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AVA ASSOCIATION FOR VOLUNTEER ADMINISTRATION

The Association for Volunteer Administration (AVA) is the professional association for those working in the field of volunteer management who want to shape the future of volunteerism, develop their professional skills, and further their careers. Members include volunteer program administrators in a wide variety of settings, agency executives, association officers, educators, researchers, consultants, students—anyone who shares a commitment to the effective utilization of volunteers. AVA is open to both salaried and nonsalaried professionals.

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Finally, AVA produces publications, including several informational newsletters and booklets, and THE JOURNAL OF VOLUNTEER ADMINISTRATION.

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Volunteerism and Technology Transfer: A Case Study

James E. Atkinson and Donna J. Mansfield

INTRODUCTION

There are 779 Federal research and development (R&D) laboratories and research centers in the United States. They fall under the jurisdiction of 12 Federal agencies. Last year the total R&D budget for these laboratories was approximately 20 billion dollars. Collectively, they employ over 100,000 scientists and engineers whose knowledge spans virtually every facet of scientific and engineering know-how. This knowledge represents a priceless national resource.

Over the past ten years a number of experiments have been conducted in ways to transfer this R&D expertise to other areas of the public and private sector. One of the most successful involved establishing a Technical Volunteer Service (TVS) at both the Newport, Rhode Island and New London, Connecticut laboratories of the Naval Underwater Systems Center (NUSC). Under TVS, scientists and engineers at both NUSC laboratories can volunteer their services and personal time to assist state and local governments with the increasingly complex technical issues that they must face.

The benefits of this program are many: local governments gain a technical competence that they otherwise cannot afford; NUSC becomes integrated with the community; and volunteer scientists and engineers experience increased satisfaction as they see their help make a measur-

able difference. The logic of a TVS within a Department of Defense (DoD) laboratory could not be questioned once it was realized that the taxpayer would receive a greater return on money spent in R&D when government high-technology practitioners could be of service to their local communities. Simultaneously, the erroneous stereotype of civil servants as unresponsive, self-serving bureaucrats would be corrected.

Considerable planning went into initiating TVS at NUSC. It was necessary to establish a receptive environment within NUSC and the local communities. This article describes the program's development, the initial ingredients for success, important lessons learned, and specific examples of program results.

BACKGROUND

The time was 1977. A NUSC, New London laboratory employee, on his own initiative, was functioning as a volunteer technical liaison between his community and his work place. Harrison J. Fortier had become aware that the police in his community of Waterford, CT were having problems with their communications systems. He also learned at a civil preparedness meeting that the newly installed siren system did not perform to specifications. He took this knowledge of these two technically-based problems to work with him and began to "tap" co-workers for help in resolving them. Using this personal touch, he was able to acquire free

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sophisticated technical assistance for his local community.

Building on Mr. Fortier's initiative and example, the Office of Special Programs Development at NUSC set out to organize a NUSC-wide Technical Volunteer Service (TVS) that would provide technical assistance to those communities where laboratory employees resided. Four ingredients were vital to the success of this project: (1) the support of NUSC management; (2) finding the right person to coordinate TVS and provide liaison between technical volunteers and the local communities; (3) raising employee awareness and interest in community projects; and (4) raising awareness in the local communities of the assistance they could acquire free from NUSC.

Laboratory Management Support

Before starting TVS, it was necessary to obtain the support of top management at NUSC. Because of the high visibility of such a program in the local communities and its involvement with public officials, it was important that all parties have a common understanding of the program and the limits of their own authority and responsibility.

Fortunately, NUSC has a long history of successful technology transfer activities, making top management familiar with the concept of technology transfer, its methods, and goals. This made the task of introducing a potentially controversial volunteer technical assistance program easier than might otherwise be expected.

A special briefing was held for the NUSC Comptroller, since technology transfer was in his department, to outline the goals and objectives of TVS. At that briefing, guidelines were established to protect NUSC's public image: the volunteer effort should not be a drain on NUSC's mission-related work; an informal reference system should be established to ensure the technical credentials of volunteers; and the

volunteer effort was not to compete with private industry.

Finding the Right Person

The single most important ingredient for success was finding a person (Community Liaison Coordinator) who could serve as liaison between the technical people at NUSC and local government officials. Not an easy task. The position demanded sensitivity, a knowledge of local governments, and the ability to comprehend the technical aspects of a problem. It also required the ability to motivate technical people by pointing out how their unique skills could be applied outside NUSC.

In a very real sense, the Coordinator would act as a liaison between two very different environments, each with its own history, problems, resources, and "language." The NUSC staff consists of engineers, scientists, technicians, and support staff who are used to working with very sophisticated technology and employ a technical jargon that can be intimidating or unintelligible to an outsider. Local governments, on the other hand, have few technically-trained people, lower level technology requirements, little money, and speak a political-sociological-financial language that is alien to most scientists. The TVS coordinator had to interface with both these worlds.

What type of person could best interact with these two different groups? After careful thought, it was decided that the Coordinator need not be a technically-trained person (an engineer or scientist). The person would work in an office with technical support people whose years of experience and personal familiarity would help develop a linkage with the technical experts in NUSC. However, because there was little in-house familiarity with the workings of local governments, it was reasonable to select a person with a strong background in business, community affairs, and human relations.

After searching for almost a year, such a person was found and hired. She is educated in the fields of psychology, business and social work, and is experienced in marketing and community organization. In addition, she had over 15 years experience in the local volunteer and community service arena. Within a few months, after becoming familiar with NUSC, its employees, and the goals of technology transfer, the Coordinator initiated a plan for TVS. In addition to the constraints suggested by the NUSC Comptroller, this plan was always considered within the framework of one imperative--that user demand always be balanced with current capacity.

Raising NUSC Awareness and Interest

Technology transfer was not a new concept to most NUSC employees since the Office of Special Programs Development has been in operation since the early 1970's. What was new was the idea that NUSC technology could be beneficial to the communities right outside NUSC's gates.

Over a three-month period, to (1) educate NUSC employees about the goals of TVS and (2) indicate how the military work they do every day might serve useful nonmilitary purposes, intensive use was made of NUSCOPE (a biweekly in-house newspaper) and the NUSC weekly bulletins. Articles documented the type of volunteer projects already underway in one community and discussed highly technical areas where technology transfer did work, such as an employee-designed liquid level sensor for blind persons. The device lets the blind know when their coffee cup is full without having to stick a finger in the cup. Another highly technical area involved the use of finite-state-analysis in modeling human tissue. This was useful in determining the effects of radiation and heat in cancer treatment. The employee publication articles, however, also

highlighted lower technology projects such as a systems analysis of the reporting methods for a local women's center and a rotation schedule for a local police department to assure the presence of a supervisor on every shift.

The weekly NUSC bulletins carried notices on the initiation of TVS and the announcement that survey forms would be available to NUSC employees to determine their interest in forming a TVS. The form was designed and reviewed by people on the technology transfer staff, as well as those experienced in local government. This ensured that it included information that was useful to the Office of Special Programs Development, to municipal requestors, and to the person who would coordinate volunteer activities. Simplicity was a prerequisite. Federal employees are already exposed to too many complicated forms, and might reject responding to a survey if the form is too complex.

A second key feature of the form was its focus on hobbies and special interests of the respondents. Experience has proven that this information was fundamental to later success. The combined knowledge of a volunteer's education, special interests and hobbies, as well as his or her actual job experience, allowed the selection of NUSC's best qualified volunteer for each project. This survey was mailed to all hands with a cover letter suggesting areas of technology where volunteers might be needed.

The first week after the survey was mailed, 181 forms (out of a 3000 employee population) were returned to the Office of Special Programs Development, indicating a surprising level of employee interest. The volunteer pool was made up of engineers, technicians, secretaries, computer scientists, and physicists. Currently TVS membership has increased to 350 in-house volunteers, with an additional 60 NUSC retirees forming an adjunct branch called TVS-Retired (see section on Recent Developments).

So well known is TVS now that the Coordinator can call on almost anyone at NUSC to ask for help if the proper skill cannot be found on the NUSC roster of volunteers.

When TVS was officially launched in August 1978, it was decided that volunteers would receive regular written updates on the program's activities. Such updates advised who volunteered for what projects; it also reassured those who had not yet been called upon that the program was alive and current. In addition, it educated volunteers to the type of help being provided in local communities. Sometimes publication of such information spurred similar projects in another community, or caused an exchange of ideas between volunteers assigned to a similar task in different communities.

These updates have evolved into a full-fledged monthly newsletter that is now mailed to all in-house volunteers, NUSC department heads, retirees, local librarians, several levels of municipal officials in the towns surrounding NUSC's two laboratories, other Federal laboratories, and anyone else who requests copies. The newsletter informs the municipal officials about the variety of expertise available at NUSC and highlights new products with potential for municipal application that emerge from Federal R&D.

NUSCOPE, the regular in-house newspaper used to introduce TVS to NUSC, is used periodically now to discuss a particularly innovative project, to provide an in-depth outline of a particular community need, or to give extra visibility to volunteers for outstanding work they perform.

Raising Awareness in Local Communities

In August 1978, a letter was mailed by the Community Liaison Coordinator at NUSC to each mayor, city manager, and first selectmen in Connecticut, Rhode Island and the area of Massachusetts closest to NUSC. The letter announced the

formation of the TVS at NUSC and invited local officials to phone the Coordinator if they needed technical assistance. The municipal leagues in each of these states (the Connecticut Conference of Municipalities, Rhode Island League of Cities and Towns, and Massachusetts Municipal League) shared their mailing lists, publicized the program in their newsletters, and helped coordinate requests for technical assistance.

The original letter generated enough requests to warrant the program. Although only a few requests came in at first, as word spread and successes were added, this number increased until now there is a constant stream of about four requests per week.

HOW THE TECHNICAL VOLUNTEER PROGRAM WORKS

The Community Liaison Coordinator serves as the link between TVS at NUSC and the local communities. Requests for TVS assistance are received from mayors, city managers, administrative aides, municipal department heads, local nonprofit agencies, and small businesses. They are asked to state their problem in enough detail to ascertain which technical specialty is required.

During initial discussions with the requestor, the Coordinator determines whether the project would be in competition with the business sector. If TVS would not be competing with the private sector, if the project is within NUSC's expertise, and if it is of sufficiently short duration, it can be accepted for consideration. Projects that, for example, seek to replace the town engineer or a consulting contract are rejected. If the organization has funds to pay a consultant, if the project is an engineering study, or clearly falls into a small business service category, a project is rejected as a volunteer task. If a Technical Volunteer works with a small business requestor, it is with the understanding that information provided is not proprietary; it can be

passed on to other businesses as well. The role of a TVS is to add a technical dimension to local planning and decision making, not to eliminate the need for technical professionals.

Without promising a solution, the requestor of TVS services is told that NUSC's volunteer resources will be checked. If such a check turns up a qualified volunteer, that volunteer is asked to make a more technical assessment of the problem, again without the promise of help. The volunteer then reports back to the Coordinator. Between them, they discuss the requirements of the project, volunteer suitability to the task, and whether the volunteer's work schedule will accommodate a volunteer project. (NUSC employees work a Flex-Time schedule and are expected to make up any time spent during normal working hours on volunteer efforts. They are also expected to check with their supervisor before accepting responsibility for any project.)

If everyone agrees to the time and technical requirements of the task, the volunteer is given the responsibility to carry out the assignment. A record of the assignment is contained in the NUSC Technical Request form. When the project is completed, this form must be returned to the Coordinator. Its arrival signals that the requestor should be notified of the proper channel for sending a letter of appreciation. This letter is directed to NUSC's Commanding Officer who adds his own words of appreciation, sends a copy to the in-house newspaper for publication, forwards the letter to the volunteer, and submits a copy to the NUSC Personnel Office for inclusion in the volunteer's personnel jacket.

Certain details are accomplished behind the scenes. If a previously untapped volunteer is selected, the Community Liaison Coordinator checks with the person's supervisor for references as to technical competence, communication skills, character, etc.

On a few occasions, it was determined that the TVS could be of assistance to a local community within the guidelines previously cited but the time requirements made it too lengthy to qualify as a volunteer project. In these few cases, a contract for services was drawn up and the municipality paid NUSC for the help received.

RESULTS

In almost four years of operation, TVS has completed hundreds of projects in the three-state region. Here are examples of how this program helps in very practical ways:

An engineer responded to the request of an assistant manager to evaluate whether a siren company, the only bidder for a city-wide system, produced a product that fulfilled their requirements. It was found to be adequate.

A public works director was considering the purchase of some very expensive, high technology leak location equipment (for buried pipes). He was unsure about the performance quality of the equipment and whether his nontechnical staff could be trained to use it. A TVS retiree attended the vendor presentation, asked clarifying questions, ensured that the product performed as advertised, and will help train town employees in its use. (He was even offered a job by the vendor, which he did not accept.)

Another town's administrative aide was requested to draw up specifications for a new public address system. However, the meeting room where the equipment was to be located had unsatisfactory acoustics. He sought recommendations to solve the acoustic problems. Next, a NUSC technician volunteered to compile a list of necessary components for the new system.

The NUSC Energy Coordinator, recently returned from a three-year Intergovernmental Personnel

Act assignment to the Rhode Island Governor's Energy Office, trained NUSC retirees at both Laboratories to do lighting audits for energy conservation purposes. They plan to use their expertise to audit municipal buildings within their home communities free of charge. They could also add to their income by doing lighting audits for corporations.

Unexpected Rewards

There were a number of unexpected results in the program. The small community focus of this program serves as its best advertisement. Often an employee brings a problem to the attention of the Volunteer Coordinator rather than vice versa. Employees, aware that help is available, work to ensure that their hometown gets every possible technical benefit from the program.

Another plus for the program is an improvement in NUSC's public image. Before TVS' inception, NUSC carried a mysterious think-tank label. Because this program allows employees to interact with the community officials on a person-to-person basis, the citizenry is now aware that NUSC employs a technician who is a whiz at sound amplification, a management analyst who can encourage a nonprofit agency's Board of Directors to get actively involved in operations rather than serve only in an advisory capacity, and a computer scientist who returned to his alma mater to help his former teacher implement an administrative computer software package. Because of such steady interaction through TVS between NUSC employees and municipal officials, there has been an increased respect and understanding of each other's expertise and problems.

The monthly newsletter has also become a serious instrument of technology transfer. It allows people who have technical experience to learn about recent research results. They can then apply those results to new areas. For example, the newsletter listed a new paint developed at a Maryland Navy Laboratory. This

paint kills marine organisms that destroy wood. A lobster fisherman called asking if the paint might solve the problem of lobster pot destruction during certain seasonal cycles. The lobsterman was put in touch with the Navy researcher to explore the possibilities. The paint was not appropriate, but the researchers made several alternative suggestions for solving the problem.

As another example of this same process, a NUSC retiree called for more information on a new mosquito eradication product. It seems his community has severe infestation problems. With readers attuned to the research world acting on behalf of their own community, the transfer of research results from laboratory to the private sector seems to happen naturally.

In summary, TVS encourages a broader range of technology transfer than originally supposed. It also establishes solid community networks on which future liaisons with the private sector can be built.

RECENT DEVELOPMENTS

Retirees

In March of 1980, the decision was made to add NUSC retirees to the pool of volunteers. It was hoped they might be able to handle projects that, while appropriate to volunteer effort and NUSC's area of expertise, were too time consuming for regular TVS volunteers.

This move added additional strength and impetus to the program. The method of soliciting technical problems differs slightly with the retired group. A monthly meeting is held by them on a rotating basis, at various town halls around the region. This enables town officials and department heads to meet directly with the retirees, become familiar with their abilities, and discuss potential problems at length.

A system has been established to assure that TVS retirees have access to laboratory resources, the library, equipment, and personnel. This ac-

cess to the latest ideas and equipment, coupled with the volunteers' years of experience and personal acquaintance with NUSC, constitutes a very rich resource that increases the value of the TVS to local communities.

In October 1982, the Administration on Aging funded a national demonstration project to create TVS programs with retirees at selected laboratories across the country. At this writing, operational services exist at Lawrence Livermore Laboratory (Livermore, California), Naval Air Development Center (Warminster, Pennsylvania) and David Taylor Naval Ship R & D Center in Carderock and Annapolis, Maryland. Technically trained retirees from the community are encouraged to join laboratory retirees in these new programs. Such unification provides not only the opportunity for meaningful volunteer placements but aids the community through better incorporation of new R & D results.

Corporate Volunteer Councils

TVS has also formed a link between Federal laboratories and the Corporate Volunteer Council (CVC), which actively encourages their own employee involvement programs. Occasionally, NUSC's TVS joins with CVC in joint community projects. As the CVC network expands, there will be more opportunities for other Federal laboratories to join local CVC councils. The creation of these local resource networks will serve to increase the resources and number of volunteers available toward the solving of community problems.

CONCLUSIONS

TVS works well at NUSC for a number of reasons, some of which are peculiar to NUSC and its environment. It is important to recognize that each Federal laboratory is unique in terms of location, area of expertise, parent agency and, most importantly, its management and employees. The beauty of a volunteer

program is that these differences can be accommodated. An effective program at each laboratory would recognize the constraints and needs of that laboratory and its nearby communities. This is being demonstrated as new ideas for Technical Volunteer programs emerge. They are based upon the success of the NUSC model. However, each proposed idea is uniquely appropriate to its own environment.

Lawrence Livermore Laboratory is interested in using retirees to help the small business community. The Naval Air Development Center wants to use a group of Technical Volunteers-Retired to explore new product development as well as provide municipal service. In the Washington, D.C. area, two laboratories want to explore the feasibility of establishing a shared Skills Bank that will address local problems. Each laboratory takes the concept and forms a program that is in keeping with its expertise and with local community problems.

Technical volunteers are a valuable source of talent. A program like the one at NUSC clearly demonstrates the national potential for applying such talent. Still largely untapped, this resource is bought and paid for by our own tax dollars. A TVS is one suggestion to obtain a better return on that investment.

Nearly thirty laboratories have expressed interest in a TVS program. It is anticipated that the program will be institutionalized at a growing number of the previously mentioned 779 Federal laboratories providing new jobs as well as new opportunities to put the technical skills of Americans, young and old, to use in new ways that promote efficiency, productivity and new businesses.

The original NUSC Technical Volunteer Program was one of 70 finalists under consideration for one of President Reagan's ten Outstanding National Volunteer Program Awards. As measured by service to the community, acceptance by laboratory

management, and satisfaction for the volunteers, this program has been an outstanding success. The time is ripe to transfer this program to other Federal laboratories, universities and industry.

For more information, contact your local FLC regional coordinator or Donna Mansfield, P.O. Box 25, Boro Station, Groton, CT 06340 (401) 596-4007, or Dr. Eugene Stark, Chairman, Federal Laboratory Consortium, Los Alamos National Laboratory, P.O. Box 1663, Mail Stop A185, Los Alamos, NM 87545.

The Federal Laboratory Consortium was responsible for the initiation of this innovative volunteer program.

Government Volunteers: Why and How?

Joan Brown

Why are people willing to volunteer for their local government when there is a strong "anti-government/government is wasteful" attitude? Why is the most challenging problem for the Coordinator of the Civic Center Volunteers Program in Marin County, California creating enough jobs for the number of people who want to volunteer...rather than not having enough volunteers? The answer to both these questions is that the Civic Center Volunteers program gives volunteers what they want! Specifically, the program is responding to the current socio-economic trends.

Volunteers are encouraged to openly state their personal agendas and goals and the County strives to provide jobs to meet these needs. This means that re-entry women who want to update their skills, and to have training, evaluation and a letter of recommendation when they hit the job market, have an opportunity to get job-ready. This means there are challenging jobs for retired men and women who want to keep intellectually active and to have a real sense of responsibility and accomplishment. This means there are opportunities for students and career-changers to explore various professional fields (e.g., law, health, data processing) before they invest years and dollars in a potential career. This means testing grounds are

provided for "transitionals," usually referred by psychiatrists, who need to establish some structure and success after experiencing mental illness. By meeting the needs of volunteers in specific ways, the County, too, has its needs met.

WHY WAS THE CIVIC CENTER VOLUNTEERS PROGRAM STARTED?

County government faced large cutbacks in California after the passage of Proposition 13 in 1978. Department heads were struggling to maintain an adequate service level to the public while trying to implement severe budget restrictions and reductions. During one of the Board of Supervisors budget sessions, after hearing department after department complain that they could not maintain service with the imposed budget cuts, a member of a local tax group quipped, "...all this County needs is a few volunteers and all your problems will be solved." Fortunately, one member of the Board of Supervisors took that kernel of an idea and saw the possibilities of an effective volunteer program to supplement paid staff. She convinced the rest of the Board of Supervisors to try a pilot program utilizing volunteers. The total funding was merely \$1,500 to pay for a half-time Volunteer Coordinator for twelve weeks.

Thus the Civic Center Volunteers was the product of a political re-

Joan Brown is the originator and Coordinator of the Civic Center Volunteers in Marin County, California. In June 1983 she was a presenter at the National Conference on Citizen Involvement at Stanford on "Government Volunteers" and "Gaining Staff Support." At the 1982 AVA National Conference on Volunteerism, she was a panelist discussing "Local Government Volunteers." Joan is a national trainer and active volunteer in her community.

sponse to an annoyed citizen. There were no goals or objectives discussed. No task analysis had been made to determine needs for volunteers. With twenty hours a week for twelve weeks, in an era when citizens were loudly proclaiming their displeasure with local government, there seemed little hope that a county volunteer program would succeed. That was almost five years ago. Today the fourteen hundred paid employees are supported by a pool of volunteers covering 180 positions, contributing 3,800 hours each month, at an estimated dollar value of \$446,432.88¹ for fiscal 1982-1983.

After the first year, the half-time "extra hire" Volunteer Coordinator position was made a permanent 3/4 time position by the Board of Supervisors. After two years, it was funded full time.

WHY IS THE VOLUNTEER COORDINATOR IN THE PERSONNEL OFFICE?

The local Volunteer Bureau was first offered a short term contract to establish a volunteer program for the County. However, based on previous experience in several County departments, the Volunteer Bureau refused the contract, stating it was imperative for the Volunteer Coordinator to be "on site," in direct daily contact with the staff, and part of the team. As it evolved, the Volunteer Coordinator was placed in the County Personnel Office.

Clear communication by the Personnel Office made a public statement that (1) all job-related factors were to be weighed and coordinated, and (2) the volunteer jobs were to supplement, not replace, paid staff, thus making it more possible to deal with the emotions derived from recent cutbacks. Other advantages to being placed in Personnel include:

1. The County staff is used to dealing with Personnel for jobs that need to be filled and consider volunteer jobs as one more resource provided by that office.

2. County departments are already accustomed to thinking of bringing personnel problems to the Personnel Office. Because the Civic Center Volunteers Program provides personnel management back-up to the staff, it is a natural channel already established.

3. People who are "browsing" for a job often come into the Personnel Office, see the volunteer jobs listed, and are immediately connected with the program when they express an interest.

4. Volunteers are attracted by the "jobs, training, experience" emphasis of the volunteer program and feel it is a natural starting point in preparation for paid employment.

WHAT IS THE STRUCTURE OF THE CIVIC CENTER VOLUNTEERS PROGRAM?

The Civic Center Volunteers program is structured around a contract and strong management principles.

A potential volunteer is likely to make an appointment to interview with the Volunteer Coordinator after responding to a classified ad in the local paper describing a specific job. After filling out an application and interest inventory, the Volunteer Coordinator and the potential volunteer have an in-depth "job interview," usually lasting an hour. While the potential volunteer is still in the office, the Volunteer Coordinator will call one or more departments to have the person interview with the specific department right then. One of the important aspects of this program is immediate action.

When a "match" is made between the department and the volunteer, they sign a contract for the specific job for specific hours, days and length of time. A typical contract for clerical work might be fifteen hours a week for three months while the coordinator of a project might sign a contract for one year. It

should be noted that because job experience and training are emphasized, typical volunteer commitments are 15 to 25 hours a week.

The volunteer is oriented to the job and department by the individual department supervisor, while the Volunteer Coordinator gives a general orientation to all volunteers. After one month on the job, the volunteer and supervisor have an "Update Review" in which each expresses the aspects that are going well and areas that need some modification. At the end of the contract, the volunteer is evaluated on the same form as paid employees and is given a letter of recommendation. Each volunteer also has an "Exit Interview" with the Volunteer Coordinator.

In addition, the volunteers receive a monthly newsletter, the opportunity to network by having lunch each week with other volunteers and the Volunteer Coordinator, and other "support" which might be appropriate depending on the volunteer's need. Additionally, three times a year, the Board of Supervisors awards a Resolution of Commendation (individually written by the Civic Center Volunteers office) to each volunteer who successfully completes a contract.

HOW WAS STAFF SUPPORT GAINED?

Initially, the County Administrator was skeptical about acceptance of volunteers, making the comment: "Many departments will probably adopt the attitude that volunteers are o.k. for someone else but my department is too technical...." This did not prove to be the case.

Staff support was gained in a number of ways. One was through the initial memo, reprinted as Appendix A. In it, the Volunteer Coordinator outlined the professional aspects of the program, assuring staff there would be screening, a contract and structure. The memo also made it clear that each supervisor/department would make the ultimate decision to accept or reject a par-

ticular volunteer. Openly giving this power to each department was an important part of gaining staff support. No one likes to feel someone is being forced on them. This is doubly true with a new program and unknown parameters. The initial memo also stated that the Volunteer Coordinator would not refer an unqualified volunteer to a department just so a "slot is filled," and projected the belief and optimism that qualified volunteers would be found. Clearly stated from the onset was the statement that volunteer jobs are to supplement, NOT replace paid staff. By encouraging departments to think in terms of job segments that volunteers could do, the task was broken into a manageable framework. The memo also gave departments the latitude to ask for exactly what they wanted.

The goal was to generate ten good volunteer jobs. The response from the departments totaled one hundred requests. Obviously, the need was there! The Personnel Director and Volunteer Coordinator then prioritized twenty-five jobs from various departments and skill levels.

Word of mouth has traditionally been the best advertisement for a product and the same proved true for the Civic Center Volunteers. Soon after the initial twenty-five volunteers were placed, word began to spread among the departments. The Volunteer Coordinator began receiving calls from departments who had taken a "sit back and watch" attitude who were now saying, "I hear you get fabulous volunteers. How do we get on the bandwagon?"

Not surprisingly, it is sometimes easier for a supervisor to respond to a specific individual's set of skills and personality, rather than risk requesting a job. Therefore, while a potential volunteer is still in the Volunteer Coordinator's office, the Coordinator may create a specific job by calling a department and saying, for example, "I have a man in my office who was a professional news photo-

grapher for thirty-three years, has his own equipment and developing lab at home and wants to volunteer for the County. Do you have a project on the back burner that might utilize his skills?" It is estimated that in fifty percent of such cases, the Volunteer Coordinator spurs the creation of a specific job for a specific volunteer.

WHAT ABOUT THE UNIONS?

What at first seemed unfortunate timing, ultimately turned out to be an advantage. The Civic Center Volunteers program was begun the month prior to the County's first union strike. Understandably, the unions were suspicious and concerned that the volunteers might be used to keep local government operational during the strike.

The policy and communications regarding the unions have been open and clear from the first day. The volunteers are in place to help the overworked county employee, not to replace that person or job.

The union called for a "rolling strike," whereby the employees worked on unpredictable schedules, calling a hot line each night to find out if they were to report to work the next day or not. In a spirit of cooperation and support, the Volunteer Coordinator was able to give the volunteers the union hot line number to call. They, too, called to find out if the next day was a "work" or "strike" day.

The Volunteer Coordinator was able to gain the support of all the volunteers except one, who could not be persuaded to honor the strike. In a step to maintain open, direct communication, the Volunteer Coordinator told a union steward of the situation and expressed her own frustration in not being successful in winning the volunteer's support. The union steward's response was: "Just as I can't make every union member walk out, I know you can't control every volunteer. Thanks for the effort."

Because the volunteers showed their support for the paid staff from the onset, the relationship between the rank and file worker and the volunteer has been supportive and appreciative, rather than suspicious or fearful.

From the practical standpoint, it is unrealistic to believe that volunteer staff can replace the continuity of a forty hour a week/year-in, year-out employee. Volunteers can, however, be a critical force in increasing productivity, adding desirable services or products, and in freeing paid staff from particular aspects of their jobs to make them available for other tasks. For example, a volunteer in charge of the jail commissary can free a uniformed officer for more technical duties.

WHAT ARE THE MOST EFFECTIVE RECRUITMENT METHODS?

As with any good program, word of mouth is the best source of new volunteers. Because the Civic Center Volunteers provides meaningful job experience, it has a high profile and has earned prestige in the community.

On an on-going basis, the steady flow of interested volunteers is maintained by weekly classified ads listed under "V" for Volunteers in both the daily and weekly neighborhood papers. (Note they are not on the Women's pages where men and students are not likely to see them.) The jobs are introduced in the weeklies with the lead:

Update your experience and resume. Sign a contract for a specific job to increase or gain new skills, receive supervision and evaluation while helping the county. Call Joan Brown at 499-6104 for an interview for any of these or other jobs currently available through the Civic Center Volunteers.

The ads are for specific jobs and are written to be descriptive and enticing. For example:

PLANNER AIDE for Open Space

District. Variety and diversity for volunteer experienced in map skills and able to think geographically.

RECEPTIONIST/CLERK for Probation. Light typing, phones, lots of people contact. Interesting entry level position.

BROCHURE EDITOR. Volunteer needed with good eye for graphics; utilize writing skills for Commission on Status of Women.

PARK INVENTORY SPECIALIST to take inventory at park sites and summarize into a report.

APPRAISAL RECORD ANALYST to paper screen appraisals. Great for retired Broker or Appraiser.

PUBLIC GUARDIAN AIDE. Terrific job for self motivated volunteer with an interest in geriatrics. Good opportunity to improve quality of care of conservatorship sites.

However, to launch the program and acquaint the public, the local daily newspaper ran an article entitled "25 JOB OPENINGS AT CIVIC CENTER--FOR VOLUNTEERS." The article stressed the contract, evaluation, and training aspects of the program. It set the tone of the program and also discussed the pending strike. The day after the article was published, the Volunteer Coordinator scheduled fifty-five interviews for the twenty-five initial jobs! From the beginning, volunteers knew they were competing for volunteer job opportunities and felt successful to be selected to volunteer for the County! Obviously, the Civic Center Volunteers program was an idea whose time had come.

Sprinkled throughout the year are "human interest" articles. In addition, every January, June and September volunteers receive Resolutions of Commendation from the Board of Supervisors. The ceremonies are covered in the daily and weekly papers. This serves three purposes: (1) the volunteers receive

important recognition; (2) the Board of Supervisors is updated on the specific tasks the volunteers have completed; and (3) the Civic Center Volunteers has guaranteed press coverage at least three times a year.

WHAT KINDS OF JOBS DO VOLUNTEERS DO?

Virtually all the County departments have utilized volunteers. The jobs are limited only by physical space, staff time or imagination. The highest utilization of volunteer hours has been in the following departments:

1. Citizen's Service Department
2. Sheriff's Department
3. Health and Human Services (no direct service hours)²
4. District Attorney
5. Parks and Recreation (no recreation hours)³
6. Probation

Sample jobs include:

CITIZENS SERVICE DEPARTMENT:

Grant Writers--(successfully won \$95,000 grant for Human Rights Education project)

Mediation Coordinators and Volunteers (ultimately funded privately)--mediate disputes between landlords and tenants, advise small claims claimants, etc.

Youth Commission Project Coordinator--coordinated food and bid items for fundraiser raising \$5,000 for youth center

Minute Takers for several commissions

Public Guardian Aide--visits cases to determine care, oversees moving of belongings, etc.

Veteran's Aide--determines validity and eligibility of cases and carries to appeal

Brochure Editor/Writer for various commissions

Statistician--graphically displayed Affirmative Action statistics for Board of Supervisors presentation

Trainer for County staff for Affirmative Action program

Telephone Interviewers for Women's Needs Assessment

SHERIFF'S DEPARTMENT:

Identification Technician--takes finger prints and photos of non-criminals.

Background Investigator--investigates backgrounds for Sheriff's Patrol and volunteers.

Commissary Aide--does all ordering and distributing of items in jail

Recreation Coordinator in Jail--established yard schedule, got paint donated for inmates to paint court lines, got money donated for gym shoes

Career Counselor in Jail--realistic career counseling and creator of jobs in community for inmates upon release (ultimately grant funded)

Jazzercise for female inmates in jail

Booking Clerk in jail

Librarian--organized and indexed professional library

Clerical--runs shredder, microfiche, etc.

Crime Analysts Aides in Career Criminal Apprehension Unit--mostly senior citizens tracking and computerizing weekly crime statistics, mapping, reporting, recovering and matching lost property (two paid staff: twelve to fifteen senior citizen volunteers)

Crime Prevention Aides--house checks, speak to community groups, staff van with samples of locks, window latches

Coordinator of Children's Identification Program

HEALTH AND HUMAN SERVICES:

Medical Liaison-PhD in Pharmacology established minimum health standards with medical community for infants from birth to five years.

Registered Nurses at Blood Pressure Clinics

Biochemist at Public Health Laboratory wrote manual for state-wide distribution on procedures.

Coordinator of Influenza Clinics

Administrative Aide to Director of Social Services--attends meetings, researches legislation

Trainer to teachers in schools about revision in state law re: abused children

Authors/Editors--three booklets published and distributed nationally on Foster Care issues

Data Entry Operator for Southeastern Asian Refugee program

Demonstrators of Car Seats for Infants program

Court Hostess for juvenile cases

Editor of year-end report for mental health program

Program Planner Aide for Mental Health

Librarian established and catalogued professional library in Mental Health

Translators for Well-Baby Clinics

DISTRICT ATTORNEY:

Legal Researcher

Word Processor Operator

Victim/Witness Interviewers

Paralegals doing consumer case intake and follow-through

PARKS & RECREATION:

Groundskeepers

Cartographers for Open Space District to research information and map district boundaries, etc.

Planners (professionally trained)
--evaluate EIRs, grazing policies.

Ushers for Performing Arts Center

PROBATION:

Alternative Sentencing In-take Coordinators

Alternative Sentencing Community Outreach Job Development Coordinator

Teachers of weightlifting and cooking at Juvenile Hall

Investigator for Work Program--on site visits to check that inmates are at jobs

SUPERIOR COURT:

Arbitration Coordinator

Word Processor Operator produced Grand Jury Report

Jury Coordinator--special three week project of extra court hearings to clear up backlog of drunk driving cases...volunteer executed all logistics and orientation of jurors

Legal Researchers

Jury Aides answer jurors' questions re: scheduling, postponements

DATA PROCESSING:

Programmers (twenty to forty hours a week)

Editor of program directions written in lay terms vs. "computerese"

PERSONNEL:

Personnel Assistant--hosts oral boards, ranks applications, statistical research

Training Coordinator--researches and plans training sessions for County management training

Statistician--compiles and draws conclusions from recruiting efforts

Docents give tours of building to public

Aides for Civic Center Volunteers program--track hours, interview volunteers and write for monthly newsletter, compute cost/benefit statistics.

Hosts for Information Booth at building's entrance

PUBLIC WORKS:

Draftsmen

Surveyor Aides

MORE JOBS, NOT GROUPED BY DEPARTMENTS:

Typists

Receptionists

Ombudsmen for long term care facilities

Aides in Law Library

Intake Interviewers for Disaster Center during floods

Dieticians

Planning Aides in Local Area Formation Commission

Staff to Jail Visitor's Center

Aides to Board of Supervisors doing research and constituent work

Photographers--for brochures, displays and clinics

Job Search Trainers for CETA

Consultants--CPA, Farm Advisor, Surveys...

Accounting Assistant--Auditor-Controller

Library volunteers in traditional and non-traditional roles

Attorneys and Para-Legals for research in County Counsel

Reprographic Aides in the in-house print shop

DO VOLUNTEERS EVER GET PAID JOBS WITH THE COUNTY?

Yes, some do. And virtually all

who are serious job seekers and who have successfully completed volunteer contracts do find jobs as a direct result of their experience. This is facilitated through their networking, contacts, current experience, training and references, as well as often new found self-confidence. For re-entry women especially, it is easier to be enthusiastic and confident in a job interview when discussing current involvements at work versus recollections of ten to fifteen years ago.

HOW DO THE CIVIC CENTER VOLUNTEERS AND VOLUNTEER BUREAU INTERACT?

The relationship between the Volunteer Bureau, which provides volunteers to private non-profit organizations, and the Civic Center Volunteers program is cordial, mutually-beneficial and cooperative. Each is respectful of the other's turf. Clear areas of responsibility were openly discussed and agreed to at the beginning. Both agencies enthusiastically refer appropriate volunteers to each other, knowing that the only way to have a successful placement is to have the right person in the right job. Communication between the Volunteer Bureau and the Civic Center Volunteers is almost a daily occurrence.

WHAT'S HAPPENED DURING THE RECESSION?

The effects of the current recession have had both positive and negative effects on the program. Many re-entry women who had not had to work in recent years, but now felt forced to, did not feel they could afford the three months minimum commitment to volunteer. This urgency to supplement the family income was reflected in a slight decrease in volunteer hours last spring. However, as the recession continued, the Civic Center Volunteers program attracted extremely qualified volunteers who had spent five to seven unsuccessful months in the job search. They were then willing to

make the volunteer commitment to maintain their skills, network, and regain their flagging confidence.

CONCLUSION

If your local government has meaningful jobs that need to be done, and can provide training and supervision, and, if your community has re-entry women, career-changers, students, and senior citizens, you may be able to increase services beyond your fondest dreams and budgets. Critical elements for the success of such a program include: (1) gaining staff support; (2) tailoring the job as closely as possible to what the volunteer wants; (3) cutting through the bureaucracy, not being part of it; (4) acting promptly for both the department and the volunteer; and (5) providing structure, evaluation, references, and recognition.

FOOTNOTES

¹*Based on estimated County hourly costs of \$7.90 clerical, \$10.50 para professional and \$16.00 professional. This figure does not include volunteers on commissions or boards, direct service volunteers in Health and Human Services, Reserve Sheriff's Patrol or Volunteer Firefighters.*

²*Marin County has had a separate contract with the Volunteer Bureau for a number of years to provide direct client support in Health and Human Services.*

³*The cities, not County government, provide recreation activities in our communities.*

COUNTY OF MARIN
INTER-OFFICE MEMORANDUM

TO: All Department Heads

FROM: Joan Brown, Coordinator of Volunteers
Personnel Department, extension 2013

SUBJECT: PILOT VOLUNTEER PROGRAM
Action Required by: Monday February 5, 1979

DATE: January 25, 1979

Joan Brown

WHY HAVE A VOLUNTEER PROGRAM?

Realizing that many county employees are over-burdened as a result of Proposition 13 cuts, the Board of Supervisors has funded a pilot volunteer program.

WHY DO PEOPLE VOLUNTEER?

Here are the results of an ACTION survey of people's reasons for volunteering.

REASON	1965	1974
Wanted to help others	37%	53%
Had sense of duty	33%	32%
Enjoy volunteer work itself	30%	36%
Had nothing else to do	4%	4%
Hoped would lead to paying job	3%	3%

WHY DO WE THINK WE CAN RECRUIT HIGHLY QUALIFIED VOLUNTEERS?

We will be utilizing the "Professional Volunteers" or the "Volunteer Contract" approach.

We believe there are students seeking course credit and skilled women considering re-entry who will find our jobs the most effective type of on-the-job training available to them. Therefore, we plan to interview every applicant and match him/her specifically with your specific job. Both your department and the volunteer will clearly define and understand the goals and scope of the job, adequate training, if necessary, will be provided to the volunteer, a structured evaluation and review process will be used and, upon completion of the job, references will be available to the volunteer to help build his/her resume.

We also believe that there may be retired professionals who will donate their time and experience. If appropriate jobs are generated, we will also try to attract business professionals and businesses to grant release time to

benefit the county. In other communities, many businesses are making considerable "donations" in response to their windfall profits from Prop. 13 tax savings. Why not here?

We are committed to placing only the "right" person in your job. If that person can not be found, we will not risk failure in your department, to the volunteer or the program by placing an inappropriate person just so a "slot is filled". WE WANT THIS TO WORK FOR YOU!

WHAT DOES THE DEPARTMENT HEAD HAVE TO DO?

We are asking you to consider how to integrate volunteer help into your organization. These jobs are to supplement staff, NOT replace paid staff.

A response should be back to me by Monday, February 5th. I will be contacting you over the next week to discuss options in your department and how the volunteer program can best help you.

WHAT CRITERIA MIGHT THE DEPARTMENT HEAD CONSIDER WHILE IDENTIFYING VOLUNTEER AID?

1. There need to be whole segments delegated to make sense, not just bits and pieces. The best motivator to keep people on the job is the work itself. This is certainly true of volunteers. Busy work entails little motivation or satisfaction. Since volunteers don't get the rewards of paid staff, if they don't get satisfaction, they don't get anything at all.

2. Some thought might be given to who will supervise and help train the volunteers within your department. Getting good volunteers is the task of recruitment--keeping them is everybody's job.

The possibilities of this program are exciting and I look forward to working with you on them. Please feel free to contact me (extension 2013) for any additional information which might be helpful.

JB;jw

Research in Volunteerism

Barbara Nell Stone

What's happening in research that can be of use to you in your everyday work managing a volunteer organization? If something useful was discovered, how could you find out about it? If information was put in The Journal, would it just sound like academic gobbledegook? These three questions can be answered:

A lot is happening!

You will be able to read it here in The Journal.

Oh! We hope not!

This article will bring you information about some ways of finding research and a beginning summary of graduate research about volunteerism.

FINDING RESEARCH

When you need to track down information, there are several kinds of help available from local public or college/university libraries. The Reference Librarian will be your major contact for guidance.

The first problem will be to determine key words, or **DESCRIPTORS**, which will identify the focus of your search. The best resource is the Thesaurus of Eric Descriptors which uses key words to identify the essence of an article or report. The Thesaurus is updated periodically to keep in touch with changing research needs. Educational Resources Information Centers (ERIC), each focusing on a different aspect of education, are located at universities around the country.

Major ERIC descriptors in our field are (each with subheadings) "voluntary agencies," "volunteer training," and "volunteers." ERIC descriptors are also helpful in using other reference resources.

Three additional abstracting resources are available:

1. Social Science Citation Index. (Annual listings of authors and subjects from journals in the social sciences.) Usual major descriptors are "voluntary," "volunteer association," "volunteer," "volunteers." Each will have subheadings.

2. Dissertation Abstracts. (Annual listings of research done by graduate students both in the United States and other nations.) The descriptors, for grouping by subject, are taken only from the titles of the research. There seems to be no substitute for browsing through the abstracts in addition to using the subject categories in order to do a thorough search.

3. Automated Information Retrieval Service (AIRS). Many libraries will have computerized service to speed up your search. Again, the ERIC descriptors will be most useful.

SUMMARY OF GRADUATE RESEARCH

We have begun a listing of volunteer-related research done by persons working toward a master's or doctoral degree. The list is not com-

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plete. If you know of additional examples, please send information to The Journal in care of "Graduate Research."

As you would expect, there are many different aspects of volunteerism under study. In an attempt to help you locate reports that may be useful we have (somewhat arbitrarily) grouped them.

One more issue should be discussed. Graduate research reports are written in a very formal, stylized manner. The report almost always follows this outline:

Chapter 1--Introduction to the research problem

Chapter 2--Review of information from journals and books which relate to the problem

Chapter 3--Description of the research methodology

Chapter 4--Analysis of the information that has been gathered

Chapter 5--Conclusions and implications for the field and for further research

As a practitioner the parts which are potentially most useful to you are Chapters 4 and 5. Examine the information in the light of your experience. If it is consistent, you might want to go back to Chapter 2 to find out who else is reporting similar information. If it is contradictory to your experience, suggest additional aspects of the issue which should be researched to help us all figure out what is going on.

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Characteristics of Volunteers

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Bostic, Leslie Arnold. "Volunteers in the Criminal Justice System: Impact of the Experience on Their Attitudes and Behavior." Ohio State University. 78-05812, 242p., 1977.

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Fitzgerald, Owen Ray. "Psychodynamics of Volunteers Serving Overseas: Religious Vocation Workers and Peace Corps Volunteers in a North African Country." Boston University Graduate School. Ph.D. 69-18, 431. 1969.

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Wolpert, Harold Robert. "An Analysis of Characteristics of Community College Student Volunteers in Social Services." University of Southern California. Ed.D. 70-26, 538. 156p., 1970.

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4-H

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Lambert, Hubert E. "4-H Project Leader Roles: Perception of Extension Agents and Volunteer Leaders in Fourteen Tennessee Counties." Tennessee University, Knoxville. Agricultural Extension Service. M.S. Thesis. ED-039-401. 15p., 1969.

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The Troubadour Folk Club at the Churchville Nature Center

Bob Pasquarello

The Troubadour Folk Club is a Tuesday evening coffeehouse which operates at the Churchville Nature Center in Lower Bucks County, Pennsylvania. The club was opened in September of 1980, and has been growing and thriving ever since. I run the club with the support of a group of volunteers who have found places to contribute to the success of the program.

This article will deal with how and why the Troubadour Folk Club was started, how it operates, the benefits of association between the Nature Center and the Club, some of what is in store for the future, and some hints on how to start a similar program elsewhere.

BACKGROUND

As a musician, I have been learning and playing folk and contemporary music since the late 60's when I started to play the guitar. The social nature of the music brought me in touch with a lot of talented performers along the way. After the early 70's, folk music sort of went underground as far as the general public was concerned, however there were still people who were keeping the music alive in various areas across the country. One of these areas was Philadelphia, which has been an important city for folk music over the years.

My own involvement with folk music first came about through my association with the Bucks County Folksong Society, a smaller but very lively community of interested musicians. Later on, as my skills improved, I worked playing back-up

music for Bill Dooley and Murray Callahan. After a while I started to investigate the Open Stages at the Bothy Folk Club in West Philadelphia. This Club provided a model of a low-budget coffeehouse which offered local musicians the opportunity to perform their material in front of an audience made up primarily of fellow performers. They would occasionally feature a performer from outside the Philadelphia area who had a distinct following, such as Debby McClatchy or Scott Alarik.

Around this time I met some important people through the Philadelphia Folksong Society's SPRING THING--a camping weekend for members and friends of the Society. It was there that I met Teresa Pyott and Mary Zikos. We decided to continue to get together to sing with some of our other musical friends throughout the rest of the year. Teresa was especially supportive when I started investigating the possibility of opening a new coffeehouse.

At this point, a lot of the elements which were to go into the creation of the Troubadour were coming together. I was aware of a fair number of talented and worthwhile performers in Philadelphia, had a working model in the Bothy Club, and had a good deal of interest in trying to make something happen in my own neck of the woods.

All that was missing was a facility which would be willing to give it a try...

AN IDEA FINDS A HOME

In thinking about potential locations, I recalled playing for a campfire program with members of the

Ed. Note: Bob Pasquarello introduces himself in this article. His remarks are part of THE JOURNAL's continuing interest in presenting the point of view of program volunteers.

Bucks County Folksong Society at the Churchville Nature Center. The program was moved indoors because of rain. This was a happy accident--the room we were given had a wonderful resonance for singing. It was like being in a small chapel with the sound coming back rich and full. This, combined with the setting in an attractive park, made the Nature Center a particularly interesting prospect.

After organizing my information and plans, I met with the staff of the Center, Julian Boryszewski and Paul Cornell. They were very enthusiastic about the project. It seems they were thinking in the same direction because of an on-going Music Hall at a park in Waretown, New Jersey. Paul and Julian were specifically interested in a program which would serve to attract teenagers to the Nature Center and perhaps get them to check out some of the other programs.

As it has turned out, this goal was not specifically met, largely because the music featured at the Club was considered "old-fashioned" or "un-cool" by teenagers when compared with what they would hear on the radio. There are some teenagers who come out with their parents or older friends, but not in the numbers for which the Center was hoping. However, the program is very successful in attracting a wide range of age groups to the Center--children as young as six months, to adults over 70!

MAKING IT WORK

The program was set up to fund itself from admission fees once it got off the ground. The Advisory Committee of the Churchville Nature Center (a group of volunteers who raise money for and supervise the Center's programs) agreed to provide some "seed money" to get the program started. As their contribution, they agreed to pick up the costs of publicity, duplication, flyers, posters, and the initial refreshment supplies.

This money was repaid to the Committee within the first two months of operation. The Troubadour Folk Club was off and running!

Several factors contributed to the initial success of the program: 1) the program was intentionally made inexpensive for the audience (\$1.50 then-\$2.00 now); 2) the facility was available rent-free--making the low admission fee possible (the program is run as a part of the overall operation of the Center); 3) the staff of the Center was very supportive from the start; 4) the responsibility for the program was clearly defined; 5) the "folk music community," i.e., the Bothy Club, local performers, etc., was supportive; and, most importantly, 6) the quality of the experience from week to week was kept generally high.

One of the factors which had to be considered before opening was how to pay the featured performers. This was especially important at the beginning because there was no way to tell how much money would be generated through the admission fee. My solution was to offer a low guarantee (\$30 to \$40) against a percentage (usually 66%) of the gate, whichever was higher. The remaining 33% went into a kitty to subsidize nights with lower attendance, and to allow a higher guarantee to attract more recognized touring performers to appear at the Club.

On a typical Tuesday evening, the featured performer is responsible for two half-hour sets of material, or an hour out of what is usually a three hour program. The rest of the time is filled by musicians who walk in and sign up to play 2 or 3 songs that evening. The "Open Stage" serves two important functions: 1) it provides local performers the chance to polish their material in front of a new audience; and 2) it makes each week distinctively different. There are nights when the open stage section of the evening is as exciting and interesting as the featured performer's part. Several open stage performers have grown and changed

over time and subsequently been hired as featured performers as a result of this format.

BRANCHING OUT

At the start, I handled the bulk of the organization and operation of the Club with some assistance from the Nature Center staff. Gradually some of the regular audience members started offering to help out. Now, in the third year of the program, there are five or six volunteers who are on hand to make sure everything works out fine.

Dave Radcliff started out collecting the admission fees at the door and has since switched to tape recording engineer and stage hand. Donn Frank took over Dave's job at the door (a job he also volunteers for at several of the other folks clubs in the Philadelphia area, by the way). Scott Petersen volunteered to take photographs to keep a visual record of the performers. He has since offered his services to the Nature Center as Staff Photographer, and is currently involved in putting together a film and slide package to promote the Nature Center in the County.

Mary Zikos, one of the area's finest singers, and Mary Lou Koshinsky are always on hand to help with the refreshment area and to lend a hand at the other assorted jobs that come up in running a weekly event.

It may be of interest to point out how the refreshment area is run. Basically, someone (Mary, Mary Lou or I) sets up the coffeepot and iced tea; puts out the utensils, sugar, and other essentials; tacks up the price list; and leaves a fish bowl to collect the money. Payment is on the honor system and it works just fine.

In addition to the regular Tuesday night coffeehouse, the Troubadour has run several dances, special concerts, and all day music events. In order to help plan and coordinate everything, several other people were asked to form a Special Events Committee. It includes myself, Dave,

Mary, and two very important people, Fred and Gale Kaiser.

Fred and Gale have been involved in folk music events in the Philadelphia area for a considerable time. Fred is one of the programmers for the Philadelphia Folk Festival and the Chairman of the Philadelphia Folksong Society's Unicorn Festival (a festival of British and Irish traditional music). His expertise as a programmer has been invaluable, as has his wife's organizational and culinary skills (Gale usually handles the Performer Hospitality area at the Troubadour's special events).

In order to show our appreciation to the Nature Center for the use of the auditorium throughout the year, the Special Events Committee has run three Benefit Concerts. The first enabled the purchase of a woodstove to supplement the Center's expensive oil heating furnace (the first winter's use of the stove saved over \$2000 in fuel costs!). The second concert's proceeds bought ventilation and circulation fans which, when installed, will help keep things cooler in the summer, and circulate warm air in the winter. The third one purchased two spotlights and stands which will be used weekly by the Troubadour, but also by the Children's Theatre and Readers' Theatre groups which also use the auditorium throughout the year.

BENEFITS OF ASSOCIATION

I feel that there are myriad benefits which have come about through the association between the Nature Center, the Troubadour Folk Club, the performers, and the audience.

The Nature Center has gained additional publicity through the weekly press releases sent out about each Troubadour event. The people who come to the Troubadour see the Center and sometimes investigate what goes on during the rest of the week. Several people have become participants or volunteers in other Nature Center programs after having their introduction to them through the

Folk Club. The Nature Center has also benefited from the purchases made through funds raised by the Troubadour.

The Troubadour gains by the continued use of one of the best rooms for singing in the Delaware Valley. (Several travelling performers have commented on the fine acoustics.) The Park setting encourages people to relax and enjoy themselves before they even enter the building! The Center staff takes care of most of the routine duplication (press releases) and mailings, and volunteers from the Center help control traffic or staff the refreshment booths at some of the events.

The audience gains an exposure to a type of music that is not usually available through the mass media (radio or television), gets to meet performers in a relatively informal setting, and gains information from the performers about many types of music, history, instrumental styles, and so on. All this at a reasonable admission cost!

The Open Stage performers gain invaluable experience in front of a warm, accepting, and appreciative audience. Several performers have experienced tremendous growth in their singing, writing, and performance skills through coming out regularly and trying new things. Some have improved enough to be hired on as featured performers.

The touring musician of the caliber of Michael Cooney, Louis Killen, Debby McClatchy, and so on, gains access to a new or expanded audience, an opportunity for additional record sales, and a truly enjoyable experience playing at the Troubadour. Sally Rogers felt so comfortable at her performance that she sang her entire second set without accompaniment--something she has always wanted to do but never tried! Michael Cooney, a folksinger of world-wide reputation, asked to play the Club twice this year because he enjoyed the atmosphere and audience so much.

Another benefit to the performer is the fact that the Club operates on a Tuesday night. Most other clubs only work around the weekends--any day between Thursday and Sunday. Taking a job at the Troubadour allows performers to plan a tour with one less "hole" in their schedule.

Everybody wins!

LOOKING TO THE FUTURE

As the Troubadour Folk Club moves into its fourth year, I look forward to bringing more of the best musicians and performers on both the local and national folk scenes to the Nature Center. Part of this will involve cooperation with the Folklife Center of International House in Philadelphia to bring out some local traditional performers who do not usually appear at places like the Troubadour.

Also in the works is a sampler album of music from some of the Troubadour's favorite local musicians, the possibility of a weekend Dance festival, and probably a project or two which has not even been thought of yet.

With the help of the group of people who have volunteered to help out with the weekly running of the Club and the support of the Nature Center Staff and Advisory Board, the Troubadour is looking forward to a bright future indeed!

HELPFUL HINTS TO START YOUR OWN FOLK CLUB

If you want to consider adding a program like the Troubadour Folk Club to your existing facility--be it a Nature Center, a County Park, etc., here are some thoughts to consider.

1) Who is going to manage the program? If you do not feel qualified to select appropriate performers or to do the day-to-day management, then you have to look for someone with those interests and capabilities. One place to look is within a local Folk Music Society--there are different societies across the country. You might have to contact the Folk

Archives at the Library of Congress for the one closest to your location. Another way is to go to events which feature some live music (folk or otherwise) and ask one of the performers what is happening in the area. Tell them what you are interested in doing. They may know someone, or they may be interested themselves!

You need someone with a working knowledge of the local music scene. And someone willing to put some effort into creating an attractive program.

2) Define your program goals.

One of the Troubadour's goals was to present good "folk" music. The definition includes most forms of acoustic (non-electric) music, more or less within traditional and contemporary folk styles. Other goals were to promote local performers, and to provide another evening's work and compensation for worth-while traveling musicians.

3) Make sure that your publicity gets to the right places. Don't forget the little local papers and check out the radio for folk music programming (National Public Radio has several programs with a folk focus: "The Prairie Home Companion," "Ballads, Bards, and Bagpipes," and possibly a local program).

4) Provide initial support of the program. This is very important! Soon there will be people from the audience who will express an interest in helping out, but at the start it will be critical that you and your manager work together to make things easy for each other.

5) Keep records of attendance. This should be second nature to most of you administrators out there. You will be able to judge if the program is successful or not and may also be able to find ways to improve it.

If you have any specific questions feel free to write me in care of the Troubadour Folk Club, Churchville Nature Center, 501 Churchville Lane, Churchville, PA 18966. I'd be happy to help you contact various per-

formers or just bounce off some ideas.

Letters to the Editor

To the Editor:

G. Neil Karn's article, Money Talks: A Guide to Establishing the True Dollar Value of Volunteer Time (Winter 1982-83 and Spring 1983), was very interesting. As a CPA who has been involved with several nonprofit organizations as a board member, an organizer, and as my clients, I found the approach suggested intriguing. The "equivalency model" is not unusual. However, the "true value assessment process" is a new and clever idea, particularly the concept of compensating for the fact that volunteers only report hours worked. Obviously, benefits should be added to salary in calculating the annual compensation, but the computation of "actual work hours annually" is an innovative suggestion.

But the idea is incomplete. Nowhere is it recommended that the value of the volunteer hours should be reported in the organization's financial statements. At this point, let me make the comment that many nonprofit organizations do not use their accountants well--neither internal staff accountants nor their outside CPA. Reality suggests a nonprofit organization's finances have always been important, not just in today's world of hard economic times, but financial matters have too often been ignored as "too business-like." Talk with your accountant. Discuss Neil Karn's article, ask other questions, be sure you understand your agency's financial statements.

Why should the value of volunteer hours be reported? To present a complete and fair picture of your organization. If volunteer time is not

included, how can anyone know its full value? Of course, it also presents its full cost. A typical "accounting" entry could be:

Contributions--		
volunteer time		xxxx
Program cost--		
volunteer time	xxxx	

You may feel that since this entry must balance, it has no effect on the "bottom line"--the net comparison of revenues and support versus expenses--and that it, therefore, "washes out." But such an entry will have an effect on the comparison of total contributions and program expenses or fundraising expense. This is an important factor to many charitable rating organizations and several State regulatory departments. For instance:

	<u>Nonprofit A</u>	<u>Nonprofit B</u>
<u>Revenue:</u>		
Contributions--cash	\$100,000	\$100,000
Contributions--volunteer time	Not reported	50,000
	<u>100,000</u>	<u>150,000</u>
<u>Expenses:</u>		
Program (cash)	60,000 60%	60,000
Program (volunteer time)		50,000 } 73%
Fundraising	<u>35,000 35%</u>	<u>35,000 23%</u>
	<u>95,000</u>	<u>145,000</u>
<u>Excess of revenue over expenses</u>	<u>\$ 5,000</u>	<u>\$ 5,000</u>

By not reporting volunteer time contributions, Nonprofit A's fundraising expenses equal 35% of revenue. But Nonprofit B is able to show fundraising as only 23% of revenue simply by recording the contributions of volunteers.

There are guidelines for CPAs as to whether the value of volunteer time should be recorded. The American Institute of Certified Public Accountants has issued an audit guide on Audit of Voluntary Health and Welfare Organizations. The guide recognizes the importance of volunteer hours to a nonprofit organization. However, it acknowledges that these services are not usually recorded as contributions and expenses because of the difficulty in establishing a dollar value of volunteer time. Neil Karn has provided a solution to the problem. The audit guide does say, where significant, volunteer time should be recorded if:

1. *The services performed are a normal part of the program or supporting services and would otherwise be performed by salaried personnel.*

2. *The organization exercises control over the employment and duties of the donors of the services.*

3. *The organization has a clearly measurable basis for the amount.*

Services which generally are not recorded as contributions, even though such services might constitute a significant factor in the operation of the organization, include the following:

1. *Supplementary efforts of volunteer workers, which are provided directly to beneficiaries of the organization. Such activities may comprise auxiliary activities or other specific services which would not otherwise be provided by the organization as a part of its operating program.*

2. *Periodic services of volunteers needed for concentrated fundraising drives. The activities of volunteer solicitors are not usually subject to a sufficient degree of operating supervision and con-*

trol by the organization to enable it to have a proper basis for measuring and recording the value of the time devoted. However, if individuals perform administrative functions in positions which would otherwise be held by salaried personnel, consideration should be given to recording the value of these services.

3. Professional personnel engaged in research and training activities without pay or with a nominal allowance. This type of work, although usually performed in connection with grants made by the organization to other agencies, universities, or institutions for specific research projects, is normally under the direct supervision and control of the granting organization. Accordingly, it is ordinarily considered not practicable to compute a value for these services.

The financial statements should disclose the methods followed by the organization in evaluating, recording, and reporting donated services and should clearly distinguish between those donated services for which values have been recorded and those for which they have not been recorded.

The end result of accounting for volunteer time is a more meaningful and complete financial picture of an organization. It also allows for comparison with other organizations (though this may not be desired).

Let me close this rather long letter with the strong suggestion to talk with your accountant. Be sure you understand the financial results of your organization. Remember you can't get lost if you don't have a roadmap. You will be in a better position to react to either good or bad financial news, if you know where you are.

John Paul Dalsimer, CPA
Executive Director
Accountants for the Public Interest

Dear Editor:

I note in the Winter 1982/83 issue of the Journal of Volunteer Administration, on page 1, reference to the second part of the article "Money Talks: A Guide to Establishing the True Dollar Value of Volunteer Time." I have discovered that I do not seem to have the Spring 1983 issue which, I understand, contains part 2 of this rather important article. I would appreciate it very much if you could send me a copy in the event that my copy seems to have got lost enroute.

I might add that I do appreciate the new format of the Journal and especially the larger print that is used making the document even more inviting to read! My congratulations to those persons who have been part of this new development.

Sincerely,

Mary L. Stewart (Miss)
Co-ordinator
Volunteer Services
Ontario Hospital Association

The Journal is pleased to publish these letters and encourages readers to write and express their views. Join in supporting or debating the opinions of our authors--your perspective is worth sharing!

Organizations as Volunteers for the Rural Frail Elderly

Christine L. Young, PhD, Pamela J. Larson, MRP,
and Donald H. Goughler

While the use of individuals as volunteers has been historically recognized as a significant resource for health and social welfare organizations, the development and utilization of organizations as the focus of volunteer involvement is another important volunteer effort. Since 1980, the Southwestern Pennsylvania Area Agency on Aging (AAA), an affiliate of the Mon Valley Health and Welfare Council, Inc., has provided leadership for a network of organizational volunteers which is delivering services to more than 300 frail elderly persons in Fayette County, Pennsylvania. This project, funded by the Administration on Aging, sought to examine the feasibility of the recruitment and retention of community organizations as the primary focus of volunteer efforts, rather than the more traditional model of recruitment of individuals.

The project emphasis on community organizations as social sup-

port systems for the frail elderly was based on the growing literature on the importance of these supports for healthy coping with stress as well as routine living tasks. Gerald Caplan and others have reported that support systems are able to fortify a person's physical and psychological coping mechanisms.¹ By buffering the effects of stress, social supports seem to be able to reduce the individual's susceptibility to physical and mental health problems.²

Zimmer³ and others⁴ have used this concept in various projects which analyze ways to strengthen natural or family supports of frail elderly. Others have noted the potential of community groups as informal supports,⁵ although actual exploration of this potential has only been documented by a few researchers.⁶ In addition to the benefits of psychological support provided to the individual, the benefits of the community

Christine Young, Ph.D., an Assistant Professor in the Health Services Research Unit of the University of Pittsburgh's Graduate School of Public Health has extensive experience in a variety of health and social service settings, and has developed, coordinated and conducted research on programs incorporating volunteerism in Aging services, Community Mental Health and family planning settings. Pamela Larson, currently the Director of Long Term Care Services for the Southwestern Pennsylvania Area Agency on Aging, has a background as an administrator of a labor union benefits program and a community facilitator of a CETA employment program. Her experience also includes substantial activities as a community volunteer and facilitator of volunteers in home health, community development and voter registration activities. Donald Goughler, Deputy Director of the Southwestern Pennsylvania Area Agency on Aging, previously was an administrator at a State psychiatric institution where, as Therapeutic Recreation Director, he developed and administered a variety of volunteer programs both in the community and in the institution. Other volunteer endeavors include involvement with family support groups for families of Alzheimer's Disease victims, community recreation and mental health advocacy activities.

involvement in a network of social support for the frail elderly could be an extension of the psychological support system.

Community organizations depend on semi-formal relationships between individuals and are usually based on a community service objective. Aside from the relative ease of identification, community organizations have other characteristics which appear to be favorable for volunteer recruitment: they are a ready source of community leaders and doers; they are generally distributed throughout the area in proportion to the client population; and their members are drawn from the same cultural backgrounds as the persons to be served.

As a result of service needs and greater emphasis on the significance of social support systems, the Fayette County project (Model Project for the Activation of Community Supports for the Frail Elderly) began in January, 1981 with the following goals:

1. To enlist and activate existing community organizations as service providers for frail elderly residents of the Fayette County area;
2. To match community organizations to older persons through client identification, needs assessment strategies and organizing and training activities;
3. To coordinate these organizational volunteers; and
4. To amalgamate the service agencies and volunteers through a client-focused planning and management process.

SERVING THE RURAL FRAIL ELDERLY

The site of the project was Fayette County, Pennsylvania. Fayette County had been a coal mining center in the late 19th and early 20th centuries and had provided the coal that fueled the steel industry in western Pennsylvania. However, with

changes in the steel industry and the depletion of the Fayette County coal, the one-industry economy of Fayette County sharply declined. Today, despite efforts at economic recovery and a new economic base, the county remains an underdeveloped area, difficult to access because it is located in the foothills of Appalachia with few modern highways and almost non-existent public transportation.

Poverty has been a long-term social problem in this Appalachian area. Of the county's 159,000 people, seventeen percent are considered below the poverty level and the unemployment rate is currently 29 percent. There has been high outmigration through the last fifty years, leaving a high proportion of dependents within the county. Most of the population live in small villages built by coal mining companies for their workers, with few modern roadways connecting these villages. The Appalachian mountains cover one-third of the county's 850 square miles while the other two-thirds is hilly terrain. The health and social service system has not met many of the basic needs of the communities; Fayette County ranked as the third most medically underserved county of the 67 counties in the state of Pennsylvania. The high proportion of older persons, low income levels and unavailability and inaccessibility of health care services have contributed to mortality rates due to heart disease, malignancies, cerebral vascular disease, diabetes and diseases of infancy which are higher than the mortality rates for other Pennsylvania counties.

The county has a high proportion of elderly persons with 20 percent of the population 60 years and older. Furthermore, 15 percent of these older people are poor and many are isolated geographically and socially in the small coal mining "patch" communities which are scattered throughout the county. Of the 7,831 persons 75 years and older enumerated by the 1980 census, approxi-

mately 1,000 were projected to be homebound due to frail health. Although services were available such as homebound meals and homemaker and chore services which would be needed by the frail elderly living in their own homes, the Area Agency on Aging was serving fewer than 300 of these persons prior to the development of the network of organizational volunteers. With limited funding and paid staff, it was even difficult to provide comprehensive services to those frail elderly that had been identified by the professional service system.

In order to target resources to the county's homebound elderly more effectively, the AAA recognized a need to overcome multiple barriers of access to this target group. Although services of paid staff were available throughout the county, their abilities to deliver the needed services to this vulnerable and geographically dispersed group were limited. In addition to the economic and geographic problems associated with service delivery through the paid staff, case-finding seemed to be limited by the cultural norm of self-reliance. It appeared that even the homebound who were unable to care for many of their own needs were reluctant to seek services from persons who were part of a professional system of aging services. With the ever-increasing proportion of frail elderly in the county's population and the escalating costs of long-term care within institutional settings, planning for the early identification of the population at risk for institutionalization was critical for effective planning. The invisibility of this large and needy group of elderly was a major problem for the existing aging programs such as the Southwestern Pennsylvania Area Agency on Aging.

Getting closer to the community level and as a result getting closer to the individual who was homebound were both necessary to heighten the awareness of the community for the frail elderly. With shrinking funding

for paid services for the care of the elderly, planning for future care dictated greater utilization of the family, neighbors and members of community organizations who were living in the same communities as the homebound. Although there was much informal help for the elderly in these rural areas, there was little overall leadership nor was there a linkage to the paid, professional system of care for the elderly. It was also unknown what specific services for the homebound would be readily performed by community groups. The project also wanted to determine the type of administrative support needed for the recruitment and utilization of community organizations as volunteers for the rural frail elderly.

THE COMMUNITY ACTIVATION PROCESS

The paid personnel for the project included three social work professionals whose objective was to develop the system of organizational volunteers to deliver services to the frail elderly in their communities. The manager of the project was responsible for coordinating organizational system development and linking this resource with the existing formal service system. The two community organizers were assigned to develop and activate specific organizations within the communities through involvement with these organizations.

As a first step, this approach required an inventory of the existing community organizations. After reviewing all traditional sources of listings such as phone books, church and service directories, and other community information sources, the project staff learned that more than 300 established organizations existed in this rural county. Therefore, in the Fayette County population of 160,000 people, there was a 1:533 ratio of organizations to people, and for the sub-population of 32,000 elderly, the ratio was 1:107 elderly. Since the organizations included service or-

ganizations such as churches, school groups, fraternal organizations and veterans groups, it was felt that recruitment of organizations for the needs of the elderly would be feasible.

Through letters about the project and its goals and with phone contacts, the project staff made initial contact with 319 groups during the first two years of the project. More than half of the groups agreed to meet with project staff and discuss the project more fully. After getting some verbal interest from several groups in each community, the project staff would arrange a meeting of the representatives of the community groups. These meetings were usually held near one of the groups such as the meeting place of a service club or a church hall. The purpose of the meetings was to obtain a verbal commitment from the groups to participate in the project in some way. During the course of each initial meeting, the project staff explained the case-finding goals as well as the ongoing needs of the frail elderly. Cooperative services between the community organizations and the paid staff were emphasized, as well as the ability of each community and the organizations within that community network to creatively develop their own unique system of volunteerism for this group. Following meetings with the community organizations, 50 agreed to participate and subsequently the project staff arranged meetings with the members of these groups for the purpose of training and negotiation of the volunteer roles which they wanted to assume.

A summary of the responsiveness to the activation process by all 319 organizations that were contacted is shown on Table I. As the table shows, while more than 300 organizations were contacted by the project staff, 15 percent expressed willingness to help the elderly, 11 percent actually performed services, and 5 percent became ongoing service providers. As organizations continued to

perform these roles, the retainability of the groups was determined. Thirty-six of the fifty organizations that had made an initial commitment have been retained for more than a year and seventeen of these organizations have provided more than fifty hours of documented direct services on a regular monthly basis.

ATTITUDES OF COMMUNITY ORGANIZATIONS TOWARD VOLUNTEERISM

During the beginning of the second year of the project, the staff sponsored a survey of the entire group of organizations that had been contacted by the project so that a better understanding of the recruitment process could be determined and so that future organization recruitment could be more efficient. A random survey of 42 organizations, stratified by type of organization (church, school, fraternal organization, other) and geographical location, was conducted using personal interviews of leaders of the organizations. The response rate was 71 percent; the interviews were conducted by two persons with social work experience who were not associated with the project.

The purpose of the survey was to determine if the organizations' experiences with volunteerism, attitudes toward volunteer efforts and community networking, and/or their experiences and attitudes toward the particular group that the project wished to serve--the frail elderly--affected their responses to the project staff recruitment efforts. The approach of the staff to the groups was also another issue which was analyzed to gather information for better targeting of staff efforts.

The results of the survey generally showed that organizations in communities do volunteer work but usually restricted to members of their groups, and mostly to specific tasks done on an episodic basis. While there was cooperation at times among organizations, this coopera-

Table I: Community Organizations' Activation Responses

	1	2	3	4
	NUMBER OF TYPE SOLICITED	NUMBER COMMITTED TO PARTICIPATE	PROVIDED ONGOING DIRECT SERVICE TO OLDER PERSONS	PROVIDED MORE THAN 50 HOURS OF DIRECT SERVICE
Church Affiliated	114	17	9	3
Fraternal	107	11	9	5
Social Action	42	3	3	1
Veterans	20	5	1	1
Business	20	2	2	1
Youth or School Affiliated	16	12	12	6
TOTALS	319	50	36	17

tion tended to be among groups that were of the same organizational type, i.e. churches with churches.

The sample of 30 organizations included 10 churches, 7 fraternal organizations, 7 ambulance and fire companies, 4 community organizations, and 2 youth groups in schools. The respondent was generally the president or other leader of the group. What were these groups' experiences with volunteerism and their attitudes toward the project? While the majority (25 of 30 organizations) did volunteer work for their own members and twenty-one organizations indicated that they also did volunteer work with the elderly, it was clear that the volunteer efforts were more episodic than that required by the volunteerism project. The volunteer activities of the groups tended to be restricted in terms of scope, time, and extent of organizational involvement. They tended to be projects such as annual charitable events, food donations, or remembering the sick in the hospital. This finding showed the project staff that the recruitment of organizations for a more sustained effort of volunteerism for the elderly, particularly for persons outside their own organizations, would involve greater efforts than had previously been placed on volunteerism.

Another organizational strategy of the project was the networking of community organizations within specific geographic areas. This was particularly important since distance and the costs of traveling are especially critical in this rural area. The project staff had held meetings of all organizations in each network area that had seemed interested in project participation. Therefore, fraternal groups, churches of different denominations, school groups and community groups might all be represented for this discussion of the needs of the elderly. Since the network approach had been important in the first contacts with the groups within their own communities, the

respondents were asked about their attitudes and past experiences in working cooperatively with other organizations. Responses to the query showed that in their previous volunteer experiences, the organizations rarely worked jointly except with organizations of the same type. Furthermore, the combining of organizational efforts like the volunteer activities tended to be based on specific tasks rather than on-going relationships connected with regular programs of activities such as had been proposed by the Model Project staff.

What were the attitudes of the organizations toward volunteerism on behalf of the frail elderly who were homebound in their communities? While 43 percent of the respondents felt that it was a good idea (on the premise that organizations should become more involved with the elderly), one-third of the respondents had reservations about volunteerism with this population. They felt that volunteers were not as responsible or dependable as paid staff, that only certain people were capable of working with the frail elderly, and that volunteers did not have the training and expertise that this population required.

Were there aspects of the Model Project itself and its strategies for organizing volunteer efforts that contributed to the responses of the organizations to the recruitment efforts? The leaders of the organizations felt that the primary advantages to the concept of the Model Project were the use of volunteers for companionship for the frail elderly, increased community involvement with this population, and increased self-worth for the individual volunteer. Their reservations about the project included those related to the need for special training, the time and effort commitment, and concerns that staff expectations of volunteers might be too high.

ACTIVE VOLUNTEER ORGANIZATIONAL INVOLVEMENT

Of the 319 organizations con-

tacted by the project staff, fifty chose to participate and 269 chose to decline. Of those organizations volunteering, 72 percent began to deliver services to the frail elderly. What were the reasons for the other organizations' refusal to participate? Thirty-nine percent of the organizations did not participate since the leader was opposed to the project; therefore the staff was unable to learn the reactions of the organizational members. Fifteen percent did not participate due to members' lack of interest in the project and another twenty percent of the organizations were unable to participate due to organizational decline or the organization's commitment to other charitable projects.

Other clues to the negative participation rate were obtained from a survey which represented all organizations contacted by the staff: lack of previous long-term volunteer efforts; lack of substantive volunteer involvement with individuals who were not in favor of a sustained volunteer program; and concerns about the feasibility of volunteers working with the frail elderly who were homebound. All of these issues as well as organizational issues contributed to the responses of organizations to recruitment for the Model Project.

The intergenerational aspect of the Model Project was an unanticipated consequence of the recruitment efforts. Of the 36 organizations which became active participants, one-third were school clubs or youth organizations. The other organizations included one-fourth church-related and one-fourth fraternal and/or ethnic organizations. Three social action groups, one veterans' organization and two businessmen's organizations were also in the service provider groups.

Training sessions for each community network were held in locations within each network area. The training focused on basic gerontology

issues, communication skills with people during face-to-face encounters such as the home visits which the volunteers would be expected to make, and health issues important to the needs of the frail elderly such as CPR and first aid concepts. These training sessions were conducted by staff of the Area Agency on Aging and faculty of a local college. During the training session, the persons interested in volunteering also became acquainted with the realities of working with the frail elderly and more familiar with each other and with the paid staff of the Model Project.

During the period when the community networks within the county were first receiving training, publicity in local newspapers and radio described the efforts of the volunteer organizations. Through the training and publicity, other organizations in other parts of the Fayette County area became aware of the project objective to recruit organizations to help the frail elderly.

The training sessions also helped to build the base for subsequent regular meetings of the organizations with the Model Project staff member assigned to their area. These ongoing meetings helped to clarify problems that volunteers might be having with referrals, i.e., filling out forms, making appropriate referrals, or following up on individual clients. The meetings also evoked suggestions to the staff for improvements of services and procedures.

What did the volunteer organizations actually do for the homebound frail elderly? During the initial contacts of Project staff with organization leaders and later in the community meetings of the networks, the staff encouraged creativity and flexibility in the volunteer activities. It seemed that there were many tasks which community groups could do to help the frail elderly, such as escorting them to the doctor or dentist, visiting with them or telephoning them. The organizations proved ef-

fective and interested primarily in two types of activities: case-finding and direct contact in the form of visiting the elderly person and, to a lesser extent, telephone assurance.

The outreach role was very significant since the professional paid staff of the Area Agency on Aging had not been able to contact as many of this population as community persons were able to reach. Organizations readily fulfilled an outreach role by identifying and referring older people in the communities to the Area Agency on Aging. From the beginning, organizations provided staff with names of people who they believed needed to be helped, and over the course of the project's first two years, the organizations identified nearly 442 individuals, of whom 256 (58%) had not been identified previously by the formal service network. In comparison, the Area Agency on Aging was serving 404 homebound Fayette County residents who were seventy-five years of age or older in December 1980, the month before the project's activation process began. During the project, organizations identified a new group of clients to the aging services system equalling 63% of the pre-project total.

In addition to the increase in numbers of this population being identified by the volunteer organizations, the type of person being served also changed so that a more representative mix of the frail elderly was being identified and served. Although 221 of the clients identified had received services from the professional aging system, the volunteer organizations helped these persons receive more comprehensive services through their participation. An increased proportion of clients from the most rural and most isolated parts of Fayette County were identified through the use of community volunteers. For example, AAA-funded senior citizen centers in Fayette County are located in the seven largest population centers, and carry

on limited outreach activities outside of those towns. Prior to the project only 32.7% of the pre-project clients lived in the smaller communities of the county which did not have senior citizen centers. However, 52.9% of the individuals identified by Project organizations lived in communities that did not have senior citizens centers.

The organizations succeeded in two types of service roles. First, they could establish and maintain ongoing personal contact with specific individuals, and second, they could conduct periodic special community projects for the elderly in their communities. The former activity was developed as a program entitled "Adopt a Friend," using a format through which group members provided regular telephone contact and weekly visits, and performed household tasks and errands for the older persons. This service format became an almost family-like support which responded to a variety of the "adopted" individual's needs.

The second service role was more time-limited. Special community projects which included county-wide spring yard cleanups were organized by groups in various communities of the county. Organizations also provided parties and entertainment for elderly in their private homes as well as in senior citizen centers during the holiday seasons.

During the first two years of the project, 261 elderly persons received a total of 2,426 hours of friendly visiting by volunteers. Forty homebound elderly received 1,717 calls on a daily basis for telephone reassurance. Forty-one elderly persons had 282 hours of assistance with house and yard maintenance. Thirty-six others had participated in special recreational events in their homes or in senior citizen centers.

COMMUNITY WIDE COORDINATION

The earlier statement of project goals indicated that the first two

goals were to activate organizations and match these organizations with individual older persons. As previous discussion shows, activities related to these goals, although arduous, began to show notable success during the first two years of the project. However, in addition to far-reaching recruitment efforts and consciousness-raising strategies aimed at promoting organizational awareness of the elderly in communities, the achievement of the third project goal (the coordination of organizations' activities with the elderly) was vital. Therefore, the organizational dynamics of this project included a strong emphasis on creating a project infrastructure that would facilitate inter-organizational communications, ease volunteer linkage with resources and systematize client processing through the system, as well as establish a construct for maintaining the activity after the Model Project phase ended.

As an initial coordination strategy prior to activating the project, staff had established a project coordinating committee of thirty-three key professional and consumer informants. This committee met every two months to review progress and provide advice to the staff. In addition, the committee sponsored publicity efforts and annual public hearings to promote community awareness of and participation in the project.

Another leadership coordination technique was a process of networking the community organizations to achieve activity coordination locally and benefits countywide. Staff identified six geographic sectors or networks within the county and assigned organizations as members of the network in which they were located. Subsequently, each network of organizations met on a monthly basis to share information about experiences, collaborate on techniques and establish joint projects and activities.

These network organizations have also evolved into linkages between

the homebound elderly and the professional system of aging services. The leadership and advocacy role was encouraged among the network participants in the interest of frail elderly and representatives were added to the Coordinating Committee.

After about a year of network activities, relationships among organizations became patterned through the monthly meetings and a stratification of their various complementary roles became apparent. Knowing this, a final coordinative project activity could commence, that of service system amalgamation.

SYSTEM AMALGAMATION

The AAA did not want this project to result in a free-standing volunteer system separate from the system of professional service providers. In addition, an analysis of the referral patterns of individuals identified and assessed during the project revealed that in 63% of the cases clients could appropriately be sustained by family and friends if occasional guidance were made available by professionals. In another 25% of the cases, assessments recommended professional intervention, while the remaining 12% seemed able to maintain themselves in their own homes if a community organization were available to provide ongoing contact and periodic assistance with household tasks.

Neither system without interacting with the other could provide adequate or comprehensive assistance to the elderly. Without an effort to maintain the volunteer resources, the agencies could anticipate a greatly increased workload. Therefore, a process of amalgamating community organizational volunteers and professional agencies was initiated.

The Project Coordinating Committee already was a demonstration of this amalgamation concept. In that committee, professionals, community organization leaders and consumers caucused together to discuss

and advise the Model Project staff. Therefore, as the Project networks became stabilized, staff invited leaders of the agencies that served the elderly to join the volunteers in network meetings. Since the network meeting agendas focused on serving the needs of specific individuals and clusters of older people, that format allowed staff to direct formal/informal resource amalgams toward the target elderly. In other words, a resource amalgam for a single client might include a case assessment and service plan developed by a professional agency as well as delivery of various services by both formal service agencies and organizational volunteers, each in appropriate roles.

Service planning for Fayette County homebound elderly adapted to this amalgamated pattern in the project's second year. Formal organizations that had been unable to address all the multiple needs of the homebound elderly now are beginning to regard the volunteers as a useful resource for supplementing agency activities. Early in the project the organizational volunteers had recognized the need of the homebound elderly for professional intervention for certain problems and they were pleased when professional resources were provided to people whom they had identified but who had not received agency service prior to the project.

In order to assure the maintenance of the newly developed service system beyond the termination of Federal funding for the project, the Area Agency on Aging formalized this resource amalgamation approach. All agencies applying for program funding in 1984, the post-project year, have been required to negotiate agreements with Model Project community organizations. These agreements specify referral patterns and case handling alliances and define service delivery objectives that will be shared by the organizations and the service agency. Both provide specific amounts and types of

services to the senior citizens in their target communities, appropriate to the special capacities of the agencies and organizations. Through this technique the agencies are being required to facilitate an ongoing organizational volunteer system as a prerequisite to receiving funding from the Area Agency on Aging. The enforcement of this multi-resource program for the elderly is consistent with the project experience that both professionals and volunteers are needed in coordinated action in order to provide a comprehensive system of service to the older citizens of the county.

Through this process the Southwestern Pennsylvania Area Agency on Aging has been able to ascertain the realistic potential for community organizations to participate as operants in a service system for the homebound elderly of Fayette County.

While more concrete conclusions require analysis of the amalgam that has been created as it operates over the next few years, the preliminary conclusions of this effort are that organizational volunteers can:

1. Identify a large number of homebound older persons who reside in their communities;
2. Assume responsibility for maintaining contact with these persons and providing a communications link between these persons and professional service providers; and
3. Provide a measurable amount of service to the homebound elderly, of an interactive but non-technical nature.

RECOMMENDATIONS

Based on the three years of activation and implementation of a system of volunteer organizations, the Model Project discovered many of the strengths and limitations of this approach to volunteerism. During any activation process, several aspects of recruitment should be considered:

1. What are the goals and expectations for each organization as a volunteer?
2. What are the capabilities of the organization to participate?
3. What are the capabilities of the individuals who are members of the organization?
4. What is the potential match between the needs of the client population, the organization's capacities and interests, and the staff needs for help with this population?

Following an initial inventory of potential organizations for participation in a volunteer program such as the project for the frail elderly, additional screening can be done including the following issues:

1. What organizations are most likely to be interested in working with the target volunteer population?
2. What are their past experiences working with this population?
3. Do they have an existing service program which can link to the volunteer project?
4. What are the perceived needs of the client population?
5. Which of those needs do the volunteer organization wish to fulfill?
6. In what form do they wish to fulfill these needs?
7. What types of training are needed?
8. What types of staff support are needed?

The experience of this project indicates that social welfare organizations (guided by policy statements for improving the quantity and quality of social services with volunteers) need to approach this task critically. This project has shown that in this rural area most volunteer organizations willing to be involved were youth and school groups and church-related

groups. The individuals volunteering for the project were more likely to be the "young old" (60 and older) and adolescents; other age groups did not volunteer with the same interest and frequency. This pattern may be attributed to the many family and economic obligations during these middle-aged periods of life, and volunteer commitments to other groups.

Volunteer organizations of adolescents and the older volunteers, while possessing certain important qualities, have inherent limitations as a volunteer pool. They are usually less independently mobile and are limited in the kinds of tasks they can do with confidence and to the satisfaction of the elderly client. While the ideal prototype of volunteer task mix may include personal services such as homemaking, shopping, transportation and housecleaning, the volunteers that were recruited for this project did not prefer these activities or were not prepared for the reactions of the elderly clients toward non-family members doing these services. Instead, companionship and other non-intrusive services were the preferred services for both the volunteer and the client population.

In addition to these considerations of quality of services, the project indicated that an intensive community organizing effort was needed to maintain a quantity of volunteer services which is meaningful in terms of impact on the overall system. The quantity of volunteer services provided was significant, however the services were not the type which could be substituted for existing professional services. In fact, organizational volunteers seemed to be most effective at identification of additional persons needing professional services, advocacy on behalf of the needs of the frail elderly, and providing non-intrusive direct services such as companionship on an ongoing basis. For a smaller proportion of the clients, organizational volunteers did act as a linkage with the formal system in supplementing the formal

system's services. Finally, organizational volunteers appeared unwilling to provide significant quantities of services to clients who needed personal services such as personal care, shopping, and meal preparation.

In summary, this project demonstrated that even within a poor area, community organizations did provide volunteer resources to assist in the support of a dependent population. However, in order to effectively mobilize rural communities for volunteerism, the project experience suggests that social welfare organizations must first understand the following: 1) the strengths and limitations of the potential pool of volunteers; 2) the various needs of the client population to be served; and 3) the socioeconomic, cultural and geographic characteristics of their service area.

FOOTNOTES

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Building Partnerships with Corporations

Jacqueline M. Gouse and Judith V. Helein

In the Summer 1983 (I,4) issue of THE JOURNAL, Gayle Jasso's article "In Search of Volunteers: How to Crack a Major Corporation" gave the corporate point of view of recruitment efforts by volunteer programs. The following article affirms and expands Ms. Jasso's ideas, and gives another perspective.

Involvement of corporations in the community has become increasingly important as organizations and agencies recognize the need for new sources of support.

The Voluntary Action Center of Fairfax County Area, Inc. (VAC) has long been aware of vast untapped volunteer resources among employees of large businesses and corporations throughout the area. At the special urging of professional Volunteer Coordinators, VAC, in conjunction with The MITRE Corporation, sponsored a one-day symposium in February 1981 for volunteer managers of human service agencies and organizations in the Washington Metropolitan Area. The subject of this symposium (held at the MITRE facility at Westgate in McLean, Virginia) was "Volunteer Managers Symposium; Building Partnerships with Corporations." In attendance were 75 Volunteer Coordinators from throughout the Metropolitan area.

The conference resulted in the establishment of a "Coalition for Corporate Community Involvement" composed of representatives from 28 state and local human service agencies and private nonprofit organizations located in Fairfax County, in conjunction with VAC. The membership of the Coalition included approximately 10% of the constituency of the Voluntary Action Center. The members decided to work together in approaching corporations in order to share resources, represent a broad range of volunteer opportunities for employees, and avoid making repetitive contacts with corporations. Because it is a non-profit corporation which provides a central clearinghouse for the development, organization, coordination, and recognition of volunteer activities, VAC was chosen by the Coalition as the proper central representative for the direction of corporations to appropriate agencies or organizations in need of the particular interests, talents, and skills of each corporation. Since the clearinghouse is normally a function of VAC between agencies and individuals, the information necessary to fulfill this purpose was already on file.

The Coalition was formed to serve both the members of the Fairfax County Volunteer Coordinators' Roundtable and corporations in the Fairfax County Area. The Coalition

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would serve members of the Roundtable by:

1. providing up to date information on corporations for agencies; and
2. informing corporations of the needs of agencies.

The Coalition would serve corporations by:

1. providing information on volunteer opportunities in the community;
2. focusing attention on acute community needs, i.e., areas in which corporate community relations support could be most effectively applied; and
3. serving as the central point of contact for providing assistance to corporations in the areas of:
 - a) informal seminars;
 - b) new employee community orientations;
 - c) pre-retirement seminars or segments of these;
 - d) public recognition;
 - e) guidance and counseling in establishing a corporate employee volunteer program; and
 - f) articles in newsletters.

INITIAL SURVEY

The first project undertaken by the Coalition in July 1981 was a survey of the 78 largest corporations in Fairfax County. There were approximately 30 returns from the initial mailings and follow-up phone calls. In January 1982, the survey and accompanying letter were revised, and the corporations that had not responded were contacted.

Of the 78 corporations surveyed, 46 ultimately responded, larger corporations more often than smaller. Survey results indicated that the corporations' main areas of community service were: education, with performing arts a close second, followed by recreation, fine arts, health and mental health. Criminal justice was given a low priority. It was also reported that company employees are frequently recognized for achievement in volunteer community affairs

by articles in newsletters or by financial and/or in-kind service support to the agency or organization with which the employee-volunteer is associated.

The results of the survey were not unexpected or especially revealing, but this survey did fulfill its secondary purpose of serving as an introduction of the Coalition. This resulted in several corporations working with the Voluntary Action Center to create an awareness among employees and their families of the volunteer opportunities in the community. Corporate involvement has taken many different forms, depending on the needs of each corporation.

SAMPLE PROJECTS

Programs offered by the Voluntary Action Center of Fairfax County to area corporations have included Volunteer Fairs sponsored by AT&T Long Lines, Honeywell, and MITRE Corporation and held on site at the corporations between the hours of 11:00 a.m. and 2:00 p.m. These Fairs provided employees with the opportunity to find the best place in the community for their time and talents. The categories of available assignments included education, arts, recreation, health, mental health, public relations, research, counseling, administration, environmental concerns, and group activities. The Fairs were widely publicized by means of posters, flyers, and articles in the corporate newsletters.

VAC also offered a Townhall Presentation sponsored by the BDM Corporation. Employees gathered for lunch and a program on volunteerism featuring the Directors of the Voluntary Action Centers in Fairfax and Prince William Counties.

Employees of corporations have been kept informed of volunteer opportunities through articles written by the VAC and published in employee newsletters or volunteer opportunity articles posted on bulletin boards. Pre-retirement seminars have included a segment on volunteerism.

Groups of employees have sponsored parties for residents at the Northern Virginia Training Center for the Mentally Retarded, participated in the Northern Virginia Special Olympics, sponsored fundraising events for many organizations and contributed to a worthy area project instead of exchanging Christmas cards.

For eight consecutive years, Woodward and Lothrop and Germaine Monteil Cosmetique Corporation co-sponsored the Volunter Activist Awards Program of the Metropolitan Area which recognizes the contributions of outstanding volunteers in the community. In 1983, four additional corporations contributed to support this program.

In 1983 the MITRE Corporation initiated a project of crop sharing for the gardening season. Employees deposit their surplus garden products in bushel baskets located in the corporation's lobbies. The Voluntary Action Center identifies shelters and organizations in need of the food, and, when necessary, assists in the distribution. This project has since been expanded to include three corporations in the Crop Sharing Project. Continued expansion of this program is anticipated.

The Xerox Corporation hosted a memorable Christmas party for three and four year olds from the Headstart Program of the Fairfax County Public Schools.

Corporations have donated in-kind services such as typing, printing of flyers, and used office furniture and equipment; and many have made financial contributions to organizations in recognition of employee involvement in the community.

EXPANDING CORPORATE INVOLVEMENT

While working with corporations, the Coalition discovered that effective corporate involvement required more extensive participation by individuals. This is due in part to the time it takes to develop a program

tailored to the corporation's needs. THE VOLUNTARY ACTION CENTER FEELS THAT FULFILLING EACH CORPORATION'S INDIVIDUAL NEEDS PRODUCES THE BEST RESULTS.

A larger umbrella organization was deemed essential by the Coalition, so the Voluntary Action Center, the Volunteer Coordinators' Roundtable, and the Department of Extension and Continuing Education, with assistance from the Center for Volunteer Development at Virginia Polytechnic Institute, united to form the "Fairfax Community and Corporate Link." The mission of the Link group was to encourage increased corporate volunteerism in order to improve the quality of life in Fairfax County through the establishment of a corporate volunteer council. Monthly meetings were held during which members of the Link group reviewed VAC's corporate survey statistics, shared ideas on the needs of the community and the most effective ways of establishing a council, and conducted a telephone survey and study of existing corporate volunteer councils.

From the council study and survey, it was learned that:

1. The majority of the Corporate Volunteer Councils were planned and organized by the joint efforts of Corporate Community Relations Directors and Directors of Voluntary Action Centers.
3. No council has been in existence longer than five years and all are finding it difficult to attract smaller companies.
4. The councils are continuing to expand their services (i.e., newsletters, volunteer awards, corporate retirement volunteer program, etc.)¹

Based on the findings of the council study, which substantiated VAC's experiences in working with the corporate sector, a planning meeting has been scheduled for September 1983 to establish a corporate volunteer council in Fairfax County.

APPROACHING CORPORATIONS

Throughout this process, VAC has continued to work with area corporations to establish trustful relationships with members of the corporate community who share an interest in volunteerism. Through research, practical experience, successes and failures, guidelines for contacting corporations with a view toward establishing effective partnerships have been developed.

As previously stated, the Voluntary Action Center feels that fulfilling each corporation's needs produces the best results. This requires an understanding of corporations in general, as well as corporations as individuals.

In general, a successful corporation is well-organized, well-managed and efficient, makes the best use of its facilities and resources (financial or human), and has carefully thought out flexible plans for the present, the near future, and the long range. As a result, it is able to improve business, increase profits, and survive in a highly competitive society.

Corporations are aware of their responsibilities to the communities in which they and their employees are located. There may be several reasons for their involvement in these communities, including their awareness of the significant cutbacks in Federal funds. Corporations--especially consulting firms and those whose existence depend wholly or partly upon the government or who are affected by government regulations and legislation--realize the meaning of this since it may be affecting them directly and/or indirectly. They are concerned with tax situations both for themselves and their employees and are concerned about recent funding cutbacks as a cause for tax increases or abandonment of worthwhile programs.

Opinion leaders across the nation, including business executives, firmly believe that the corporation must meet certain social responsibilities in addition to being an economic insti-

tution. The majority also believe that business has at least a fair amount of responsibility for assuming various social, cultural, and educational programs formerly provided by the Federal government. A 1982 study asked this question in relation to both donations and special program development.

Management desires a quality environment for employees. With the involvement of their corporations, new resources, skills and experience may be tapped to improve health care while reducing costs; the quality of education; the cost, efficiency, and safety of transportation systems; the quality and availability of suitable housing; or to assist in lowering the crime rate.

Corporations are concerned with employee morale. Corporate involvement has often been requested by employees or members of their families since it provides them with a sense of belonging to a community. For those who move about the country, volunteering may mean the difference between feeling comfortable and at home rather than feeling like a transient and outsider living in an unfriendly atmosphere. Attempts at creating a family within the workplace testify to existing loneliness. Statements supporting this reason for volunteering have been reiterated by prospective volunteers at our corporate volunteer fairs.

Both employees and corporations are concerned with the company's image. It does not hurt to be known as a "corporation with a heart," as one visitor to MITRE commented upon seeing the bushel basket for their crop sharing project.

The end result is to be emphasized. It means good business. Productive communities mean customers with purchasing power and the potential for attracting and keeping competent employees.

Keeping the reasons for corporate involvement in mind, the next logical step is how to deal with the business world.

KNOW THE CORPORATION

What is the Company's financial situation at present? According to the Dun and Bradstreet Corporation, more businesses failed during the last week of August, 1982, than in any week since the Depression.³ Forty-three banks failed in 1982. Times have been difficult for many corporations, and requesting funds or assistance may best be postponed until business improves. However, there may be a situation where this is not the case. In time of layoffs, it may be possible for a company to pay workers to work in the community (for example, to renovate city buildings) until business picks up. This saves a business the expense of firing and hiring over a relatively short period of time.⁴

What are the procedures for applying for funds? In some companies, there is a specific time of the year when all requests are considered and acted upon while others may act upon submissions at regular intervals. Most corporations receive thousands of requests over the period of a year. They are not interested in "boondoggles" and do not look kindly upon non-specific, poorly written, or lengthy requests. When dealing with businesses, professionalism is essential. For requesting financial support, a few clear and concise sentences stating a brief description of the agency, the amount desired, and the specific use to which the funds will be put is generally acceptable. Including percentages for the breakdown of expenditures as well as actual dollar amounts may improve results.

Decisions in major corporations are often made by one or two persons. A recently retired "decision maker" for the Gulf Oil Corporation felt that the best entrance to a corporation is through the president. In many instances, he makes the decision and is well aware of situations and causes. The majority of the heads of large corporations are from modest backgrounds and have

climbed the ladder by a great deal of hard work. Assuming that they don't understand or aren't doing anything is a mistake.

HOW CAN YOU FIND POTENTIAL DONORS?

The Washington Business Journal is a good source of information about corporations in the Washington area. Similar publications exist in other major cities, as well as business magazines and local newspapers that report information about recently awarded contracts, and the state of area businesses, i.e. which corporations are expanding or moving, which are in bankruptcy, and the involvement of the corporations and their management in volunteer community projects.

Sources for researching the priority areas of interest of various companies are their annual reports, the business section of the library, newspapers, business journals and magazines, as well as employees at all levels of the corporation. If you know one person you have a connection. Approaching a corporation which has no interest in mental health and asking them to contribute to a new wing for the mental health facility is a waste of time. Instead, appeal to their obvious interests--at least for the initial contact.

Role reversal, or putting yourself behind the desk of the corporate executive who must keep the interests of the corporation as a priority, and thinking in terms of justifying and matching community needs may be effective. The corporation that donates millions each year to education expects to benefit from a well-educated citizenry. In this way both self-interest and the common good are satisfied. Acknowledge the company's need for efficiency and profitability while helping the corporation to understand the community's social needs and its possible role in meeting them. Develop a positive attitude to show that the agency has something to offer the corporation.

Replace the idea of charity with that of investment, particularly investment in a better community to live, work and do business.

Corporations generally prefer professional, efficient, cost-effective programs, programs from which they or their employees will benefit, and bootstrap-type programs. They believe in the adage: "If you give a person a fish, you feed him for today. If you teach him to fish, you feed him for a lifetime." Education, in the broadest sense, is a top priority for most large corporations.

KNOW WHAT YOU WANT

Before approaching a corporation, know specifically what you want from it. Most of the time, agencies are responding to crises. While this situation cannot be completely altered, it can be improved upon by crisis prevention which understandably requires a great deal of time and planning. Learn from the successful corporation and develop a plan for the future as well as for the present. Consider anticipated needs of the agency two years or five years from now. Set goals.

Develop a plan with priorities and dreams. If a corporation were to donate \$5,000 how could it be spent most effectively? (Though this amount may appear unrealistic, it serves to stimulate the planning process and encourage the setting of goals). If a full-time staff person were to join the organization, how would this person be used most effectively?

When dealing with corporations, time is money. The person you are speaking with may be in the midst of a "fire drill" or a \$4 or \$5 million dollar project. Being specific and concise will save valuable time. The June 14, 1982 Washington Business Journal published an article on an effective written business plan which is also suitable for agencies and organizations. The plan should include:

- a description of the agency which includes an organizational chart;

- a description of the services and programs offered;
- a complete history, which includes a financial history and an outline of the growth record;
- planned detailed financial projections for 1, 3, and 5 years;
- an independent auditors review.

Companies seek an outside objective review of business plans, because outsiders can more readily identify the weaknesses in the plan. Budgeting (determining how money should be allocated) is often secondary to financing (obtaining money), because a company cannot decide how to spend money until it has the money to spend. On the other hand, investors rarely lend their money unless a company can show how the money will be budgeted.

The most important aspect of internal business planning is understanding and clearly defining the market in which a company will sell its product or service. The ability to sell is what drives everything else. For the corporation, planning involves studying its different businesses, determining which have the most competitive strength or potential, and then redistributing corporate outlay accordingly. All of this may be translated into the non-profit organization's world and will be effective and impressive to any corporation. Corporations expect service agencies to be run in an efficient, cost effective way.

When organizations begin thinking of approaching corporations, their first thought is of the business world's money; however, their most valuable resource may well be human: their employees.

Social welfare organizations are facing the severest budget cuts, especially those organizations that fund job programs, day-care centers, and other projects which are piggybacked on Federal funds. These charities frequently do not appeal to corporate donors, yet employee volunteer projects such as the examples offered by the VAC of Fairfax County may at-

tract the attention of the corporation.

When an employee of a corporation is a volunteer, satisfyingly involved in serving an organization, it is quite probable that other employees may be convinced to volunteer, too. In addition, it is not uncommon for corporations to give special consideration to those organizations with which their employees are associated when it comes to financial donations or other resources. Such personal relationships are the most effective in winning support, therefore patience and integrity in the development of personal relations cannot be over-emphasized. It may take a year to establish credibility, develop respect, and earn the confidence of a corporation. Having the top management involved and interested is a tremendous asset. This can be accomplished initially by a phone call to the secretary of the president. It is important to develop a good relationship with this person who is a wealth of information and can make contacts easy or difficult. The secretary knows the corporation, staff, departments, branches, policies, and can steer one in the right direction. The secretary will not be the ultimate "decision-maker" but can help or prevent one from making the proper contacts. Polite persistence is important here.

With success in dealing with a corporation, follow-ups and recognition are appropriate. A few sentences of appreciation of the services of an employee-volunteer may lead to further support. It is not always necessary in this circumstance to mention names; instead, include the type of service performed. Written expressions of thanks for funds received will have a positive effect, especially if a cost-effective use of the funds is mentioned. In one Fairfax County case, a note from a senior citizens group stated that the money received was used to transport seniors to volunteer activities, an ex-

ample of cost-effectiveness appreciated by business.

In summation, the most important points in building partnerships with corporations are:

1. Personal relationships are the most effective.
2. Professionalism is essential.
3. To measure a corporation for giving, put the tape measure around their leaders' heads, not their hearts.

FOOTNOTES

¹*Brooke Bright, Research Project Report: "Feasibility of Establishing a Corporate Volunteer Council in Fairfax County, Virginia," February 25, 1983.*

²*Kenneth Swartz, "Corporate Social Responsibility--What Opinion Leaders Think," LTV: LOOKING AHEAD, November 15, 1982.*

³*New York Times, September 2, 1982.*

⁴*Private Sector Initiatives: Alternatives for Action (NAM).*

⁵*Wall Street Journal, October 26, 1982.*

Abstracts

"Citizens Inside: Supporting Teamwork"

Susan J. Ellis and Katherine H. Noyes

Corrections Today, Vol. 45/No. 3, June 1983

This article was written to educate the correctional professional about the effective use of volunteers in prisons. The authors draw on their knowledge of volunteers and volunteer program operations to present a clear, concise overview of the do's and don'ts in developing and managing volunteer programs.

Topics covered include: maintaining good working relationships; false images of volunteers; program preparation; volunteer work space; legal issues; administrative commitment; development of line support; effective program management; and indirect benefits of volunteer involvement.

Abstractor: Robert T. Sigler, Ph.D., Associate Professor, Department of Criminal Justice, College of Arts and Sciences, University of Alabama, University, Alabama

"Enhancing Volunteer Productivity--Humor in the Bored Room"

David W. Dik and H. Peter Warnock

Lifelong Learning: The Adult Years, December 1982

The authors present an interesting case for the inclusion of humor as an important ingredient in the successful Citizen Advisory Committee. They contend that there is a direct connection between the degree of humor present in a CAC's meeting and its level of productivity.

Offering some cautions about the appropriate use of humor, they cite behavioral sciences research which supports their belief that humor can help to lessen social differences, relieve tension, facilitate creativity and build trust, which in turn can enhance the effectiveness and productivity of groups. Their beliefs are also based on 15 years of experience with CAC's. The article also offers some practical suggestions for leaders who want to infuse humor into meetings of boards and committees.

Abstractor: Patricia A. Smith, United Way of Southern Chautauqua County, Jamestown, New York

"Strategic Planning in Nonprofit Organizations"

Dale D. McConkey

Business Quarterly, Vol. 46/No. 2, Summer 1981

Strategic planning concerns itself with establishing the major directions for the organization, e.g., what is its purpose; mission, major clients to serve, major programs to pursue, major geographical area, major delivery approaches. Until these major directions have been carefully thought through and decided upon it is foolhardy for the organization to determine what it is going to do., e.g., objectives.

Seven characteristics of strategic decisions are identified. Particular attention is paid to determining the primary purpose or mission of an organization and its major programs.

Abstractor: M.L. Stewart, Coordinator, Volunteer Services, Ontario Hospital Association, Ontario, Canada

"The People Aspect in Developing Management Criteria"

H. Allan Graham

Business Quarterly, Vol. 46/No. 2, Summer 1981

Polysar have developed procedures and established appropriate criteria for managing human resources which include, among others, strategic and operational planning processes, human resource budgeting, goal setting, performance and appraisal systems, and reward systems.

Their profile of the ideal manager of the eighties shows: leader/people-developer; effective communicator; team player; environmentally sensitive; risk-taker/entrepreneur; conceptualizer; executor. Managers of the future will require increasing capability in what have been considered non-traditional skills to manage the interaction between the organization and its internal and external environments.

Abstractor: M.L. Stewart, Coordinator, Volunteer Services, Ontario Hospital Association, Ontario, Canada

Gordon Manser, Abstracts Editor, reports that he now has a team of 11 Abstractors, 7 Scanners, and 3 Summarizers working to enlarge the Abstracts section. The work of 3 of them is printed here, with our thanks. We still need additional eyes to be on the lookout for articles on volunteerism appearing in any type of popular or professional publication. Please help us to keep current on the literature about our field. To help, contact:

*Gordon Manser
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THE JOURNAL OF VOLUNTEER ADMINISTRATION

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GUIDELINES FOR SUBMITTING MANUSCRIPTS

THE JOURNAL OF VOLUNTEER ADMINISTRATION encourages the submission of manuscripts dealing with all aspects of volunteerism. We will gladly work with authors to assist in the development of themes or appropriate style. The following are key guidelines:

I. CONTENT

A. THE JOURNAL OF VOLUNTEER ADMINISTRATION provides a forum for the exchange of ideas and the sharing of knowledge about volunteer administration. Articles may address practical concerns in the management of volunteer programs, philosophical issues in volunteerism, and significant applicable research.

B. Articles may focus on volunteering in any type of setting. In fact, THE JOURNAL encourages articles dealing with areas less visible than the more traditional health, social services, and education settings (though, of course, these are welcome as well). Also, manuscripts may cover both formal volunteering and informal volunteering (self-help, community organizations, etc.). Models of volunteer programming may come from the voluntary sector, government-related agencies, or the business world.

C. Please note that THE JOURNAL deals with volunteerism, not voluntarism. This is an important distinction. For clarification, here are some working definitions:

1. volunteerism: anything related to volunteers or volunteer programs, regardless of setting, funding source, etc. (so, for example, this includes all government-related volunteers).
2. voluntarism: refers to anything voluntary in our society, including religion; basically refers to voluntary agencies (those with volunteer boards and private funding)—but voluntary agencies do not always utilize volunteers.

Our readership and focus is concerned with anything regarding volunteers. A general article about, for example, changes in Federal funding patterns may be of value to executives of voluntary agencies, but not to administrators of volunteer programs necessarily. If this distinction is still unclear, feel free to inquire further and we will attempt to categorize your manuscript subject for you.

D. THE JOURNAL is seeking articles with a "timeless" quality. Press releases or articles simply describing a new program are not sufficient. We want to go beyond "show and tell" to deal with substantive questions such as: why was the program initiated in the first place? what obstacles had to be overcome? what advice would the author give to others attempting a similar program? what variables might affect the success of such a project elsewhere? what might the author do differently if given a second chance? what conclusions can be drawn from the experiences given?

Articles must be conscious demonstrations of an issue or principle.

II. PROCEDURE

A. The author must send three (3) copies of the manuscript to THE JOURNAL office.

B. With the three copies, authors must also send the following:

1. a one-paragraph biography, highlighting the author(s)'s background in volunteerism;
2. a cover letter authorizing THE JOURNAL OF VOLUNTEER ADMINISTRATION to publish the submitted article, if found acceptable;
3. mailing address(es) and telephone numbers for each author credited.

C. Manuscripts may be submitted at any time during the year, but the following are the deadlines for consideration for each issue:

SEPTEMBER issue: manuscripts due by the 15th of JULY
DECEMBER issue: manuscripts due by the 15th of OCTOBER
MARCH issue: manuscripts due by the 15th of JANUARY
JUNE issue: manuscripts due by the 15th of APRIL

D. Articles will be reviewed by a panel of Reviewing Editors. The author's name will be removed to assure full impartiality. The review process takes six weeks to three months.

1. Authors will be notified in advance of publication of acceptance of their articles. THE JOURNAL retains the right to edit all manuscripts for basic writing and consistency control. Any need for extensive editing will be discussed with the author in advance. Published manuscripts will not be returned.

2. Unpublished manuscripts will be returned to the authors with comments and criticism.

3. If a manuscript is returned with suggestions for revisions and the author subsequently rewrites the article, the second submission will be re-entered into the regular review process as a new article.

E. Authors of published articles will receive two complimentary copies of the issue of THE JOURNAL carrying their article.

F. Copyright for all published articles is retained by the Association for Volunteer Administration.

III. STYLE

A. Manuscripts should be ten to thirty pages in length, with some exceptions.

B. Manuscripts should be typed, double-spaced on 8½" x 11" paper.

C. Manuscripts should be submitted with a title page containing title and author and which can be removed for the "blind" review process. No name should appear on any text page, though the article title may be repeated (or a key word used) at the top of each page.

D. Footnotes should appear at the end of the manuscript, followed by references listed alphabetically. If references are given, please use proper style and doublecheck for accuracy of citations.

E. Authors are advised to use non-sexist language. Pluralize or use he/she.

F. Contractions should not be used unless in a quotation.

G. First person articles are acceptable, especially if the content of the article draws heavily upon the experiences of the author. This is a matter of personal choice for each author, but the style should be consistent throughout the article regardless of form used.

H. Authors are asked to use interior headings to aid the reader in keeping up with a lengthy article. Refer to sample sub-titles in this issue to see how various texts have been broken up at intervals.

I. Illustrations (photographs, artwork) will only be used in rare instances in which the illustrations are integral to the content of the article.

J. Figures and charts should be submitted only when absolutely necessary to the text of the manuscript. Because of the difficulty we have in typesetting figures and charts, authors are requested to submit such items in camera-ready form. Figures and charts will generally be placed at the end of an article.

Please feel free to submit outlines or first drafts to receive initial response from us. If your work is not accepted on the first try, we are open to resubmissions.

Further questions may be directed either to our administrative offices in Boulder or to Susan Ellis, Editor-in-Chief at 215-438-8342.



SPECIAL NOTE



THE JOURNAL would like to offer special thanks to Andrew Wandell who, as a student intern this summer, worked diligently to develop a promotion campaign for us. He was the first "Promotions Director" and paved the way for those who will continue the effort to publicize THE JOURNAL.

Thank you, too, to Virginia Johnson who volunteered her fine art work in designing a new subscription brochure.

Continued gratitude to the editors and reviewers of THE JOURNAL, all of whom serve as volunteers. And thank you to Ann Ellis, for her conscientious proofreading of each issue.

At the right, on the inside back cover, you will see a Subscription Form for THE JOURNAL. You can help by sharing this issue with a colleague and suggesting that s/he subscribe personally. The form will be ready to use!

Patty Baessler, our wonderful Subscription Manager, will be delighted to process new subscriptions developed by you.

Thank you for your support this first year...welcome to Volume II!



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