identified.
3. Communicate the concept of the Community Betterment Project to community residents.
4. Recruiting and placing volunteers on projects.
5. Counseling volunteers on problems they encounter in the project.
6. Planning Community Betterment Projects in the community.
7. Evaluating individual effectiveness in the project.
8. Securing as liaison with other organizations and community agencies involved in volunteer services.
9. Planning rewards/recognition activities for volunteers' efforts.
10. Identifying and obtaining sources of future funding and other material resources.

Community Betterment  
Project Consideration  
and Summary

We will require of you a short summary of the project(s) your city has chosen. We encourage you to maintain documentation of all the efforts made by you and the task force members. The purpose, this documentation may serve as material for a grant or revenue sharing proposal in the future to continue or expand your project.

If the project is one in which "before" and "after" photographs would be appropriate, we encourage you to have some made. These can be used in news articles about the project and we may request prints for inclusion in a slide program about the various projects. A complete file would also include copies of all newspaper and/or television and radio accounts of the project from it's inception to completion or apex.

The following notes concern points in determining a successful project and the way to organize your project summary:

1. Any project that benefits your community

However, remember that no more than seven (7) projects may be included in the project summary.

2. What constitutes a project?

This question defies a simple answer. Each community must make its own decision based on common sense.

If your community has questions about this, please contact the Bureau of Volunteer Coordination.

3. Be concise

Remember, in most population categories we (Bureau of Volunteer Coordination) must visit every site. We probably will not have more than a half an hour for each of the projects.

4. What project(s) should be emphasized?

The first and most important consideration in deciding which project(s) should be emphasized in the amount of work and community involvement. Obviously, a project that involved many people and organizations from all sectors of the community deserves more attention than a minor project that involves only a few people. Also, measure your project(s) against what you think other communities of a similar size around the state are working on. Is the project exceptional and/or unique? If so, how? Be sure to bring this out.

5. Leaving nothing to be assumed

Remember, we know nothing about your town. Hence your introductory paragraph is very important. A short history of your town with emphasis on its origin, unique qualities, economy, etc. will help lay the ground work for the ensuing summary.

The introductory paragraphs can also be the place to introduce your task force members and explain how the town got involved in Community Betterment.

6. Betterment Task Force

The Betterment Task Force (or whatever you decide to name it) may be primarily an information and coordinating body. Projects need not originate from the Betterment Task Force. Some community members may originate project ideas and should be encouraged. Be sure to emphasize instances when this occurs as well as when the task force has played an active role in landing or carrying out a project.

7. Don't overlook the importance of study projects and the role of planning

Remember, study projects and evidence of adequate planning are just as important as "cosmetic" projects that are easy to photograph or illustrate.

8. Put yourself in the shoes of an "outsider"

We all become accustomed to our local environment and fail to see it as a stronger world. As you compile your project material it would be helpful to imagine yourself as someone who has never seen or heard of your community. This "role reversal" will help you determine whether or not you are including all the necessary information that we will need to revisit your town.

9. Be creative

Don't let all this advice overwhelm or scare you. There are certain basic guidelines that every community is required to follow in order to achieve a semblance of order in the evaluation. However, the best projects are the ones that follow these basic guidelines while expanding on them with individual style and creativity.

NOTES ON THE MANAGEMENT OF VOLUNTEERS

...from a workshop with Marlene Wilson, noted expert on volunteerism and author.

• There are 37-50 million volunteers in the U.S. - 1 out of every 5 persons over 14 years old, volunteers.

• Most social programs (the Welfare Movement, Mental Health, and Child Abuse) were started by volunteers.

~ Don't stereotype volunteers; each volunteer is different just as each employee is different. ~  
~ Avoid "lumping" volunteers and referring to them as "the volunteers". ~

~ Get to know each volunteer as you would an employee. Because they are volunteering does not mean they don't need job satisfaction, acceptance, recognition; and a feeling that they are vital to the operation of the program, just as employees do. ~

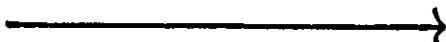
~ Volunteers can and do develop loyalty to a program (just as employees do) if they are managed correctly. ~

The management of volunteers can be paralleled to the management of paid staff persons.

PAID STAFF

VOLUNTEERS

PLAN



- (1) SET GOALS
- (2) PLAN OBJECTIVES for utilization of volunteers. Have paid staff, clients, and volunteers already on board, help plan objectives to increase sense of effort and participation in the decisions concerning your office.

ORGANIZE

- (1) Write specific JOB DESCRIPTIONS for volunteers as you would for a salaried job slot.
  - (a) Identify the time span of the project for that job description and when matching the volunteer to the job get a commitment from them that they will be able to complete the project or a particular part of it. Don't lower standards for volunteers.
  - (b) A volunteer job should never be the same as a job that a paid employee is doing or should be doing. This point is all important

in developing the job description.

(c) If the volunteer job is not a learning process it is busy work. Anybody resents busy work.

(2) TRAIN AND ORIENTATE the paid staff to the use of volunteers to avoid the situation where paid staff feels threatened.

With the proper attitudes (initiated on the part of the administrators and supervisors) the paid employees and the volunteers should form a team.

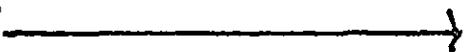
STAFF



- (1) RECRUIT
- (2) INTERVIEW

- (a) Find out what that particular person is trying to get out of the volunteer experience. Then match the volunteer with the job description in order to facilitate the best completion of the project.
- (b) Ask what kind of supervision they work best under. Ask open-ended questions to really learn about the person instead of learning only facts.
- (c) Give them the opportunity to see the various job descriptions you have developed and decide what they feel they would do best. Through the interview you can help direct them if they need it.

DIRECT



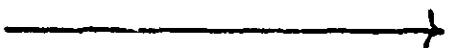
- (1) TRAIN

- (a) Initial training in order to begin the project.
- (b) Subsequent training - by simply asking the volunteer (or employees) what they would like to know to do a better job, you can discover what the training needs are.

- (2) SUPERVISE - Don't lower standards for volunteer

- (a) Conduct subsequent interviews to find if the volunteer is satisfied or to answer specific problems such as absentism, low moral, etc. Volunteers must have supervision - either another volunteer (oriented to supervising) or a paid staff person. The volunteer must feel and be accepted for job satisfaction. (Just as an employee must feel and be accepted) - supervision is part of this.
- (b) People are all different how they are guided should be different. Use common sense and judge your style on (1) situation (2) person and (3) task.

CONTROL



- (1) EVALUATION - Devise a plan to evaluate the volunteer's job performance to insure maximum performance. Regular interviews that permit an outlet

for the volunteer's suggestions, ideas and input into the project are necessary. Evaluations could be written and filed and should be discussed with the volunteer. Perhaps you could let them fill part of it out.

- (2) RECORD KEEPING - It is important to keep a personal folder for each volunteer (as you would for employees) to record interviews, volunteer hours, and evaluations. As you use more and more volunteers, you will not be able to remember these details for everyone. As more women move into the job market they will use their volunteer participation as references and job experience. (In a few states and cities and with the federal government it is counted as work experience).

- (1) Therefore by keeping a personnel folder on each volunteer,
- (2) recording the number of hours they work,
- (3) identifying the projects and evaluating their strong points, you can:
  - (a) Compute your volunteer participation into dollars for budget purposes.
  - (b) Develop recognition and esteem - they will take their job more seriously as will the paid staff.
  - (c) Establish a respect in industry and private business for volunteerism and the value of the volunteer experience to the applicant.

MYTH - "I CAN'T "FIRE" OR REPRIMAND A VOLUNTEER."

You can. Never lower standards for volunteers - hold them to the agreements made in interviews.

YES, YOU CAN FIRE VOLUNTEERS IF:

- 1) You have given them the proper supervision.
- 2) You have discussed the problem with them in interviews and have agreed on alternate behavior. (don't lower standards).
- 3) You have given them an opportunity to tell you why the situation has not improved.  
... and there is no improvement.

Then suggest that this volunteer job may not be suited to them and give them ideas and options of where they may be of maximum benefit and be happier.

To find out what is your attitude about volunteers, ask yourself (managers and employees):

- 1) Will I accept and seek out people who are more expert than myself?
- 2) How will I feel if they are better?

## INTERVIEWING AND PLACING VOLUNTEERS

One of the oldest and most universal methods man has used to assess one another is the interview. One way to know another person is to have a conversation with a purpose, which is one definition of interviewing. However, in the field of volunteerism, there are many people who feel very uncomfortable with the concept of utilizing this particular management tool. They feel it is inappropriate to interview and screen people who are volunteering their services, at least in anything but the most casual and superficial fashion.

I firmly disagree with this viewpoint and suggest that we owe it to volunteers to conduct thorough and effective interviews. If we don't then we are in essence saying to them, "we know what we need and want - but we neither know nor care what you want. Because you are free we have an obligation to accept you". No applicant, whether paid or volunteer, wants to be judged suitable or not for a position without a chance to discuss it face to face.

We also owe it to our organization to interview well. When we are about the business of human services we must be responsible about our efforts, or we and our volunteers may do more damage than good.

It is necessary to build into the volunteer selection process procedure for ensuring suitability, appropriateness and quality control. We must screen out those clearly unsuited for certain jobs and redirect them to appropriate placements whenever possible. This is essential for several reasons:

1. The clients of the agency must be protected. They must be helped, not hindered by any volunteer involvement.
2. The agency reputation is greatly affected by the volunteer who works there.
3. Morale of paid staff and other volunteer declines when inappropriate or poor volunteer placements occur; and
4. The volunteer himself suffers when misplaced.

Just as it is essential to recognize and deal with high risk volunteers, it is just as important to recognize high potential candidates. One of the greatest faults of many volunteer programs is under-utilizing those volunteers who have unusual skills, organizational capabilities or extraordinary talents. These people frequently go undetected because no one interviewed them effectively and once they were placed, they were forgotten.

So for the benefit of all concerned - the agency, volunteer, staff and client - it is important that the task of interviewing and selection be taken seriously.

WAYS TO PUBLICIZE YOUR CITIES' COMMUNITY PROJECT(S):

! In the beginning to recruit volunteers and stimulate interest in the project:

1. Spot Announcements (see attachment\*)
2. News Releases announcing your endorsement and scope of the project(s)
3. Interviews on radio and television talk programs explaining the project and the impact volunteerism can have on the community.
4. Posters, fliers and signs.
5. Setting up neighborhood meetings to gain support for that project.

! During the project and after completion:

1. Ribbon cutting and ground breaking ceremonies.
2. Recognition of volunteers who were on the project in news releases, banquets, luncheons, picture taking ceremonies, etc. (see attachment of certificate)
3. Erect a permanent sign outside the Community Betterment Project(s) or for a road sign at the city limit. (see attachment. Your cit.'s name can be printed above this logo.)

( The Community Betterment Project logo should be used in all the publicity )  
so people will identify it with the project.

EVALUATION OF THE PROJECT:

The better job you have done in planning, the easier evaluation will be. Evaluation is determining if you have achieved your objectives.

- Planning → 1) establish your standards (objectives)  
Evaluation → 2) measure performance against those standards  
Adjustment → 3) correct deviations from standards (future courses are determined in this process).

EXAMPLE:

Objectives: Clean-up of unused park.

- 
- 1) cut grass, do landscaping
  - 2) make recreational equipment operational (includes painting)
  - 3) have plumbing in restrooms corrected (paint restrooms)
  - 4) arrange that the park is kept in top condition by subsequent volunteer projects.

RESULTS:

- 
- 1) grass was cut twice in 6 months
  - 2) swings were fixed (no painting or maintenance done on other equipment)
  - 3) one restroom painted (no plumbing fixed)
  - 4) this project was carried on for two consecutive weekends. Volunteers did not carry the project after this.

EVALUATION:



Project was not completed as planned.

PLANS TO REMEDY THE SITUATION:

Contact task force leaders and establish publicity and recruitment of volunteers. Mayor will "pitch in" in order to show he backs the project.

MULTISTATE VOLUNTEER PROJECT STATE PLAN  
Colorado  
Submitted By: Josie Johnson

MAJOR GOAL: To establish a State Office of Volunteerism in Colorado.

Activities conducted to date toward meeting this goal have included the creation of a Governor's Task Force, made up of a cross section of Colorado citizens, who are in the process of conducting a needs assessment for the proposed state office. This needs assessment will then be evaluated by representatives from existing volunteer organizations and the task force. This phase is scheduled for completion by September, 1977.

OBJECTIVE: To design the structure of the state office in such a manner that it is accessible to and effective in meeting the needs of the rural, urban and suburban residents of the state.

To assist in meeting this objective, staff will develop effective two way communication with existing volunteer organizations and establish the necessary branch offices, hire and train the necessary field representatives, etc. Feedback from existing volunteer organizations will provide the evaluation for this program element, which is scheduled for completion in September, 1977.

OBJECTIVE: To define the role and functions of the state office.

To meet this objective staff will review and analyze the needs assessment conducted earlier, and consult ACTION and the NICOV Report. September of 1977 is the targeted completion date for this activity. The report generated will also include specific goals and objectives for the state office.

OBJECTIVE: To devise a means of implementing the goals and objectives developed above in a manner that is as unencumbered as possible by such debilitating conditions as partisan politics, unnecessary bureaucratic procedures, etc.

This objective will be met by staff on an ongoing basis utilizing resources as they are identified.

As an initial step in this process, a review of the current political climate will be conducted by staff between September and December of 1977. The executive and legislative branches of state government will be approached for their support and the activity will be evaluated on the basis of the support received.

OBJECTIVE: The identification of funding sources for the state office.

To meet this objective staff will consult relevant literature and resource people to obtain information on the necessary guidelines to observe in seeking funding. This activity is scheduled to occur between September and December of 1977 and will be evaluated on the basis of feedback from the funding sources and on the presence or absence of funding.

OBJECTIVE: To design a state office that conducts cost-effective operations.

State office staff will meet this objective by first developing standards for cost-effectiveness and then by comparing state office operations to these standards on an ongoing basis. Records will be maintained on the cost of services by the state office broken down to reflect the nature of the service provided, the number of organizations or individuals served, etc.

OBJECTIVE: To develop an effective system of two way communication with the other state volunteer offices for the purpose of information exchange, technical assistance, etc.

Staff will indicate this ongoing activity in September of 1977 and make evaluations on the basis of the number of states such linkages have been developed with.

OBJECTIVE: To coordinate the services provided by the state office with the needs of the state's voluntary organizations.

Staff will meet this objective by first consulting the needs assessment performed earlier and through an ongoing assessment of services provided by other voluntary organizations such as NICOV, the VAC's, ACTION, volunteer directors, etc. In this manner, undesirable duplication of services will be avoided and state office effectiveness will be maximized. Evaluation on this activity will be accomplished by the assessment of feedback from these resource groups.

OBJECTIVE: To maximize the visibility of the state office and enhance the public's awareness of the value of volunteerism through the development of an effective public relations/educational program.

This objective will be met by the acquisition of a public relations staff and the development of appropriate ongoing programs. Their activities will be evaluated on the basis of increases in public awareness of volunteerism and increases in service utilization.



# State of Colorado

EXECUTIVE CHAMBERS

DENVER

M E M O

GEORGE L. BROWN  
Lieutenant Governor

TO: Ed Harris, Project Director  
FROM: Josie Johnson *JJ*  
SUBJECT: Comments regarding Volunteerism State Project  
DATE: October 3, 1977

You will remember I reported during the July 19-21 ACTION MULTISTATE VOLUNTEER PROJECT WORKSHOP in St. Louis, Missouri that the Governor of Colorado had appointed a Governor's Task Force to research Volunteerism in Colorado. The Task Force conducted a statewide survey, during the months of April and May, 1977, with volunteers and volunteer coordinators to determine a need for and interest in establishing a state office of volunteerism in Colorado. The results of the survey was submitted to the Governor September 20, 1977. (A copy of that report was sent to you.) The Committee Task Force Chairperson reported that the Governor received the report enthusiastically and offered his full support. The Task Force Chairperson further reported that there were many questions regarding regulations required by ACTION that needed to be answered before a substantive program to create a State Volunteer Office could be designed. A list of questions have been submitted to the director of the ACTION office in Washington, D. C. The answers to their questions will determine the next step in developing an office. (A list of the questions were not

available.) The Office of Lt. Governor George L. Brown has offered full support and stands ready to assist in the creation of a State Office on Volunteerism. The Lt. Governor has been in personal contact with the Director of ACTION, Mr. Sam Brown and has been assured of his interest and support. Please extend to Lt. Governor James J. Damman our sincere appreciation for the opportunity to have been involved in the Multistate Volunteer Project Conference. We have a renewed interest and deep commitment to give visibility to the tireless workers in the total field of Volunteerism. Thank you Ed for your patience and persistence. Feel free to contact us. We wish you success and God's Blessings.

MULTISTATE VOLUNTEER PROJECT STATE PLAN  
South Carolina  
Submitted By: Linda Lewis

MAJOR GOAL: To cooperate with national, state and local agencies to promote volunteerism in South Carolina.

OBJECTIVE: To develop and implement an advocacy program for volunteerism in the state.

This objective will be met by SCOVS staff, statewide and regional associations of voluntary directors through educational and public relations programs; the creation of community resource centers designed for this purpose among others; the promotion of media exposure for volunteer programs; and through actively supporting and/or indicating legislation favorable to volunteerism.

The impact of this annual program will be evaluated by surveys which will reflect the number of new volunteers recruited, the number of media spots employed, etc.

OBJECTIVE: To provide technical assistance to the state's volunteer directors.

During the next year, SCOVS staff will provide a range of services to local volunteer directors including training programs for volunteer directors as on-going needs are identified; on site visits; through offering 30 or more workshops in management techniques throughout the state; through the continued identification of funding sources and guidelines for volunteer programs; and through the provision of an annual statewide conference for volunteer directors. In addition, staff will provide technical assistance for designated special projects such as the spring cleanup project and the development of a crisis intervention network on a county by county basis throughout the state.

OBJECTIVE: To further develop and enlarge our clearinghouse services.

Throughout the coming year, SCOVS staff will continue to provide information to the 1,300 volunteer directors in the state, to publish the SCOVS newsletter and to provide information as requested by national and/or out of state volunteer organizations. In addition, staff will develop and implement a special request system for information and a lending library for specialized voluntary information, technical data, etc.

The success of these services will be evaluated on the basis of the relevant criteria for each service, e.g., the number of requests for information that were filled; the number of new library holdings acquired and distributed; the number of special requests for information accommodated, etc.

# SOUTH CAROLINA OFFICE OF VOLUNTEER SERVICES

## Revised State Plan

### GOALS - OBJECTIVES - JUSTIFICATION

The South Carolina Office of Volunteer Services is established to serve as a focal point for volunteerism in South Carolina, and to provide supervision and planning in the initiation, development, evaluation, implementation, maintenance, expansion, and advocacy of state-wide programs of voluntary citizen participation, especially those concerned with poverty. The primary goals of the section are:

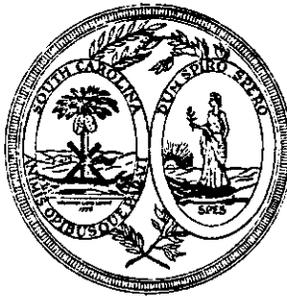
1. Act as an advocate for volunteerism in South Carolina, through the provision of official support and public recognition.
2. Serve as a clearinghouse for information from national, regional, and state sources developing communication and coordination among federal, state, and private sectors in South Carolina as well as between in-state and out-of-state organizations.
3. Increase the knowledge and expertise of volunteer directors by sponsoring and co-sponsoring workshops and conferences on subjects related to voluntary action.
4. Through the above goals expand the use of volunteers in state agencies to allow for the effective utilization of volunteers as a source of revenue and a means to expand the services of each agency.

These goals will be obtained by accomplishment of the following objectives:

1. Draft and implement legislation supportive of volunteerism such as workmen's compensation and insurance for volunteers.
2. Act as a liaison with the Governor's Office, keeping him in touch with the needs and accomplishments of volunteers in South Carolina.
3. Continue extensive public education on volunteerism via radio and TV appearances, newspaper and magazine articles, and personal visits.
4. Participate in and arrange recognition of volunteers, including the Governor's involvement in National Volunteer Week and encouragement of statewide nominations for National Volunteer of the Year.
5. Actively initiate and aid in the establishment of Voluntary Action Centers and Community Resource Centers.
6. Publish a quarterly newsletter as a communication medium from the South Carolina Office of Volunteer Services, from volunteer directors to one another, and for the dissemination of information received from in and out-of-state sources.
7. Maintain and continually update a library of technical and descriptive publications and a listing of audio-visual materials dealing with all aspects of volunteerism.
8. Maintain contact with federal and private national

organizations and other state offices to keep up with new research results in volunteerism and to share resources.

9. Sponsor or co-sponsor an annual statewide conference, keynoting a national consultant.
10. Co-sponsor regional conferences utilizing local resource persons.
11. Provide access to training materials and information maintained by the South Carolina Office of Volunteer Services.
12. Act as resource persons in ~~conducting~~ training workshops.
13. Sponsor educational workshops designed especially for state agencies, both to initiate and expand programs.
14. Offer technical assistance in the implementation, maintenance, and expansion of volunteer programs.
15. Draft and implement a model program in a state agency such as Department of Social Services, to serve as a guide for the establishment of volunteer programs in state agencies in every county.
16. Travel weekly throughout the state making personal visits to on-going and potential volunteer programs in state agencies.



**SOUTH CAROLINA OFFICE OF VOLUNTEER SERVICES**

**JAMES B. EDWARDS**  
*Governor*

1321 Lady Street  
Room 312, Owen Bld.  
Columbia, South Carolina 29201  
758-5771

**LINDA B. LEWIS**  
*Director*

**BARBARA BALLINGER**  
*Asst. Director*

**MEMORANDUM**

**TO:** Ed Harris

**FROM:** Linda B. Lewis/SCOVs

**SUBJECT:** Multistate Volunteer Project State Plan -  
Progress To Date

**DATE:** September 8, 1977

Activities completed upon returning from the  
Lt. Governor's Conference on Volunteerism in  
St. Louis, Missouri, July 19, 20, and 21.

1. Crisis Intervention Project - a project in which 1.6 million dollars was allotted for poverty level persons to cover costs of fuel incurred this past winter. The SCOVs recruited volunteers to implement this project over a 10 county area. All reports, to date, have been favorable as to the involvement of volunteers.
2. Six workshops have been conducted upon request of these agencies:
  1. Charleston County Family Court - staff resistance to volunteers - using our video cassette on that subject, The Voluntary Difference.
  2. Camden Memorial Hospital - staff resistance - (see above).
  3. Camden Memorial Hospital - staff resistance - (see above).
  4. Catawba Center for Growth and Development - staff resistance - (see above)
  5. Spartanburg County Youth Bureau - staff resistance - (see above).
  6. Greenville American Red Cross - Motivation of Volunteers.
3. Completion of the Palmetto Focus, the newsletter published by the SCOVs every

quarter and distributed to 1300 volunteer directors in South Carolina.

4. Final plans have been made for the 3rd Statewide Conference on Volunteerism to be held October 27 and 28 in Columbia, S.C.

Workshop topics are:

1. Communication Skills
2. How to Start a Volunteer Program
3. How to Build a Slide Presentation
4. Volunteer Program Management
5. Public Relations
6. The Non-Traditional Volunteer
7. Writing Job Descriptions
8. Involvement of Student Volunteers
9. Assertiveness Training
10. Creative Public Speaking - a workshop which will be offered on-going both days. Each person that participates will be given public speaking pointers then video taped and played back for critiquing purposes. We are fortunate in having with us for the conference, in-state consultants, Marcia Penn, Director, O.V.S., Virginia, Susan Beard, Director, O.V.S., Department of Welfare, West Virginia, Jeff Shembera, Asst. Director, O.V.S., Florida, and Dr. Arlene Schlinder, National Center for Voluntary Action, Washington, D.C. This, of course, does not include trainers which will be provided to us by ACTION.

Activities which are currently on-going within the SCOVS:

1. Designing and writing a new brochure for the SCOVS;
2. Identification of funding sources for the continuation of the SCOVS;
3. Research on volunteer liability insurance in South Carolina and other states with such legislation; investigating probability of a private insurance company in S.C. to underwrite volunteer liability insurance for state agencies.
4. Research and collecting data on state agencies that involve volunteers and the feasibility of legislation for workmans compensation for volunteers in state agencies.
5. Involvement of the SCOVS in a Weatherization Project to weatherize homes for poverty level persons. Volunteers

will be recruited for this purpose.

6. Writing a handbook to accompany the video cassette, "The Voluntary Difference," for which the SCOVS has had numerous requests to rent or purchase.
7. Implementation of plans in South Carolina for the Rural Conference on Volunteerism to be held in Blacksburg, Virginia, November 2, 3, and 4, and sponsored by Virginia Polytechnic Institute and State University, the Appalachian Regional Commission, the Weyerhaeuser Foundation and State Offices on Volunteerism.

MULTISTATE VOLUNTEER PROJECT STATE PLAN

New Jersey

Submitted By: Charlotte Speck and Bernice Shepard

MAJOR GOAL: To encourage and support the development or expansion of voluntary programs in the state of New Jersey.

OBJECTIVE: As the first objective toward meeting the above goal, the state office will provide ongoing support and technical assistance to help establish voluntary action centers throughout the state.

To help meet this objective, the state office will meet once every two months with the VAC directors in an effort to determine their needs and provide the necessary assistance. In addition to the state office staff, NCVA, the directors of the State Action Office, the Department of Human Services, and the Assistant Commissioner of the Department of Community Affairs can serve as resources to assist in meeting this objective.

This ongoing activity will be evaluated after a one year period by a survey of the VAC directors as to the effectiveness of the state office in meeting the objective.

OBJECTIVE: The state office will attempt to provide a forum for voluntary agencies for the exchange of information, ideas, etc.

To meet this objective, the state office will arrange an annual conference of voluntary agency directors and at least three regional workshops will be held during the same year period to address participants' problems and provide needed training. The state office staff, ACTION, NCVA, local trainers, NICOV, VAC Directors, the Governor's Office, the Assembly, the Alliance and the local voluntary agencies will provide the needed support for these activities.

These activities will be evaluated on the basis of participation at the conference and regional meetings and a formal evaluation of same by the participants.

OBJECTIVE: The state office will attempt to establish and support the development of a formal communication network for the voluntary groups and associations within the state.

To meet this objective, the state office will publish a quarterly newsletter and distribute it to over 1,000 voluntary organizations within the state. The newsletter will include information relative to volunteerism at all levels. The state office will utilize the Office of Public Information, federal, state and local voluntary agencies, the Assembly, NCVA, and NICOV for information sources. State office staff will be responsible for the newsletter publication.

This activity will be evaluated on the basis of the prompt meeting of publication dates and the feedback received by consumers as to the quality of the information provided.

OBJECTIVE: The state office will attempt to promote and support volunteer recognition and visibility within the state.

This objective will be met by working closely with the department's public relations office and the mass media, and by attending the volunteer recognition events throughout the state. State office staff expect to utilize the Department of Public Information, the Governor's Office, the Public Broadcasting System, the State Division on Aging, the Department of Community Affairs, and the local voluntary agency directors to assist them with this ongoing activity.

This activity will be evaluated on the basis of the number of media presentations made and a staff assessment as to the impact of same on the general public in terms of the promotion of volunteerism.

OBJECTIVE: The state office will encourage and assist in the development of educational programs aimed at providing training and skill development for volunteer administrators in New Jersey.

To accomplish this objective, the state office staff will work closely with the State University in developing a curriculum for the training of volunteer leaders and coordinators in the principles of management and human relations. During this year long activity state office staff will solicit the services of Rutgers State University, AAVS, the Office of Special Services, the Department of Human Services, and the local volunteer agency directors.

It is expected that Rutgers will begin to offer these courses in 1978.

OBJECTIVE: The state office will develop educational programs on volunteerism with special emphasis on application for the potential volunteer who is approaching retirement age.

To accomplish this objective, the state office will draw on the expertise of Rutgers State University's Department of Continuing Education, the Department of Education, the Division on Aging, the ombudsman, and the local volunteer agency directors. With these resources the state office hopes to develop pre-retirement courses for volunteer recruitment.

The success of these activities will be evaluated on the basis of the number of persons exposed to the courses and the number of new volunteers recruited as a result of this program.

OBJECTIVE: The state office will undertake a program to quantify the number of voluntary agencies and active volunteers in the state.

To meet this objective, the state office staff and student interns will consult with the State Library, the Secretary of State's Office, the Department of Human Services, the Department of Corrections, the Department of Higher Education, and identified public and private voluntary and non-voluntary agencies in the state. The information collected will be compiled in a directory and made available to interested parties in the state office's resource library.

In addition, a cost benefit analysis will be made of the findings.

Although this is by its nature an ongoing activity, it is expected that within three years the project will be "completed." It is hoped that the proposed cost benefit analysis will be able to provide valuable information and documentation on the economic impact of volunteerism in the state.

MULTI-STATE VOLUNTEER PROJECT STATE PLAN

NEW JERSEY OFFICE OF VOLUNTEER SERVICES

MAJOR GOAL: To encourage and assist government agencies and non-government organizations at state and local levels to expand or develop volunteer projects to meet human, social, and environmental needs.

In order to accomplish this goal, the following activities will be undertaken in a six month period.

- (1) The Office will conduct a study of all state departments to assess the need for volunteers who would be utilized to augment, humanize, and enrich government services;
- (2) Staff will work closely with the State University in developing a curriculum on research and administration of volunteer programs;
- (3) The Office will start to work with the State University in developing educational programs on voluntarism with special emphasis on the potential volunteer who is approaching retirement age.

During the six months period, the Office will maintain detailed reports on these activities so that the strengths and weaknesses of current operations can be evaluated, and possible alternative courses can be implemented when necessary.

## MULTISTATE VOLUNTEER STATE PLAN - PROGRESS REPORT

### NEW JERSEY OFFICE OF VOLUNTEER SERVICES

During the six-months' period of operations of the State Office, the overall goal was "to encourage and assist government agencies and non-government organizations at state and local levels to expand or develop volunteer projects to meet human, social, and environmental needs".

The office prepared a questionnaire which was sent to all state departments assessing their use of volunteers to supplement paid staff work. Most of the departments expressed great interest in having volunteers work in their department, recognizing this as a good way to reduce alienation by bringing citizens and their state government closer together. However, the office sees that educating public employees on the concept of voluntarism will be crucial to the success of the project because of recent funding cutbacks and job layoffs.

Staff will be meeting with department representatives to further explore program possibilities. The office itself has obtained a volunteer student intern who will be assisting us in our research and program development efforts.

The office has also made contact with our state senator to gain support and to have an advocate in the legislature for promoting our volunteer project.

During this period, the office has been serving on a task force comprised of representative volunteer leadership in the state to assist the Rutgers University Graduate School of Social Work in developing an institute on voluntarism. The institute will utilize graduate students and university faculty in doing research on the volunteer movement in the state. Also, undergraduate and graduate level courses will be given on an on-going basis for both volunteers and volunteer managers. The proposal, outlining this program, has been submitted to the Rutgers Board of Trustees for review and approval. We have also been meeting with representatives of the Title I Office of the Department of Higher Education for funding of the project.

The office has also been meeting with the State University's Department of Education, the Division on Aging, the Ombudsman, and other pertinent volunteer agency directors to begin developing courses on volunteer opportunities for people approaching retirement age. We are anticipating that these courses will be fully developed for the spring semester of 1978 and a part of the Adult Education Program sponsored throughout the state.

MULTISTATE VOLUNTEER PROJECT STATE PLAN

Wisconsin

Submitted by: R. Richard Wagner

MAJOR GOAL: To establish an efficient State Office of Volunteerism in Wisconsin.

OBJECTIVE: To report to the Governor on the proceeding of the Multistate Volunteer Project Conference.

This objective will be met by the preparation of a written report utilizing previously prepared material and material obtained at the conference. The report will be submitted the week following the conference.

Upon submission of the report a request will be made to the Governor to support the exploration of definite steps toward the establishment of a State Volunteer Office.

OBJECTIVE: To review and update a previously completed needs assessment.

This objective will be accomplished by an informal task force made up of state agency directors and other resource persons within the executive office. This activity is scheduled for completion in the first month following the conference.

OBJECTIVE: To determine what requirements must be met to make application for ACTION funding.

This task will be accomplished during the first month through consultation with the Wisconsin ACTION office.

OBJECTIVE: To pave the way for cooperative association with existing voluntary organizations by alleviating their previously identified concerns about a state office.

To accomplish this task, staff will hold informal consultations and advisory meetings with existing voluntary organizations such as the VAC's, volunteer

directors, etc. It is expected that one product of these meetings will be a clearing understanding of the proposed relationship between the state office and the state's other voluntary organizations. This activity is scheduled to be completed at the end of the first month and will be evaluated on the basis of the support received for the proposed state office.

At this point a written recommendation will be prepared by executive office staff requesting a definite decision by the Governor with respect to the creation of a State Volunteer Office. The success of this activity will be evaluated by the Governor's response.

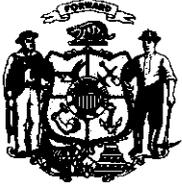
OBJECTIVE: To prepare a proposal for ACTION funding and to assist in the federal review of the application.

These activities will begin approximately two months after the conference. State office staff, utilizing the assistance of the appropriate congressional offices, will consult with the federal officials and legislators concerned. These efforts will be evaluated on the basis of the funding decision.

OBJECTIVE: To establish an advisory council and begin implementation of the first year's grant.

This objective will be accomplished by staff working with ACTION, experts in the field of volunteerism, the advisory council, the Executive Office, and other resource personnel as needed. These resource groups will develop an information clearinghouse, provide technical assistance where needed, attempt to stimulate volunteer recruitment, and otherwise provide assistance to voluntary organizations in Wisconsin.

An evaluation will be conducted of the progress achieved during the first year grant period and will provide the necessary documentation for making application for further funding and program development.



STATE OF WISCONSIN

OFFICE OF THE GOVERNOR

MADISON, 53702

MARTIN J. SCHREIBER

September 26, 1977

Mr. Ed Harris  
Multistate Volunteer Workshop  
Office of the Lieutenant Governor  
State Capitol  
Lansing, Michigan 48909

Dear Ed:

In response to your request for an update on Wisconsin's participation in the multi-state project on Volunteerism the following is submitted:

1. Acting Governor Martin J. Schreiber filed an application with ACTION for FY77 funding for a state office of volunteer services.
2. ACTION subsequently requested a specific focus for the Office on Volunteer Services in line with their new guidelines. Governor Schreiber selected health care for the focus of the grant project. We are now awaiting ACTION's response.
3. Our concern for the future is to use the experiences and any models developed by other states as we establish a program for volunteer services in Wisconsin.

We appreciate the impetus and the information the multi-state project has given our efforts here in Wisconsin.

All best to you in the future.

Sincerely,

*R. Richard Wagner*  
R. Richard Wagner  
Special Assistant

RRW:sn

MULTISTATE VOLUNTEER PROJECT STATE PLAN

Missouri

Submitted By: Robert Fowler

MAJOR GOAL: To cooperate with state and local agencies and organizations to improve and increase the effective utilization of volunteers in the state of Missouri.

OBJECTIVE: To create a greater awareness of the value of and need for an expanded volunteer involvement in the state.

To accomplish this objective the state office will initiate three new volunteer programs by January of 1978. The programs will be developed for the Ellis Fischel State Cancer Hospital, Missouri Services for the Blind, and the Juvenile courts. In addition, high school volunteer programs will be expanded in cooperation with the Department of Education and the state office will offer its services as the secretariate for the Missouri Organization of Volunteer Effectiveness.

OBJECTIVE: To foster educational exchange and training pertaining to volunteerism through the provision of forums designed for this purpose.

Using state office staff and the information clearinghouse as resources, six workshops will be presented for voluntary administrators by January of 1978. The workshops will be presented in St. Joseph, Columbia, Hannibal, Joplin, Springfield and in one other location within the state.

With the same resources and timetable, two additional workshops will be designed and presented to the volunteer leadership of the American Cancer Society and the juvenile courts. In addition, quarterly meetings of the state's volunteer administrators and field coordinators will be conveyed on an ongoing basis for the purpose of sharing information and expertise.

OBJECTIVE: To provide information relative to the development and ongoing operation of public and private volunteer programs through the expansion of clearinghouse's services to serve more volunteer organizations.

## PROGRESS REPORT

MAJOR GOAL: To cooperate with state and local agencies and organizations to improve and increase the effective utilization of volunteers in the state of Missouri.

OBJECTIVE: To create a greater awareness of the value of and need for an expanded volunteer involvement in the state.

To accomplish this objective the state office will initiate three new volunteer programs by January of 1978. The programs will be developed for the Ellis Fischel State Cancer Hospital, Missouri Services for the Blind, and the Juvenile courts. In addition, high school volunteer programs will be expanded in cooperation with the Department of Education and the state office will offer its services as the secretariate for the Missouri Organization for Volunteer Effectiveness.

- A. To create greater awareness, the Third Annual Citizen Involvement Evaluation Survey has been completed and the Missouri Volunteer Office Third Annual Survey of Volunteerism in State Government has been distributed to state and local agencies.  
(Survey report enclosed)
- B. Contact initiated to Ellis Fischel State Cancer Hospital regarding the status of utilization of volunteers.
- C. Compilation of existing volunteer services for the blind.
- D. Completed survey of Juvenile Court services. (See survey report)
- E. Distributed NCVA's newest publication entitled "Youth as Volunteers."
- F. Serving as secretariate for the Missouri Organization for Volunteer Effectiveness. Now consulting and facilitating a statewide Task Force on legislation affecting volunteerism with MOVE.

OBJECTIVE: To foster educational exchange and training pertaining to volunteerism through the provision of forums designed for this purpose.

Using state office staff and the information clearinghouse as resources, six workshops will be presented for voluntary administrators by January of 1978. The workshops will be presented in St. Joseph, Columbia, Hannibal, Joplin, Springfield and in one other location within the state.

With the same resources and timetable, two additional workshops will be designed and presented to the volunteer leadership of the American Cancer Society and the juvenile courts. In addition, quarterly meetings of the state's volunteer administrators and field coordinators will be conveyed on an ongoing basis for the purpose of sharing information and expertise.

- A. St. Joseph workshop completed on September 27th. Hannibal workshop scheduled for October 28.
- B. Workshop to statewide staff of the American Cancer Society completed. Juvenile court workshop scheduled for late fall.
- C. Quarterly meetings with state volunteer administrators scheduled after meetings with department and division heads are completed. The department and division head meetings are being conducted as a result of the state survey.

OBJECTIVE: To provide information relative to the development and ongoing operation of public and private volunteer programs through the expansion of clearinghouse's services to serve more volunteer organizations.

- A. 297 packets were sent out to public volunteer programs (See samples).

IX. Transcript Summaries of Conference Calls

CONFERENCE CALL SUMMARY

DATE: August 31, 1977

PARTICIPANTS: Robert Fowler, Missouri  
Richard Wagner, Wisconsin  
Ed Harris, Project Director, Lansing, Michigan

AGENDA: The Role of an Advisory Council and Recruitment Problems and  
Techniques

Ed: As you know, we set up this call because Richard had expressed an interest in discussing these areas with you, Robert.

Richard: Do you have an advisory council in Missouri, Robert?

Robert: No, we don't.

Richard: Do you have problems as a result of this?

Robert: The decision was made not to have an advisory council. If you check around the country, attitudes are divided concerning this topic. We have a network; they are not officially designated as an advisory council, however, Michigan is probably the only state in the country, in terms of state-wide volunteer programs, with a commission that is highly technical and mandated. I'm kind of glad we don't have a council as I think we can get input here without it.

Ed: Are you speaking in terms of an advisory council that advises or one that has decision-making authority?

Robert: We performed a SWOT test (strengths, weaknesses, opportunities, and threats) on the idea and came up with these findings:

Strengths: An advisory council on volunteerism would provide good public relations. If the members were drawn from the local level where the needs are, they could help a great deal to identify those needs.

Weaknesses: The advisory council might begin to try to direct activities. They might also request more than can be provided by the office, thus producing problems.

Threats: We listed only one, but important, i.e., they might try to chart their own course.

I might add that we performed this test sometime ago and might think differently now.

Ed: What do you call your council--an advisory committee?

Robert: We have no officially recognized council; everything in Missouri is established by executive order.

Ed: Richard, have you discussed any pros or cons about establishing an advisory council with your task force?

Richard: The position in this state is that we would have to have one because of the problem of citizen participation. One of the things I would hope that such a group would do in this state is foster involvement. Toward this end we would balance the appointments to obtain as wide and representative a cross section as possible.

Robert: Our effort to involve minorities here has been through our client-volunteer programs.

Richard: Do you find enough visibility that you can identify the leaders in volunteerism in minority communities?

Robert: That's a problem. The only way we have been able to do that is really by contacting one minority program that leads us to another. Often times the people involved in these programs don't think of themselves as volunteers, which is more of a white, middle class concept. We do have MOVE, which is the Missouri Organization for Volunteer Effectiveness. They serve as an advisory body to this program. MOVE is made up of professionals in volunteerism, primarily paid staff. I can make 20 calls to MOVE members, pretty well substituting an advisory council, and saving them from having to travel all over the state. That's another reason why I know Michigan and Wisconsin would appreciate this. St. Louis and Kansas City are five hours apart. You don't just drive 20 miles--you go three or four hundred. People in Rhode Island have a different, and enviable, situation.

Richard: Robert, how many staff are in your office?

Robert: Presently, there are three. By the way, Colorado just completed their state-wide task force study on volunteerism.

Ed: Josie is supposed to send me a copy.

Robert: I think it should be an excellent report, and the Governor will probably be anxious to see how they approached it. I hope Josie will be able to coordinate what she did in St. Louis with that task force. I think Colorado is a model to hold up. Quite frankly, I wish we had started our program with the same process because they have a complete needs assessment from all the volunteer leaders in a way they can use. We did not have a completed game plan when we began, so Colorado is in a good position.

Ed: Also, Richard, I thought you might be interested in a copy of Recruiting Low Income Volunteers. It is available from the National Center for Voluntary Action in Washington, D. C. It presents the findings of a study of five projects that used low income volunteers and presents information on understanding your target community, planning volunteer projects, project operations, recruitment techniques, volunteer placement and activities that directly affect low income volunteers. It is 50¢ a copy. The address is NCVA, 1214 Sixteenth Street, N. W., Washington, D. C. 20036. They also have another one on volunteer recruiting which describes recruiting methods, use of media, special projects, and emphasizes how to develop roles for volunteers based on their skill and the program's goals. It is titled Volunteer Recruiting.

## CONFERENCE CALL SUMMARY

DATE: August 31, 1977

PARTICIPANTS: Bernice Shepard, New Jersey  
Lavon Bliesener, Michigan  
Richard Wagner, Wisconsin  
Ed Harris, Project Director, Lansing, Michigan

AGENDA: Recruitment and Program Development in an Urbanized Environment

Ed: I arranged this call and matched these states because Bernice expressed a concern about recruitment and program development in an urbanized environment like New Jersey, and because both Michigan and Wisconsin had expressed similar concerns and were similar in their urban characteristics.

Bernice: There are only six VACs here in New Jersey. I felt we started off in a way that would build good working relationships, but suddenly there seems to be a lot of concern from the VACs about our role as a state office.

Lavon: We have 13 VACs in Michigan and five have just had a change in directors. Since we have had no formalized mechanism to meet with them, I approached building a relationship by being available and providing what assistance I could. I've gone out and spent a day with them from time to time, e.g., sight visits, and this type of thing. We've added one VAC in Niles, Michigan, through the efforts of our community involvement project. They decided it was more appropriate for them to be a VAC rather than a community involvement project and that arrangement seemed appropriate. We've been on call with them to assist in getting them started with NCVA. Our relationship with them has been very good so far.

Bernice: In the beginning, did you meet with them?

Lavon: Yes, and on two occasions I called the VACs together for a luncheon meeting to let them know what we are doing, update them on the status of our community involvement projects, and to solicit their feedback. These meetings seem to have been helpful to all concerned. I plan to continue this practice, particularly since there are five new directors.

Bernice: Have you been asked by the VACs to fund them?

Lavon: No, but they were very suspect and had many questions about our role as a state office. It has taken some nurturing in low key. I have been out and met with them to see what the programs are like and have also been featuring a VAC and its programs and director in our newsletter.

Bernice: We built our hopes too much on the VACs initially. They had lobbied before for a state office, which we were not aware of. When we did get together, it was a very good meeting and they suggested meeting quarterly. When I had the accident, Charlotte called a quarterly meeting and suddenly none of them could come. I was rather disappointed.

Lavon: I think it takes time to develop these relationships. We decided to meet with the VACs two times a year, here in Lansing. We would have two goals, to update them on what we are doing and what is happening around the Capitol in a morning meeting, and then to meet with their legislators for lunch and the afternoon. By the way, not all of our discussions relate exclusively to volunteerism. If there is something else they want that I can provide, I do it or find someone who can help with their particular request. We meet in the spring and fall. My other goal is to see what is happening in their area so I have a better feel for what types of technical assistance they may need. I hope this approach will be effective, but I know what you mean about them reacting defensively and being unclear about our role in the whole business. I try to keep a low profile and be on the alert for how we can be of assistance to them.

Bernice: You said you have not been asked to form VACs?

Lavon: No, and I didn't feel it was my place to create trouble. When the Niles, Michigan, group decided to become a VAC, we made a couple of trips down there, got them in touch with NCVA, provided them with the necessary materials, procedures, etc. We also assisted them in getting a CETA person to be the director and provided other technical assistance as needed.

Ed: What I hear you saying, Lavon, is that initially there was some resistance about the VIM Commission in terms of the effect it would have on the VACs and who is in control. You tried to model your role as one of providing assistance, developing communication channels, and not trying to control their activities.

Lavon: Yes, one of the things they were asking was, "Are we under you now?"

Bernice: I keep saying we are not an enforcement power, we are not a funding agency, although we do try to find out where the money is. I feel we are not progressing as fast as I had hoped.

Lavon: I think it takes tender, loving care. It's a continuous process. As I said, we have five new directors, which I see as a positive element because they will not have to readjust to us as did the other directors.

Richard: Why is there so much turnover in VAC personnel?

Lavon: VACs are usually in somewhat of a tenuous position, depending upon the particular community and their board. They're not overpaid, and if their board is not supportive in fund raising, it can be pretty discouraging. In volunteerism, you can get stretched ten or twelve different ways and you can burn out fast.

Bernice: I think you may be right because funding is a real, serious problem. I do what I can, but unless the United Way, Red Cross, etc., can assist, setting up a VAC may be creating a structure for nothing.

Ed: Bernice, what specifically were you concerned about in terms of program development in urban communities as opposed to rural? What do you see as the difference and uniqueness of urban related programs?

Bernice: I was interested in knowing how the urban areas approach it. I think I mentioned to you before that our state is so different. Even though it is a small state, it is the most populated and state politics are really weird. While I have some concerns, I don't see anything happening at this point, until after November.

Lavon: The answers to some of these things you will find are not always immediate. If you try to force a solution, it usually ends up not being on target anyway. It just takes time.

Bernice: I think that was the cause of my concern about the VACs because no one told us initially what we would be doing, who we would be relating to, and, of course, we started getting a lot of information from NCVA, and all that. We tried to force something that was not going to be at that point.

Ed: Richard, is there anything that you have some concerns about? I know you are in the initial stage of trying to create a state office in Wisconsin.

Richard: I talked with the ACTION office yesterday, going back over a draft for an application for federal funding. The Governor is agreeable and is pushing to go ahead on this. Some of the other staff are less than crazy about creating the office, however.

Ed: What kind of resistance are you meeting on that issue?

Richard: Many of them are new, with only a month or two in the executive office, and they are overwhelmed with existing responsibilities. It's not a political priority.

Ed: That's what I hear from many people. You know, Bernice, I think your concern about the urbanized environment primarily means that you have to contend with so many governmental agencies and political considerations that often times you are entering into turfdoms that override the real purpose and functions of your office as you see them.

Bernice: Like Richard--it's not a matter of real priority from the top, and it does present a tremendous problem in that I try to sensitize those on the top, just as I do with the community. I don't have to do this with the agencies--they know. Sometimes the internal problems can be overwhelming.

Lavon: Richard, I can understand what you are saying. I have a program specialist from the Governor's office sitting in front of me. There are four or five of us and we all have different ideas on the priorities.

Richard: It seems to me that one of the concerns expressed in St. Louis was that too often you get traditional kinds of volunteer organizations, and some participants seemed particularly interested in those that try to reach out to minorities. I wonder if Michigan and New Jersey have done anything in particular about trying to come up with a directory of minority volunteer organizations or any special thing to try to reach these target groups.

Lavon: That was one of my concerns when I came into this office, that we would get bound up in too much of the traditional and private end of it. I think in the two years I've been here, I've gone over the other way, but for a reason. I did it because I know ACTION's sentiments and commitment to human service delivery, and, also, to minority and rural groupings. I've tried to key in on those and then go back to the better established ones like United Way or Junior League. I think we've done much in two years--going out into the communities and community agencies and organizations, like Open Door Crisis Centers, and that sort of thing, and have established communication channels with them on a somewhat informal, personal basis.

Richard: Are there minority or community organizational mailing lists?

Lavon: Yes, in Detroit. The Voluntary Action Center in Detroit has what they call a VAC forum which is under their city's United Community Services Organization. The FAC forum is made up of 500 different black groups, community organizations, social ACTION groups, etc. We have attended some of their meetings.

Bernice: I think maybe I have a little advantage. Maybe I did the same thing Lavon did, except that being a minority, I naturally had some contacts and I had worked with migrant farm workers before taking this job. I had a lot of involvement with the rural areas and had also worked with community ACTION agencies. The Division on Women is in our department, so I have that mailing list, plus the Division on Aging is in this department, so I also have theirs. I, also, had some relationships with some of those people, so I didn't have to start from scratch.

The agencies I have been approached from are agencies I really hadn't thought of as volunteers, e.g., First Aid Squads, Volunteer Firemen, etc. They approached me because I hadn't thought of them as volunteers. But I use the same basic approach, very informal.

Ed: Have any of you received any information from the University of Pittsburgh Urban Research Center?

Bernice, Lavon, Richard: No.

Ed: What they've done is a reanalysis of the original census that ACTION funded back in 1974 on Americans who volunteer. It gives a national breakdown of who volunteers and why, notes, trends, overtime, etc. It also gives breakdowns by states which could help give you information on how many volunteers are in your state, what types of volunteers they are, what types of services they provide, etc. When they contacted me, I sent them a copy of our notebook and a list of the conference participants. It may be useful for you to compare your state with others, etc.

Richard: One of the things I heard talked about was the whole question of how do you establish credit for what volunteers do. Can it account for educational or working experience? I wonder if we could provide voluntary experience as a qualifying skill.

Lavon: I haven't done anything formally in that area yet, although it is something I want to do because our Civil Service system here says they do allow volunteer experience to be used on a resume. One person who has done a lot of work in this area is Charles Tildon, Jr., Executive Director, Maryland Service Corps, 1123 North Eutaw St., Suite 310, Jackson Towers, Baltimore, Maryland 21201. He has all the how to steps as well as a report of his experiences. His telephone number is 301/383-3079.

Ed: Going back to the 1974 American Volunteer Study, the address of the contact person there is University of Pittsburgh, the Center for Urban Research, c/o Jiri Nehnevajsa, Director, or Larry Stockman, 249 North Craig Street, Pittsburgh, Pennsylvania 15260. Incidentally, they break down the demographic characteristics of volunteers into some 90 different categories and can update that information for your state and provide comparisons with about a week of one of their researcher's time, or so they claim.

## CONFERENCE CALL SUMMARY

DATE: September 1, 1977

PARTICIPANTS: Amy Solomon, South Carolina  
Robert Fowler, Missouri  
Lavon Bliesener, Michigan  
Leon Halford, Louisiana  
Kenneth Krautbauer and Laura Lee Geraghty, Minnesota  
Ed Harris, Project Director, Lansing, Michigan

AGENDA: Legislation in Volunteerism

Ed: You had expressed several concerns in regards to legislation in volunteerism. Laura Lee has been kind enough to enter this conversation as an expert in this subject. As I understand, Laura Lee, you are the person who was involved in the instigation of the legislation on volunteerism in your office. There are a lot of questions I am sure that everyone would like to direct to you.

Laura Lee: I don't know how I suddenly became the expert on legislation. We have initiated legislation which creates and funds our office through statute, and that is the primary piece of legislation that we have had activity with so far. If you talk about legislation on benefits to volunteers, payments to volunteers, etc., we have not had much experience in that respect. A number of other states have been able to get their offices funded and created by state statutes, so I don't feel as though we are the only one in the country that has been able to do that.

Robert: Laura Lee, would you please send us a copy of the statute. I think your newsletter basically covered this, as I recall, but it would be helpful for us to have the actual statute.

Lavon: Wasn't that the actual statute in your newsletter?

Laura Lee: I don't think the actual statute itself was in the newsletter. It was fairly brief and that's what I would recommend to anyone who goes in, to make it uncomplicated.

Ed: Everyone in this conference call would like a copy of the statute.

Laura Lee: If ACTION is funding these programs, they should be able to not only supply current information on who is established by statute, but also copies of legislation, etc. I have no qualms about sending it, but a direct communication system would be better because that's going to change all the time.

Robert: Has anyone received a memo from Jim Baer on the citizens' review report? We are sending a letter out today endorsing ACTION's efforts to legislatively establish an office of voluntary citizen participation. I would encourage each of you to do that. In fact, we have asked to either meet with Sam Brown or Mary Keane to discuss that office, not so much about the state-wide grant, because we are no longer eligible for that, but to become available for mini grant. I think the private sector of volunteerism needs to support ACTION in its effort.

Lavon: Laura Lee, getting back to the enabling legislation, that's going to be one of our priorities this year. One of the things about Michigan is that, by constitutional law, the Governor's office can only have a commission or a blue ribbon committee, or whatever, within his office for two years, and then it has to move under another department. Now, yours, as I understand it, is established in the Governor's office. You don't have any constitutional law.

Laura Lee: There is a strong, strong trend for that. We really did some soul searching before we made that decision to remain in the Governor's office, but there are pros and cons any way you look at it. Our final decision was that we would try it within the Governor's office. That is not a popular move with respect to the legislature, by the way. We would be willing to compromise that point if that was the main point on which there was going to be complications, but the main reason for choosing to remain in the Governor's office is the increased visibility. For us, there has been a conscientious effort to keep it clean of politics.

Lavon: Right now, we are under the Department of Management and Budget. We are called "special commissions". I feel we belong in the Department of Management and Budget because we serve all departments and the general public.

Laura Lee: Before we made the decision that we were going to stay in the Governor's office, we took out a seat chart and took a look at all the departments, etc. There were only one or two that we would have considered going under. I am adamantly opposed to going under one of the human service departments. We do not have an umbrella human service agency. I believe as you do, that if you do well under a single department, then you are going to be tied into their program rather than your program and you are going to lose your credibility with the other state agencies.

Robert: We are, right now, part of the Office of Administration, which is your Department of Management and Budget. The Lieutenant Governor serves as coordinator. In a lot of ways, Phelps in Missouri does what Romney does for NCVA. Whether we will stay that way, I don't know. We are going to get more private money in '78 and it is going to be an interesting transition. We are going to remain a quasi public-private agency in Missouri, it appears. That's the way we are headed now. In fiscal year '78, we are going to have half public money and half private money. It may not be as successful as others, but in Missouri, considering all the factors that we had to deal with here, it seems like a good route to go and it seems one accepted by the leadership of the volunteer programs.

Lavon: At this point, the Commission is reviewing the various pieces of legislation at our September 7 meeting, and then I will be talking with the Governor's office on it. Then we will be able to get on the road. We have, for this Multi-state Project, also, put a January 1 time line on having legislation written so it is introduced at the new session on January 15.

Laura Lee: I would suggest you have that written, at least the first draft, by the end of November because you probably will have to redraft it and that's when everyone else is getting legislation ready to pass. Something that helped me a lot was talking to the attorneys for both the House and the Senate because they know what they will buy and what they won't buy. They were very helpful and, unfortunately, I did not do that until after the last draft of the legislation. I found them very good resources. Lavon, we developed about a 10 or 15 page packet of information for the legislature which contained everything from our fact sheet to job descriptions.

Lavon: I received one.

Robert: We extended an invitation to M.O.V.E. (Missouri Organization for Volunteer Effectiveness) to set up a state-wide task force study on state legislation affecting volunteers, and they have accepted the study with a great deal of enthusiasm. In fact, they are going to put in their own money and they are really going to do a lot of work. I would appreciate receiving a copy of that packet, also.

Leon: Laura Lee, would you please send me a copy of any other information you may have. I will tell you why. We are in a somewhat unique situation. We are in the Office of Human Services and that means we are removed from the Governor as well as the Lieutenant Governor and, right now, we are battling for our lives as far as funding. We were finally written into the '77-'78 budget, so right now it looks very good. What I'm saying, in essence, is we definitely need to look at some kind of legislation that will insure that the office of volunteerism will be around for years to come. What kind of politicking was done as far as getting the legislation passed? That is the key. How much groundwork had gone into it?

Laura Lee: An awful lot. I can't go into it except to say it's the toughest thing I have ever done in terms of time, energy, etc. I found that every single legislator had to be contacted individually before we went into hearings. We went through eight hearings before we got to the full floor. There is no tradition in funding volunteerism; there is the feeling that volunteerism is free and why should the state get involved. It really took between 15 and 45 minutes with every legislator. Now, fortunately, I have an advisory committee that is very, very active, and they did much of this. As a matter of fact, with a very popular democratic governor, we had almost solid republican support because of the advisory committee members.

Lavon: Why did you have eight hearings? Did it go to different committees within your legislators?

Laura Lee: That's the way our system is set up. It went to committees and sub-committees.

Leon: Was it accepted in the form that was submitted or were there modifications?

Laura Lee: There were a number of modifications and there were a number of things we had to fight for. Budget was one of them; we lost almost a third of the budget. The most surprising thing to me was that they tried to cut off the advisory committee and that was our biggest fight. We were able to keep it, but that was something I had not anticipated. There are a number of other terminology changes, but when I send this packet of information out, I will also send the new legislation out so you can compare the original with what was passed.

Lavon: Why do you think they were opposed to an advisory committee?

Laura Lee: It is a trend that is happening now in this state. There are many commissions, committees, etc., in the state that are primarily rubber-stamping or non-functioning. Mine is very, very active, but there is a feeling that there is too much of this other kind of thing going on with state money provided to support it, so it was more in principle than in looking at our advisory committee versus others.

Lavon: The reason why I asked is because I would predict that is what we would be faced with in Michigan because they are saying there are too many commissions being formed, too much money going to that.

Laura Lee: Be careful about who is carrying your bill; make sure they know volunteerism. We couldn't control that because the Governor does not name his own author; it is put up for grabs by the House-Senate leadership and neither one of our chief authors was very familiar with the field. One of them worked her way into it and did an excellent job. The other one really posed a problem for us. Fortunately, the second author in the Senate was a former junior leaguer who had been very active with our office and the advisory committee, and that helped. Realize that you never get on the floor; you'll never get a chance to say a thing unless that's provided for by your chief authors. Once that bill is introduced, it's really their business, not yours anymore.

Lavon: My biggest concern is having it go in either as complete or maybe overly so. Once it gets out of your hands, you don't know what they are going to add or delete.

Laura Lee: It is so important to maintain a really good relationship with the chief authors because they are the ones who are going to have to fight if something is going to be deleted or added. You should be able to just stop in their office and say, "Hey, I think we have a problem here and this is why I think it should be this way."

Robert: We have a woman legislator who is very interested in possibly forming a committee. MOVE doesn't know--they have talked to us about it, and this gal is a great supporter of our office, but I don't know if she should serve on a committee. Do you think that would be a problem?

Laura Lee: My inclination would be to say, put her on. I'd check that out through the powers that be, the Lieutenant Governor or whatever, so that is not contrary to their philosophy or whatever, but I think that would be the most helpful. Very frankly, when we went into this process--and I've got very sharp advisory committee members--none of us had ever done this before. It was like the blind leading the blind.

Leon: I think your advisory committee was intimately involved in drafting your legislation. Is that correct?

Laura Lee: Yes.

Leon: What happens if you don't have an advisory committee per se? There is an advisory committee which serves the total function of the Office of Human Services, an umbrella agency.

Laura Lee: Well, then you would simply draft it yourself. I always drafted the legislation in connection with the Reviser's office, but it was a matter of clearing through the advisory committee, getting suggestions, seeing that we had all the bases covered, etc. I don't see that it would make any difference, in terms of the drafting, whether or not you had an advisory committee. In terms of the actual working time, once the legislature is in session, good luck without that kind of a backup system, at least for me. But I always have to recognize that working with an advisory committee does take time and effort and a lot of work. It doesn't just happen.

Lavon: I have a commission of 15 and we meet once a month for nine months. I have always said if a volunteer office doesn't have an advisory committee in some form or other, it would be good to get one, informally or whatever, including some of your community organizations, possibly as an Adhoc committee along with some people from state departments and a legislator.

Leon: We have been working directly through some of the well-established volunteer agencies, getting suggestions, and so on. We are at the point now where we cannot continue to operate in this manner. We have discussed this time and time again. There is only one advisory committee and that serves the entire Office of Human Services. So, I would take your advice about an Adhoc committee.

Ed: Laura Lee, what progress have you made in regards to benefits for volunteers?

Laura Lee: I think we are doing a lot in that area outside of legislation and I would like to keep as much of it out of the legislative field as I can. The

one thing we are looking at now is comprehensive workers' compensation coverage for all volunteers in these departments. Currently, there are four different pieces of legislation that cover these departments, but there are many more departments that are either utilizing volunteers or could, or might in the future. What we would like to do is get a comprehensive piece of legislation. I don't know whether or not we are far enough along to bring that up during the next session.

Leon: Where will the funds come from for benefits for volunteer workmen's compensation?

Laura Lee: That's one of the problems. The workmen's compensation office keeps telling us there are no funds involved. It would probably have to be state funded if we are going to provide workmen's compensation. We are working on other areas that deal with employment credit and academic credit for volunteers and I think our office can be very effective in creating some change without legislating it by encouraging mayors, private employers, county boards, etc., to change their hiring practices to consider volunteer experience. The same goes for academic institutions. So we are really putting much more effort into the benefits for volunteers that would not have to be legislated.

Lavon: Laura Lee, we have just formed a task force on insurance liability and volunteer benefits issues. This is just my feeling, and I would like your opinions on it. When I looked at enabling legislation, I felt we ought to keep those two things separate, enabling legislation for this office and anything that would be legislatively involved in the insurance liability issue. Do you agree?

Laura Lee: Yes, definitely.

Robert: Our office is interested in the same thing, but here are the two points that we hope the state-wide task force study will look at, that is, authorize and summon every department or division to develop effective programs for citizen involvement and provide for a list of services for the Missouri volunteer offices. This is the only part of this whole legislation, affecting volunteerism, our office has ever mentioned. Then we can go ahead and provide volunteer benefits, transportation liability, and workmen's compensation. Virginia did that. If you will notice their legislation says, "enlist the services of". Do you think we should put that in there?

Laura Lee: All I can tell you is what we went through here, and I think that would have been too much to throw at the legislature at one time. I think we would have lost the whole thing if we tried to do that.

Leon: I am doing the one part, legislation affecting volunteerism. I am not doing any enabling legislation. My question here is, is it good for us to mention in the legislation the relationship of this office, the T.A. services of this office, really?

Laura Lee: I would guess it is. It is just one more reinforcement of the fact that you exist. Secondly, you are there to serve state offices. If you are doing it the other way around, then I would put it in.

Robert: Lavon, are you going to mention the commission?

Lavon: We are just in our early stages of looking at the whole issue on benefits and insurance liability, and I have been holding back because I want to do what Laura Lee has done, I think, and that is do as much as we can without legislation. In Michigan, workmen's compensation is a big thing right now and I can't even touch it.

Laura Lee: It is in Minnesota, too. That's why I am not making any commitment.

Robert: That's interesting because our office has requested an opinion from the Attorney General. Last week it came out and the Attorney General says that volunteers serving on a regular basis in state government qualify for workmen's compensation if something should happen to them.

Lavon: Maybe the best thing for us to do is get an attorney general's opinion.

Robert: I'll send you a copy of you would like. I sent Amy a copy a few days ago.

Laura Lee: I would like a copy of that, also.

Leon: Do you go directly to the attorney general to get an opinion pertaining to that?

Robert: We had a legislator request it for us.

Leon: Please forward me a copy, also.

Ed: Do you have any more questions?

Leon: Most things I have been working on pertaining to volunteer experience in relation to paid employment are still pending.

Lavon: I have a question for Amy. You have a tape on volunteerism and paid staff. There is a \$10 fee for reviewing it and x amount for the tape. Does that \$10 go towards the full amount?

Amy: It can be applied towards the full amount.

Lavon: I think we will be sending you a request for that.

Laura Lee: Amy, one of our VACs here in town had requested information on that tape, also. Are there written materials that go with that?

Amy: Linda is in the process of writing a manual and will try to get that done next week. If you request the tape at any time in the near future, she will send you an outline.

Robert: How are you sharing the results of our efforts with the rest of the assembly?

Lavon: I was going to send a memo to all of the assembly members, not as a member of the assembly, but as a member of the Multistate Project, sort of an outline, and saying the report we did is available and what we are doing. That is okay with the Lieutenant Governor.

Robert: I think we should let the newspapers know.

## CONFERENCE CALL SUMMARY

DATE: September 8, 1977

PARTICIPANTS: Robert Fowler, Missouri  
Leon Halford, Susan Carskadon, Louisiana  
Charlotte Speck, New Jersey  
Ed Harris, Project Director, Lansing, Michigan

SUBJECT: How to Facilitate The Organization of The Components of A State Office

Ed: The reason I set this call up is primarily because Leon had expressed an interest in the problem of how to facilitate the organization of the components of a state office and, also, Charlotte and Bernice had expressed some concern about that since they are still in the stage of developing their state office. I have asked Robert to join in this call because of his expertise in this area. Are there any questions you would like to direct to this problem area--it is rather a large one?

Charlotte: I can start off by saying some of our problem is just getting support, and that's internal support, as well as outside support.

Robert: I think there you have to communicate to the right people what you are all about and, hopefully, they will understand it. We deal with a real image problem when we begin talking about volunteers. Everybody says, "Oh, that's nice". I think we have to get down to the concrete contributions, to show governmental leaders that volunteers are contributing millions of dollars in services to governmental programs, and these are services that would not be provided otherwise. That's a strong point, one of the strongest points that we can make.

Charlotte: A good cost benefit analysis. Where have you picked up the manpower to do this?

Robert: Interns. In fact, this past year we have just completed our survey of volunteer programs in state government. Have you conducted a survey of volunteers in state government?

Charlotte: We have conducted a survey with different departments but not overall.

Robert: Every year we total the number of volunteer programs existing in state government agencies, the number of volunteers, and the number of hours contributed, and then we equate that through an hourly wage given to us by the volunteers. We do not use minimum wage because, obviously, many volunteers are worth

more. I am a bit pressed for time--I apologize for that. Let me share some ideas--they are not mine--of some of the most successful concepts for setting up an office. I like what Michael Robinson did in North Carolina. They divided the state in half; one staff person took half the state and another person took the other half. In Washington, they didn't divide the state, but they did divide up specific line responsibilities. The Washington office has a training section. That person does nothing but training, and then it has another person who is into the area of office management. Not all the staff is doing that. When it comes to workshops and conferences, that one staff person is responsible to do it. They have a research person, I believe. When it comes to any research, that person is responsible for it. Here in our office we have a person who is responsible for clearing help. We have an office manager to whom I direct all the projects. That's the way we are set up here. Whether that is good or bad, it works for us.

Ed: It sounds a little more simplistic and less complicated.

Robert: All of our staff is involved in training as we all have something to contribute. There are some things I have no responsibility for in the office, but we all report to the Lieutenant Governor here. I rather like dividing up the state. If you are strapped for manpower--New Jersey is so small--you might even divide up departments. Connecticut did that. One person was responsible for the corrections volunteer programs, another person was responsible for all the mental health volunteer programs, and another person handled all the private volunteer programs.

Leon: What are the results of North Carolina's setup?

Robert: My contact with them has been very good because each person has been able to identify a hard-core clientele. They have been able to concentrate on a geographic area. The only problem is that if one person leaves, you have a vacuum because no one in the office knows about that half of the state, if there has been no sharing and communication. Then, too, that half of the state may have only one contact with the state office. There have been some weaknesses, but my contact with them has been facilitated as a result of the organizational structure.

Leon: That creates a tremendous burden on one person, especially with a large state. For instance, community services. Will that create a problem?

Robert: Well, I guess it might; I don't know. I would write M. J. Calhoun in North Carolina and ask her those questions. I would hesitate to answer.

Ed: I can say, on behalf of conference calls, the cost benefit makes the calls successful. The savings is tremendous. For instance, the call I had last week with five states, with a six-way conversation, including myself, for 45 minutes,

only ran \$117, so the savings you can have by possibly substituting conference calls in place of travel would be one way in which you could possibly cut down unnecessary travel expenses.

Robert: Texas set up a network and they divided Texas up into something like 18 different regions. They have a volunteer who is a major contact and support person for the state office there. It is an individual state type situation. If we look at the State of Missouri--St. Louis, and then Kansas City--you can divide the state up half and half. There is the west side and the east side. We deal differently with each of those. It is not easy but you have to hang in there. I think the average number of people in the state office is about three. That might help you to know where you are on the scale. We have four in Missouri. That will be reduced to three at the end of this month.

Leon: How do you maintain information on costs to provide your elected officials on the effectiveness of the program, especially when you're in the process of setting up a network for that kind of feedback? What steps did you take in getting the data you needed for your program compiled for your elected officials?

Robert: Primarily, it has been the annual report which has been given to the Legislators, which indicates not only what we are doing ongoing, but also what we have accomplished.

Leon: Where did that information come from in your annual report? Did you rely on VACs or other community organizations?

Robert: Sure a lot of it came from the networks; a lot of it we were directly responsible for.

Leon: Did you have a task force play a role in that?

Robert: No. That's done by staff because that is an inhouse report, then made public, and hopefully reflects what has been accomplished over the past year. It is an important tool, to communicate.

Ed: The interns you make use of, Robert, do they come from local universities?

Robert: Yes.

Ed: What about you, Leon, do you have any universities you can draw upon?

Leon: Yes.

Ed: Charlotte, I know that in New Jersey you have universities there you can draw upon. In fact, part of your state plan is getting involved in an educational program. Have you started on that? I notice that in the plan of yours, you intended to get with the University on that this fall.

Charlotte: We have two things. We are working with Rutgers University in developing full curriculum and undergraduate and graduate programs in volunteer management and giving ongoing courses to both volunteer managers and the volunteers themselves. The proposal has been submitted to the Rutgers Board of Trustees.

Ed: Have they been receptive to the idea so far?

Charlotte: Yes. Actually, it is going to be a lot larger than we had planned because it is going to be a complete research institute on all aspects of volunteerism, and they want to use their School of Social Work and School of Administration to do a lot of research.

Leon: Bob, how do you go about gaining and maintaining support from your elected officials? I know you're very close with the Lieutenant Governor, but what about your other elected officials?

Robert: We don't really maintain contact. I may have lunch with a legislator who is very interested in volunteers. I don't know if you are permitted to do that. We have a newsletter; New Jersey has a newsletter, THE VOICE. I think the newsletter is one of the ways to gain support in the community. Many of the legislators are on our mailing list, but we don't push it down their throats. We have legislators here who are sincerely interested in volunteers. We make our newsletter and our annual report available to them. You really can't approach it with high pressure. They know we are here, and we are here to serve. I think you have to use your tools, and our tools in this case are the newsletter, publications that we make available, and that's the key. People can't have an image of you if they can't really see something. Our emblem has a lot to do with our success; I am sure of that.

Ed: Robert, do you make use of the news media and radio? I know that it is expensive.

Robert: Yes, we do. A lot of it is free. We utilize the Lieutenant Governor in a very constructive way, so we are able to get free coverage. The press really eats up our annual release of the number of volunteers in government. I don't know why, but they do.

Ed: Leon, have you given any consideration to the news media?

Leon: With the community project concept, we have leaned very heavily on the media, but that's the only time. As Bob indicated, it does not cost anything.

Robert: News releases--that's another role--Washington's Office of Volunteers has a public information officer who does nothing but that. They decide how they can get media attention for what they are doing. Sometimes we don't do as much as that and, of course, the press doesn't really understand what we are all about. They do one of these nice things--volunteers--that's nice. They smile and they go on. I think we try to emphasize the needs we are meeting. We have had some features on people who are eating dog food in ghettos in St. Louis and, now, volunteers who are providing homemakers' services. That's the kind of stuff we have got to talk about. We have got to communicate, then we start getting support and understanding, and things work a lot better. If you ever get that kind of feature in New Orleans or Freeport, or Newark newspapers, you are in great shape. We are fortunate enough to have that here, both in Kansas City and St. Louis.

Leon: How did you go about establishing that kind of rapport?

Robert: Here, again, through the Lieutenant Governor's office and direct contacts with the media, we have access to AP and UPI and all the major political correspondents. We go to them and say, "Here's a story; here's something you may be interested in." Someone will pick it up.

Ed: It all gets back to the visibility aspect of the state office and why it is important to have it located in the office of Governor or Lieutenant Governor, so you can have that coverage.

Robert: Ed, I want to say thank you for these conference calls. They have been excellent.

LOCATING AND UTILIZING INFORMATION SOURCES  
ON VOLUNTEERS AND VOLUNTEERISM

A description of the Volunteers in Michigan Clearinghouse is given to describe how we in Michigan have located and utilized information sources on volunteers and volunteerism within the state.

Our emphasis in creating a statewide Clearinghouse mechanism was to make it a living, breathing unit that would not only provide materials but also have flexibility which would service volunteerism in the state. The Clearinghouse provides information on the "how-to's" of recruiting, training, recognition, etc. of volunteers and also has an information and referral system for disseminating information on good programs, resource persons, and new and good ideas. We rely on our newsletter for Clearinghouse information and up-to-date activities which should be shared. Involvement of many different volunteer organizations and persons around the state are key to a dynamic information and referral product. It is our hope that the details included in our Clearinghouse paper will be helpful information.

Please feel free to contact VIM with questions or if further information is needed. Please request from:

Ms. Beverly Wiener  
Clearinghouse Coordinator  
Commission for Volunteers  
in Michigan  
357 Hollister Building  
Lansing, Michigan 48933  
(517)373-8870

Described below are the various clearinghouse activities and how each developed.

1. RESOURCE LIBRARY - We have collected publications on all areas of volunteerism. The publications are divided into two sets of categories. The first set of categories describes the various aspects of managing a volunteer program, such as planning new programs, publicity, fundraising and training volunteers. The second set of categories describes the various service categories, such as health, education and justice.

We began with all of the publications of the National Center for Voluntary Action and the National Information Center on Volunteerism. We also ordered materials from other sources as we found out about them. As people found out what we were doing, they sent us materials or suggested publications they had found useful.

We tried to get multiple copies of free or inexpensive materials so that we could send them out in response to individual requests for information.

The resource library has been a useful source of information, both for volunteer programs and for the VIM staff.

2. NEWSLETTER - The VIM Viewer, published bimonthly, is an excellent vehicle for the distribution of ideas and technical assistance.

The newsletter serves a variety of purposes. First of all, it informs the volunteer community about what VIM is doing. Another function of the newsletter is to provide technical assistance by printing useful information and listing publications which can be ordered free or at low cost. The VIM Viewer also contains news about innovative programs, staff changes and conferences and workshops.

After VIM held a statewide conference on volunteerism, we published summaries of each of the workshops in the newsletter. In that way, we made the information available to a large audience.

The VIM Viewer provides a vehicle for disseminating good ideas from the Clearinghouse.

3. INFORMATION ABOUT VOLUNTEER PROGRAMS IN MICHIGAN - We sent a questionnaire to everyone on our mailing list asking for information on their volunteer programs. About 25% returned the questionnaire, which asked about the kinds of services provided, target groups, number of volunteers and what they do, and age of the program. Information from the returned questionnaires was transferred to key-sort cards. We are now able to locate quickly all the volunteer programs in a particular service category or all the programs in a particular geographical area. This is especially helpful to new programs enabling them to contact established agencies for consultation.

The questionnaire also asked respondents to evaluate VIM services and to identify needs that VIM could meet.

4. INFORMATION AND REFERRAL - People with questions about any aspect of volunteerism can write or call our office. If the question is general, we can send them a short publication or copies of our newsletters which summarize the workshops at our statewide conference. More specific questions usually require research. I try to answer all questions if possible, but sometimes it is more appropriate to refer a person to a state department or local agency.

Requests average between ten and twenty a month. However, if we offer a free material in our newsletter, we usually receive from twenty to forty requests. From time to time, the Clearinghouse service is described in the VIM Viewer so that people know it is available.

5. SPECIAL PROJECTS - As special informational needs are identified the Clearinghouse Coordinator tries to find a way to meet the need. Widespread concern over the availability of insurance for volunteers led to the creation of a task force on insurance for volunteers. This task force will determine what is the present situation in regard to volunteer insurance and will make recommendations to the VIM Commission. Another project now underway is the development of a list of resources for volunteer training, including films, videotapes, simulation games and publications.

## SOURCES

Many excellent written materials are available through the National Center for Voluntary Action, 1214 16th Street, N. W., Washington, D. C. 20036 and NICOV, P. O. Box 4179, Boulder, Colorado 80306.

Other materials can be found by watching newsletters of local and national groups and of other states.

Volunteer leaders around the state are excellent sources of information. As people become aware of the Clearinghouse and the newsletter, they volunteer information. Workshops and conferences are excellent places to meet people interested in volunteerism. In addition, as VIM develops groups like the Roundtable and task forces like the Insurance Task Force, the informal information network expands.

State government employees are also excellent sources of information, and many of the questions we receive require us to contact state agencies for information or assistance.

## GENERAL PRINCIPLES OF THE VIM CLEARINGHOUSE

1. An information system should be dynamic, with information going out of the Clearinghouse as well as coming in.

2. Requests for information should be answered as fully as possible to be helpful. This may involve making a phone call to clarify the nature of the question.

3. On-going personal contacts keep the information flow going. This can be accomplished through on-site visits, attendance at conferences, creation of VIM task forces and discussion groups and any other activity which brings people together to discuss common goals.

## USING SMALL GROUPS TO SERVICE AND RECRUIT LOW INCOME VOLUNTEERS

Submitted by: Leon Halford and Susan Carskadon, Louisiana Office  
of Human Services

The following ideas and suggestions recount the kind of experience being shared by those in the Bureau of Volunteer Coordination. Within the framework of the overall objective of recruitment and retainment of volunteers in low income areas, each day has its own objectives with experiences planned and organized to realize these objectives. A flexible planning schedule is observed in order that sufficient time be given to organizations and communities that require the greatest attention.

### Purpose

The meetings were initiated with several purposes in mind. First, we recognized the need to reestablish continuing interagency and intercommunity lines of communication that will help to close the gap in services for low income communities. As a result of our meetings with low income residents, we have moved to provide some relief for this deficit. Taking into account the multitude of environmental, familial, and peer groups pressures which have impact on these residents, both for providing the community with the frame of reference through which it views the world, and the scope of alternatives within their awareness, we felt that an intervention design of working with communities of low income residents could perhaps help them better cope. Our purposes for this community work are to:

1. Help the residents to see how their lack of participation leads to undesirable consequences for themselves, their families and communities.
2. Provide legitimate channels for residents to pursue status, gratify needs, and interact with block clubs, P.T.A.s and other community organizations around concerns which they encounter.
3. Help modify the community frame of reference toward local community organizations.
4. Increase the community's knowledge and use of community resources such as legal services, health services, and job markets, to provide alternative outlets for meeting their concerns.
5. Provide the community with program decision making power and responsibility to enhance their self images.

### Community Relations

It is very important that recruiters keep open lines of communication with the community, especially those that represent the poor, women, young people, handicapped, and the aged. These are the networks that reach many of the people for

whom community organizations' services are intended. These communities need to be kept informed on such matters as progress being made to resolve special employment problems, health services, parks and recreation, child care services, etc.

Recruiting organizations and agencies should consider using minority newspapers, radio, churches word-or-mouth and advisory committees to keep communities informed. In addition, posters and literature are important and should be distributed where they can reach a large number of potential volunteers.

An effective community relations program will go a long way toward enhancing the image of the organizations in low income communities and will provide positive assistance in achieving overall goals.

### Recruitment

Recruitment is the same process for staff and participants and is one of the primary means of offering project opportunities to poor communities.

Positive recruitment rather than passive reliance on posting recruitment notices in every area where people congregate in numbers is necessary for effective recruitment. The following are specific techniques that will aid the prospective recruiter:

1. All solicitations and advertisements concerning volunteer recruitment in special communities should emphasize possible career ladders involved.
2. Use the handicapped and women on all recruitment teams. Train recruitment teams to use objective standards and keep them continuously aware of recruitment goals.
3. Direct appeals to all segments of the community, utilizing all special interest groups and all recruitment sources. Solicit recruitment suggestions from the community. Make personal visits to group meetings, and make home contacts to stress the importance of community involvement.
4. Contact agencies and consultant firms that specialize in attracting residents from low income areas.
5. Contact educational institutions, high schools, vocational schools, teen centers, churches, health units, etc.

Other recruitment sources for low income communities:

1. Civic organizations; community leaders; public training programs; community action agencies; model cities agencies; and apprenticeship information centers.

2. Advertise in the media to recruit low income residents. Emphasize interest in recruiting both sexes, especially for organizations which have been stereotyped as serving the elite community. Place classified ads under "Help Wanted, General or Help Wanted, Male and Female."
3. Use neutral terms to describe the organizations policies, goals and objectives.
4. Try to avoid recruitment which is primarily by word of mouth.

### Nature of the Groups

The worker team (volunteer) concept was utilized as a means of dividing the time and workload required for recruitment and community contacts. It was anticipated, (and this occurred for the most part), that team members (volunteers) would complement and enhance each other's capacity to observe, initiate and interpret group process and dynamics. Also, a team planning together weekly, enabled the delivery of a more creative program.

Once the groups started, they demonstrated a high level of enthusiasm and investment. They related quite well to all the workers despite the fact that all but one worker was white. In light of this involvement, voluntary recruitment and community maintenance was feasible.

## Governor's Aesthetic Environment Program



### MOTIVATING VOLUNTEERS THROUGH PUBLICITY

Volunteers are essential to the Governor's Aesthetic Environment Program. Without them, our efforts to restore Minnesota's natural beauty would be greatly minimized. People must not only volunteer to clean up the state, but also, people must volunteer to keep it clean. The two prime areas of volunteer involvement are community clean up campaigns and tree planting. The following is a brief summary of how we have used publicity techniques to motivate volunteers into action.

To launch the statewide beautification program, volunteers from nearly every county in Minnesota were selected to serve as county coordinators. It has been their responsibility to create local awareness of our program and to supervise our CETA technicians. We believe that these volunteers working in a leadership position spurs fellow residents on to volunteering for our program.

Coordinators have proven themselves to be good public relations people. Approximately 75 percent of the coordinators have scheduled radio and TV appearances in their counties. We helped them get started by hosting a reception at the Governor's residence in honor of their appointments. Each coordinator had a photograph taken with Governor Perpich. These were then distributed to local newspapers, accompanied by a press release. Technicians were also trained by our publicity staff persons about how to work with the media, how to write a press release, public service announcement, etc. Several coordinators and technicians write a regular column for the local newspapers in their counties.

Our volunteers and technicians also have at their disposal a variety of promotional materials developed by our office to aid them in generating volunteer support at the local level. These include: a Citizens Guide, a condensed flyer, expanded information sheets on each of the five program areas, posters, decals, buttons, name tags, and Certificates of Appreciation. In addition, we have 12 slide shows about the program that are available on request.

To this point, we have discussed ways in which our office helps to motivate volunteer county coordinators. Now let's look at specific events that have motivated others.

In April, our office conducted a series of regional workshops around Minnesota to acquaint local officials, volunteer organizations, businesses, and the general public, with our program. We sent press releases to all regional areas, giving them specifics about the state program, and about the coming workshop. We also contacted the vice president of the Minnesota Jaycees who supervises Community Action Programs statewide. He publicized the workshop in the Jaycees "Ships Log" newsletter. As a result, a good relationship was formed with the Jaycees who have taken the initiative in tree planting and community clean ups throughout Minnesota.

On Arbor Day, April 29, tree planting activities took place throughout the state. Minnesota Jaycees helped to motivate 19 communities to match Bicentennial funds totaling \$5,000. As an organization, the Jaycees contributed \$2,000, while over \$20,000 was generated from the communities. Our office publicized the events with press releases, but more importantly, our staff was available to deal with Jaycees on a personal basis.

During the summer months our coordinators and technicians made a special effort to inform the public about the program by securing booths at their county fairs. Many of the teams sparked public enthusiasm by holding a raffle with tree donations from a local nursery. One energetic team collected \$250 from local businesses and produced 5,000 litterbags for the fair. The governor attended many of the fairs, accompanied by a staff member from our office and a display system with large photographs depicting our programs. All fairs were supplied with written materials and a slide show when requested.

Community clean up campaigns lend themselves well to creative publicity methods. Mike Currie, Minnesota's voluntary clean up chairman, has established an ongoing campaign in Rochester. It began with eight concerned individuals who incorporated to form the Community Cooperation Clean-up Coordination Committee. The public was made aware of the idea through public service announcements and personal contacts made by the committee. Donations were sought for litter pick up from local businesses. Over \$1,800 was raised, enough to pay 21 youth groups for picking up the area. Currie is planning a statewide effort for next spring, with MacDonald's participating in the advertising area.

Spring Lake Park Jaycees organized a clean up campaign recently and used a "flyer drop" to get their message to the public. Local schoolchildren distributed an information pamphlet alerting residents to the community clean up. National Guard trucks picked up loads of discarded items from homeowners who, in turn, came to the huge garage sale where all items were sold. The unusable refuse was hauled to the landfill.

Currently, our office is in the midst of promoting "Minnesota Clean-up Week" to be held from September 25 through October 1. We have directed Jaycee organizations to initiate clean up campaigns wherever possible. Our office staff and the county coordinators and technicians are mainly concentrating on school involvement. Informational letters were mailed to all elementary and secondary schools, urging their involvement in two contests. At the elementary level, each school has been asked to conduct a poster contest and send the winning one to our office. Posters should depict a clean up theme. One St. Paul school brought posters to the Governor's Office last week when the Clean-up Week Proclamation was signed by Governor Perpich. At the secondary level, students will be picking up litter for their statewide competition. The judging will be based on how much litter is picked up in proportion to the number of students involved. Prizes for both contests will be a meeting with the governor and Certificates of Appreciation.

"Minnesota Clean-up Week" marks a kick-off programs that we are developing for schools. During the winter months our technicians will be making presentations to schools in their counties, encouraging them to get involved in making Minnesota a cleaner place to live. Our office is producing a brochure for community education directors throughout the state that will give them specific ideas for organizing community clean ups, and tree planting. It is our hope that students will get actively involved in volunteer activities with our program, as well as learning the importance of having a "clean up consciousness."

MULTI-STATE VOLUNTEER PROJECT

SUBJECT: RETAINING VOLUNTEERS

SUBMITTED BY: NEW JERSEY OFFICE OF VOLUNTEER SERVICES

In our work with voluntary agencies we have noticed that one of their major problems is not in the actual recruitment of volunteers, but rather, in the retention of volunteers. In other words, when they get volunteers, how do they motivate them to remain?

In the process of recruitment it becomes critical for the organization to understand the motivations of their volunteers. For example: what are the key facts involved in the individual decision to volunteer or to avoid volunteering?; is the person committed to volunteering?; is the person committed to volunteering only a minor part of ones life?; and what does one really hope to gain from the volunteer experience?; etc.

There are many factors that make for a meaningful, positive volunteer experience and they are essentially: (1) a good program; (2) well defined and carried out personnel practices and, (3) a very receptive, understanding, climate for the volunteer to work in.

If a program is well-conceived and organized, volunteers will feel they are making a positive contribution. Success can really be measured if the volunteers keep coming to work, bring in new volunteers to share work that needs to be done, and seek new responsibilities for themselves.

Today volunteer opportunities are much broader, challenging, and hold unlimited possibilities for the person who really wants to give. Women today often see their volunteer experience as a stepping stone to paid work. The management skills learned in volunteer work have proven valuable to both organizations and businesses; and often are parlayed into paid employment.

Volunteers should be given ample opportunity for growth. They must be included in the planning process and have a definite role in decision-making. Apart of this is giving volunteers respect and making sure they feel that they are an accepted and

valuable part of staff and the workings of the agency. Commitment for training and support must be made by both the volunteer and the person with whom they work. Though pre-service and in-service training the volunteer can learn and grow on the job. Also, the better trained the volunteers are; the more effective the service they can render-and the more secure they will feel about the service they are giving.

The ability to realize personal and professional growth, the opportunity to learn additional skills, the chance to devote one's time and energy toward constructive purposes, and the feeling of knowing that you're helping others, are all possible benefits for the volunteer. It is up to managers, however, to help the volunteer recognize his/her full potential.



SOUTH CAROLINA OFFICE OF VOLUNTEER SERVICES

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Governor

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LINDA B. LEWIS  
Director  
BARBARA BALLINGER  
Asst. Director

MEMORANDUM

TO: Ed Harris  
FROM: Linda B. Lewis/SCOVs  
SUBJECT: Staff Resistance to Volunteers  
DATE: September 30, 1977

The SCOVs has been requested to report on its experiences with "staff relationships with volunteers". In this regard the South Carolina Office of Volunteer Services has developed a video cassette on staff resistance.

Marlene Wilson, national consultant and author of The Effective Management of Volunteer Programs, after previewing the video cassette comments: "I found the videotape presentation to be a refreshingly professional treatment of a very serious problem in volunteerism today, volunteer/staff relationships. Used as a discussion tool, it could initiate productive interchanges with paid staff regarding attitudes, planning, supervision and recognition of volunteers. It illustrates beautifully how large problems grow out of seemingly insignificant incidents that go unrecognized and unresolved".

After two years of traveling in South Carolina and talking with over 1200 volunteer directors, a need for such a training tool became apparent. There were surely many other problems confronting volunteerism, but without the support and backing of staff volunteer programs were doomed to failure. In most volunteer programs in South Carolina an orientation/training program was conducted for volunteers, but almost without fail, an equally important need

was overlooked: training staff for volunteers. The objective being, of course, to form a partnership between regular staff and volunteers with understanding and acceptance on both sides.

By using the video cassette, "The Voluntary Difference", on staff resistance and offering workshops statewide on this subject, the SCOVS hoped to make a dent in alleviating this stumbling block to successful volunteer programs. Thus far, since completion of the cassette, the SCOVS has conducted 15 workshops addressing the needs of staff in a volunteer program.

Of primary importance in evaluating a volunteer program or in starting a new volunteer program is the attitude of the staff with whom the volunteer will be working. Often heard remarks from staff, whether in a public agency or the private sector, were: "I don't have time to use volunteers." "I don't want volunteers interfering with my clients." "Aren't I doing my job properly?" Always, the remarks, questions and unspoken fears were the same. As stated in Orienting Staff to Volunteers by Dr. Ivan H. Scheier, Director, NICOV, those often repeated questions and fears are condensed into six staff fears:

1. Concern for the client;
2. Concern for professional or other staff status;
3. Concern for control;
4. Visibility threat;
5. Fear of the new and untried; and
6. Fear of speaking up.

These are very real concerns on the part of the staff and the best way to deal with each concern is in an open, honest, and straight-forward manner.

By making the staff feel free to speak and interact with each other and the workshop facilitator, one can begin the process of overcoming staff concerns about volunteers. Some ways in which the SCOVS has tried to make staff feel more comfortable in discussing their concerns are: 1. having small informal group meetings, 2. insuring staff of confidentiality, 3. applying no pressure to use volunteers, 4. insuring staff that if they do decide to work with volunteers they are free to back out at any time, and, of course, 5. answering questions honestly and if there is no answer or the answer isn't available, say so. Also, an important factor which should be considered is whether or not to have

top administrators present at the meeting. The SCOVS has found that both staff and volunteers are much more receptive to "speaking up" if the group is limited to their peers.

Dr. Scheier has compiled the following unfavorable cues which helped the SCOVS in recognizing staff resistance and identifying the specific problem:

1. Staff person doesn't show up at meeting
2. Shows up late
3. Leaves early
4. Sits in back of room and does not participate
5. Sends a representative to meeting
6. Inappropriate humor
7. Cites negative examples
8. Can't remember being a volunteer himself
9. Thinks of the volunteer as a do-gooder
10. Agency has no problems (so therefore needs no volunteers) Dr. Scheier suggests at this point that the volunteer director book a flight to Brazil!
11. Harping on negative issues about volunteers.

The following cues show an accepting staff and identify positive areas:

1. Absence of all eleven unfavorable cues!
2. Has had good experience with volunteers and talks about it
3. Was a volunteer himself and remembers it well
4. Can think of good constructive job for volunteers to do
5. Takes lead in answering questions others ask
6. Ask good questions
7. Positive attitude
8. Wants program to get underway rapidly
9. Seeks you out personally to express his interest

It is highly unlikely to have all unfavorable cues. In fact, often times, if the facilitator is skilled, the interaction by questions, answers and discussion will help alleviate many misunderstandings.

However, if one expects active support and acceptance from agency staff, then certainly there are strategies which have to be followed in administering volunteer programs. Some of these are:

1. Run a good program--quality;
2. Respect and empathy for people you're trying to persuade;
3. Selectivity--don't try to convince everyone at once;

4. Mutual identification--staff must identify with volunteers;
5. Information--provide data on the history of volunteerism;
6. Involvement--involve staff in all phases of volunteer program;
7. Incentive sharing--be sure staff shares in the rewards of a volunteer program;
8. Ventilation--give staff full opportunity to "speak up";
9. Continuation--of orientation and training for staff;
10. Negotiation, consultation, and reconciliation--don't tell--ask, don't talk--listen to staff.

Nothing, succeeds quite like success. For example, last spring, the SCOVS was approached by a youth services agency to conduct a workshop on staff resistance. The volunteer director had related no staff/volunteer problems whatsoever. However, that was before volunteers became an actuality for staff to react to and work with in the agency. It soon became apparent that there was a problem. Staff members were requesting volunteers at regular intervals, but after several months--there were no new requests by staff for volunteers. There was also a high volunteer attrition rate. A workshop was conducted, and happily with good results. Initially, staff were reluctant to discuss their feelings about volunteers and administrators who were urging the involvement of volunteers. After several warm-up exercises, (and hopefully they will warm-up) some good discussion took place, some concerns were shared, questions answered, and even hostile feelings aired. Expect and welcome these reactions, because primarily, one is seeking attitude changes associated with information gain. Just as important as seeking staff attitude changes is the attitude of the volunteer director and his/her relationships with staff.

Attitude changes don't happen overnight, but a sure step in the right direction is the realization of a sense of being a team. If volunteer directors, agency staff, and the volunteer can form a partnership, then surely a successful volunteer program will follow. Governor Jerry Brown of California has stated: "Volunteerism is not a luxury. It is a vital necessity for a civilized society that wants to truly meet its human needs."

RESOURCES:

Ivan H. Scheier, Ph. D., Director, The National  
Information Center on Volunteerism, 1221 University Ave.,  
Boulder, Colorado 80302

Linda B. Lewis, Director, S.C. Office of Volunteer  
Services, 1321 Lady St., Rm. 305, Columbia, S.C. 29201,  
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