

INVESTING IN VOLUNTEERS

PLANS FOR A VOLUNTEER ACTION CENTER

Sponsored By:

The Community Service Council
of Greater Parkersburg, Inc.
P.O. Box 2055
Parkersburg, WV 26102

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WHAT IS A VOLUNTEER ACTION CENTER? *

The basic concept of a Volunteer Action Center is to act as a leader and community organizer accountable to planning and coordinating volunteer programs in response to identified needs of the community in the area of volunteerism. Primary functions would include serving the whole community as an information-referral agency, as a training and consulting resource not only for volunteer agencies, but also to businesses and industries interested in utilizing volunteers and as an advocate for volunteerism.

WHY ESTABLISH A VOLUNTEER ACTION CENTER? *

There is a growing awareness of the fact that the financial resources of government at all levels are limited and that government cannot and should not continue to try to do all things for all people. At the same time, there is an awareness of the fact that the traditional spirit of people wanting to help others is growing and people everywhere are yearning to do meaningful and rewarding work in their communities. Not-for-profit organizations continue to increase in numbers trying to respond to a wide variety of community needs.

A Volunteer Action Center can be a vital tool in encouraging and organizing volunteer work so that it is most effective. Particular emphasis is given to coordinating volunteer efforts in the community, to providing training for volunteers as well as paid staff and to promoting the establishment of new services to the community.

A VAC serves the agencies and clients who need volunteer help by helping them manage their volunteer programs effectively, by recruiting from the entire community and by referring volunteers who are suited to the jobs available.

The VAC serves the volunteers by understanding that they have a desire to serve others, but that they also wish to do meaningful work. Through a centralized information service site, new persons coming into the community can get orientated much more quickly to what is available in the community, what is needed and how the volunteer can help meet community needs while also getting some personal needs met.

And because a VAC serves the whole community, it is in a unique position to access community needs and organize responses as appropriate.

WHAT IS PARTICULARLY UNIQUE ABOUT PARKERSBURG'S VOLUNTEER ACTION CENTER?

The project as proposed by The Community Service Council would not only have all the traditional services of a typical Volunteer Action Center, but also includes opportunities for shared resources such as meeting rooms, equipment and supportive personnel; a "birthing room" to assist new organizations in getting off to a sound and sure start-up; a commitment and a plan to be financially self-sufficient in 3 to 5 years and the opportunity to preserve a historic building for the enjoyment and enhancement of the community.

* Ref: Governor's Office for Volunteer Services, How To Start A Volunteer Action Center, Austin, Texas.

COMMUNITY SERVICE COUNCIL

Of Greater Parkersburg

Uniting the Professional and the Volunteer in Service to the Community

Proudly Presents An Executive Summary

TOWARDS A MORE CARING COMMUNITY: PLANS FOR A VOLUNTEER CENTER

A Planning Study Conducted From October 11 - December 11, 1984

With Updates Through June 1985

VOLUNTEER ACTION CENTER PLANNING TEAM

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BACKGROUND: One of the items on the "wish list" from the Second Annual Mayor's Conference For Volunteers, sponsored by Mayor Pat Pappas and the Community Service Council, February, 1983, was a desire to explore the feasibility of a central headquarters for volunteer activities in the community.

A Community Service Council Steering Committee, chaired by Susie Casto, accepted the responsibility to follow-up on the possibilities of such a center. By June, 1983, a tentative offer had been made of a vacant house at 1232 Murcoch Ave., as a possible site for such a center. The house, known as the Walton Wait house, owned by Mr. Albert Wolfe, formerly of Parkersburg was listed on the historical registry, and Mr. Wolfe was anxious to see it restored for a community purpose such as a Volunteer Action Center. However, a lot of pre-assessment of community need for such a center had to be done before serious consideration could be given to Mr. Wolfe's offer.

After hearing proposals from the Steering Committee to bring in Dr. Ivan Scheier, of Boulder, Colorado, as consultant to the VAC study, due to his extensive experience with volunteer centers across the country, The Keystone Foundation and the Parkersburg Community Foundation committed a total of \$1500 for the consultation and planning study. Dr. Scheier was contacted and an Ad Hoc Planning Team with broad community participation was formed by October 22, 1984 to explore five major areas for the study.

CONCLUSION: The consensus of all task forces was that a Volunteer Action Center in the Parkersburg area is very needed. The enthusiasm generated among task force members, and others of the community who heard of the planning, has been excellent. It is recommended that indeed a VAC should become a reality in our area. Plans call for phased-in, semi-operational services to begin as early as March, 1985. Specific recommendations from each task force are included in this summary. Community friends are also encouraged to check-out the full planning study report (approximately 45 pages in length) from the Community Services Council by writing P.O. Box 2055, Parkersburg, WV 26102.

VOLUNTEER CENTER PLANNING STUDY RECOMMENDATIONS

Task Force I - Functions of a VAC: VAC should act as an aid to agencies in the training, recruitment and placement of volunteers in the Mid-Ohio Valley region (including Belpre and Marietta). It could also serve as a clearinghouse for linking volunteers with agencies who need volunteers. It should develop a library, training facilities and programs to assist with volunteer management needs. One unique service of the VAC would be that of an "incubator" for new emerging groups in the community or as a consultant/advisor to existing groups.

Task Force II - VAC Board: VAC should begin as an arm of the Community Service Council with the goal of autonomy within two years. The VAC Board should consist of 10 people, serving two or three year terms, representing a cross section of the community including the volunteer sector, business and professional sector and clients served.

Task Force III - Budget & Fund Raising: Avenues were explored for funding through grants, Foundation giving, United Fund, rental income, sale of products and programs and membership fees and in-kind services. A "Bare-Bones" budget of \$2300-4500 could suffice to begin operation of a VAC with an all-volunteer staff in early 1985.

Task Force IV - Staffing: Once fully operational, the staff of the VAC should include a full-time director and full-time office manager. Volunteers could serve in many staff capacities of VAC. Job descriptions and salary for paid staff should be commensurate with those in related fields in this geographical area.

Task Force V - Location: The offer of the Walton Wait house, at 1232 Murdoch, by Mr. Albert Wolfe, should be accepted and the house used as permanent headquarters. However, until such time as the repairs and renovation on the Walton Wait house are completed, VAC should accept an offer from Mr. Wolfe for rent free temporary quarters at 1224 Murdoch Avenue.

Financial Summary: Total budget for this study and the consultant was approximately \$2400. The initial costs were met by grants totally \$1500 which were given by The Keystone Foundation and the Parkersburg Community Foundation. Direct expenses for the consultant were approximately \$1750.

A note of significant importance is that the consultant generated approximately \$1100 of income during his visit. This was accomplished through a broad range of community workshops sponsored by the Community Service Council and consultations contracted out to specific groups. Other income was earned through book sales and a small private donation. Therefore, approximately \$1500 was brought forward as seed money for phasing in the recommendations from the Planning Committee.

Next Steps:

1. Made a Community Service Council by-law change, necessary to qualify for a conditional 501(c)3 non-profit status by the IRS.
2. Secured tax exemption status as a public charity with 510(c)3 non-profit status.
3. If plan is approved by a simple majority of the board and membership of the Community Service Council, a VAC Operations Committee would be recruited with the hope that a March "kick-off" for a semi-operational VAC could be held as part of the 1985 Mayor's Conference for Volunteers.

OVERALL STRATEGY RECOMMENDED

The Volunteer Center should begin with a Transitional semi-operational phase, during which a partially funded and staffed center, in a temporary location could get organized for later expansion and perfection of functions, facilities and funding.

Table 5, later in this report, indicates a projected budget of between \$2200-5000 for this start-up phase.

The Start-Up Phase of this Volunteer Center Should begin on or about March 1, 1985, and continue until about December 31, 1985.
(ten months)

On or about January 1, 1986, the Volunteer Center Should Target To Begin Full-Scale Operations in its permanent headquarters (hopefully, the Walton Wait House, at 1232 Murdoch Avenue).

Virtually all the remainder of this report refers to the full-scale operation of the Volunteer Center, plans for which can continue to be refined during the start-up phase.

Exceptions to this are the start-up budget (Table 5) and part of the final section on "A Look to the Near Future".

HISTORY AND BACKGROUND OF THE PROJECT

One of the items on the "wish list" that came out of the Mayor's Conference for Volunteers, sponsored by Mayor Pat Pappas and the Community Service Council in February, 1983, was a desire to explore the feasibility of a central headquarters in some way for volunteer activities in our community. Such a headquarters often goes by the name "Voluntary Action Center" (VAC) or "Volunteer Center".

A steering committee of the Community Service Council accepted the responsibility to follow-up on the possibilities of such a center and was pleased to be contacted by Mr. Edwin Dils on behalf of Mr. Albert Wolfe, in March, 1983. On June 6, 1983, steering committee members met with Mr. Wolfe to further explore development of such a center on property which might be donated by Mr. Wolfe, provided that historic preservation, charitable and other funding could be found for restoration.

During the next year, plans steadily matured for an intensive feasibility study concerning a Volunteer Center for the Parkersburg area. The Community Service Council commissioned the study and appointed Susie Casto as planning project coordinator. Later, Trudy Seita agreed to contribute in the role of assistant coordinator, and Ivan Scheier of Boulder, Colorado, participated as project consultant. Dr. Scheier had significant prior experience with other communities in planning for Volunteer Centers and agreed to work in Parkersburg on a no-fee basis for approximately $2\frac{1}{2}$ months. He has been a national and international trainer and consultant on volunteerism for almost twenty years, and has received numerous recognitions for his work. (See resume in Reference Section - #1.) The Keystone Foundation and the Parkersburg Community Foundation generously provided a total of \$1500 to reimburse Dr. Scheier's travel, his room and board while in Parkersburg, and for other planning project expenses.

Between October 8-21, 1984, a core group established the following five Key Planning Questions:

1. Who will the Volunteer Center Serve? What will be its main functions?
2. What will the Volunteer Center Board be like? How will it relate to the Community Service Council?
3. How much will a Volunteer Center Cost? Where will this money come from?
4. Who will be the Volunteer Center's staff, both paid and volunteer?
5. Where will the Volunteer Center be located?

Also during this time, resource material was assembled on each of these five questions and people were recruited to work in any of these areas.

October 22 was the first full meeting of the planning team. The purpose of the meeting was to orient potential participants to the VAC project, receive input on the proposed task force format for the study and to have potential participants make a decision about joining the effort. After a discussion of the nature and purpose of Volunteer Centers elsewhere in North America, 15 attendees chose Task Forces corresponding to the five key questions described above, received packets of resource materials on their Task Force, and planned initial meetings.

Thereafter, Task Force leadership met every Friday throughout November (except the day after Thanksgiving), to report progress on their Task Force and to receive feedback and coordinative suggestions from other Task Forces.

For the November 30 meeting, draft reports from each Task Force were assembled in a combined report and reviewed by the entire planning team. Suggestions were incorporated in a second draft, which were again reviewed the following week, December 7. Suggestions were once again incorporated to form the present report.

TASK FORCE I REPORT: FUNCTIONS AND PEOPLE SERVED

This Task Force dealt with:

1. Who will the volunteer center serve?
2. What will be its main functions?
3. Should a fee be charged for groups to utilize VAC?

The recommendations the committee came up with were arrived at by research readings, brainstorming and a sample survey taken.

First of all, it was felt important for the VAC to serve the "Mid-Ohio Valley" region which can include Marietta and Belpre. There was a concern regarding what the fee should be for groups to utilize VAC. (i.e. should there be different levels of membership, a sliding fee scale or a set fee for all groups?)

Next, the following functions of the VAC were recommended.

VAC FUNCTIONS

1. Development of guidelines to aid agencies in the placement of and recruitment of youth and adult volunteers through:
 - A. Job description
 - B. Performance evaluation at volunteer, program, and agency level
 - C. Training of volunteer, boards and staff - also training of individuals for leadership roles (as volunteers) in the community (See also, Background Reference #13)
 - D. Recognition

These functions would be backed by a resource lending library of publications, audio-visual, etc. (See Background Reference #4) A bookshop for sales of publications, and annotated bibliographies to guide users in accessing further written or other resources.

These ongoing functions prepare volunteers for agencies and agencies for volunteers. Our appreciation of their importance was reinforced by the literature researched and a local sample survey conducted, via the Community Service Council. These preliminary survey results indicated that many organizations in the Greater Parkersburg area involve volunteers; but a significant number of groups could use more expertise in modern methods of working with volunteers. (See the appendix to this chapter for more on this survey.)

2. Acting as a clearinghouse for recruiting, preliminary screening, and placing of volunteers in non-profit private organizations as well as public groups such as libraries, schools, etc. The VAC would assist groups as well as individuals in finding suitable projects.

3. Promote volunteerism in the community media (newspaper, TV, radio), workshops, and "Involvement Day". The latter is a day to involve the whole community in volunteering, by finding easy, fun things with visible impact for everyone to do. For further information on Involvement Day, see Chapter 18 of the book Exploring Volunteer Space, by Ivan Scheier.
4. Supply expertise and facilities for new groups as well as providing management assistance to existing groups. Examples of management assistance are free space short-term while groups are getting organized, board development, financial management planning, assistance in mission clarification, creative problem-solving, training in fund-raising techniques, etc. The VAC would also serve as a "neutral" place in which cooperation, coalition, and networking among groups could be fostered. Thus the VAC would be a meeting ground and a learning ground as well as a birthing ground. (See also Background Reference #2)
5. Maintain a registry of local organizations, professional groups, self-help groups, volunteers, and other groups in which volunteers can be involved on both a "give" and a "get" basis, receiving as well as providing help or other support. (See Involvement Map; Background Reference Paper #3)
6. Establish a Central Network Pool for the Greater Parkersburg area. This is a large, accessible storage area for human potential in the form of what people are willing to give, plus the positive things that happen when people of like interests are put in touch with one another. The library being collected for VAC usage has a copy of a how-to-do-it manual for establishing a Central Network Pool. Several of our VAC Planning Team have also practiced the procedures involved, in the course of a recent workshop on networking.

A similar but distinct VAC activity could be the establishment of a skills bank.
7. The Volunteer Center could also actually operate volunteer programs in gap or innovative areas such as community service for offenders, transportation via volunteer drivers, non-profit management assistance programs operated largely or entirely by volunteers, etc. (See also, Background Reference #8)

The Task Force I Survey was conducted on November 13, 1984 at the Community Service Council Meeting. A total of 24 organizations responded, broadly representative of the care-giving community of greater Parkersburg. (A listing of respondents is in "The Planning Project" background files)

86% of the responding organizations (18/21) said they were presently utilizing volunteers. But apparently, very few of these organizations have all the volunteers they want. More than 90% indicated a need for (more) volunteers. As for how many more, 95% (19/20) felt they needed at least some volunteers more than they had now. Slightly more than half (11/20) indicated they wanted a goodly number more; 7 respondents mentioned "unlimited" need for more volunteers, 2 said "hundreds", one said "10 per day" and one said ten.

Asked if they had job descriptions for their volunteers -- a key procedure in effective volunteer program management -- slightly over half (11/21) said no.

In addition to this specific spot survey, other informal needs assessments at board meetings and community conferences done throughout the last couple of years have indicated that quality, relevant assistance for being more effective in working with volunteers would be broadly welcomed.

Background reference papers relevant to this Task Force are #4, "A Library for The Volunteer Center"; #5, "Local Associations of Volunteer Leaders"; pages 1-3 of "Establishing a VAC"; Background Reference Paper #12; and A Community Leadership Training Course, #13.

TASK FORCE II REPORT: THE VOLUNTEER CENTER'S BOARD AND
RELATION TO THE COMMUNITY SERVICE COUNCIL

This Task Force was charged with making recommendations on lines of accountability, decision-making and governance for the Volunteer Center. Main Recommendations:

GOVERNANCE, ACCOUNTABILITY

- A. The Volunteer Center should be organized initially as an arm or division of the Community Service Council, and accountable to the CSC Board.

A 1983 national survey of 169 VAC's found that 67% were structured as a separate community agency; 30% as a division of United Way or some other community agency (such as CSC); 3% as a unit of local government and less than 1% as a program of a community college.

We believe the "division" concept will work well here to launch the VAC, since CSC is so broadly representative of our community, has a long history of competent community involvement, has a clear commitment to the Volunteer Center concept, and at this writing seems assured of 501-c-3 status in the reasonably near future. (Background Reference Paper #11 is a capability statement on the Community Service Council.)

A temporary exception to the above recommendation could be made if there are substantial delays in IRS final clearance of a 501-c-3 to CSC. In that case, Volunteer Center donations might be channelled through another parent organization with similar goals.

- B. The Volunteer Center Should Have Significant Autonomy Right From the Beginning. Eventual Independence From CSC Should Be Understood as a Real Probability.

General discussion made it quite clear that neither CSC nor other people on the planning team envisioned the Volunteer Center as a permanent part of CSC. Concerns included the possible anomalies of a funded, staffed organization (VAC) being a subsidiary of an essentially unfunded, unstaffed one (CSC); the substantial extra burdens imposed on CSC board and officers, and the possibility that future changes in CSC direction might make it less compatible with VAC goals.

It was therefore felt that a definite checkpoint should be set up -- perhaps two years from VAC start-up -- at which CSC and VAC would discuss full independence for VAC. Even before then, VAC would be expected to explore feasibilities, such as what it would take to get its own 501-c-3.

C. Though initially a part or program of CSC, the Volunteer Center should have its own operating Board.

D. The Volunteer Center Board should be broadly representative as follows:

- Community Services Council Board
- People served by VAC -- our constituency
 - a) Agencies
 - b) Volunteer Organizations
 - c) Individual Volunteers
- Business sector
- Local government
- Major Funders (should be invited, at least)
- Crucial skills such as legal, media, fundraising
- Door openers

Since a skill person may also represent a sector and/or be a door opener, we should be able to keep the total down to about ten people.

The Voluntary Action Center Director should also participate in the VAC Operating Board as a non-voting member.

E. At least some of the people currently working on Volunteer Center Planning Task Forces, should be invited to share their expertise and experience as initial members of the Volunteer Center Board. VAC Board membership should be on a staggered rotation basis, with either two or three-year terms. The planning group was divided on which length of service would be best. There was agreement, however, that board members should be eligible for nomination and election to a second term.

F. VAC Operating Board members should receive appropriate orientation and training as Board Members.

The Building Better Boards Project, or people who have been trained by it, can serve as trainers here.

G. Liaison and Accountability to the CSC Board, must be carefully designed and maintained.

Our initial suggestions are as follows:

1. The President of CSC will appoint one CSC Board Member to represent CSC as a voting member of the Volunteer Center Advisory Board. (Probably other VAC Advisory Board people will also happen to be CSC Members or CSC Board Members.)

2. One VAC Advisory Board person (other than the above) will represent VAC as a non-voting member on the CSC Board.
 3. The VAC Director will have, as one of her/his major responsibilities, liaison between the two boards. She/he will sit as a non-voting member on the VAC Advisory Board and will also attend CSC Board meetings as a non-voting liaison and resource person.
 4. During its first year of operation, VAC should prepare quarterly reports for review by CSC officers and board. (These can be much the same as reports to funders.) Later, somewhat less frequent reporting may be acceptable.
- I. The CSC Board, with input from interested planning team members, should select the VAC Board, before the VAC Director is hired.

The reason for this recommendation is the desirability of VAC Operating Board input in hiring the VAC Director and perhaps other volunteer and paid VAC staff as well.

FINANCES

- A. CSC, and its Treasurer, will be fiscally responsible parties for the Volunteer Center.
- B. CSC should have a distinct and separate process for recording and tracking Volunteer Center finances.

CSC WORKLOAD

- A. CSC should be aware that the advent of the Volunteer Center may result in some increased workload for CSC leadership, such as President and Treasurer.

For the extra CSC work engendered by VAC's existence, VAC staff should assist CSC. However, in other work areas it should be clear that paid or volunteer staff of the VAC are not by that fact, also CSC staff.

TASK FORCE III REPORT: BUDGET AND FUNDRAISING

PURPOSE AND APPROACH

Our main task was to figure how much it would cost to run a VAC and where would the money come from. We tried to figure a low-cost, bare bones budget as well as an ideal budget. Our task overlapped a great deal with The VAC Functions Task Force (I) because we felt that our finances would be largely determined by what we were doing, both in terms of need and sources. We began by identifying what we would need money for, recognizing that in many cases -- space, people, materials -- these could be provided for in-kind, rather than purchased. We then estimated how much money would be needed if these items were purchased or donated, and then listed possible sources of income.

POSSIBLE SOURCES OF INCOME

Grants and Foundation Giving. Initially, a major portion of the income would come from this source, this proportion to decline steadily in later years (see Table 4). Foundations with an interest in the Parkersburg Community include the Claude Worthington Benedum Foundation in Pittsburgh, the McDonough Foundation, the Parkersburg Community Foundation, and the Keystone Foundation. Corporations also have foundations and will make grants to the communities where they are located: Corning, Fenton, Shell, DuPont, and others.

Foundation giving usually requires local matching funds (either earned or donated) of about 20%, and will provide start up funds and renewables for a total of 3 years. Most foundations accept proposals at quarterly board meetings. Other foundations around the state or in nearby Ohio might be willing to purchase expertise on establishing a VAC or training for their community.

The point was made that foundations and corporations will be more likely to fund a program than to contribute toward administrative expenses. See section on Programs.

Combined Giving. Five combined campaigns serve this area, including the Combined Federal Campaign, Mid-Ohio Valley United Fund, Belpre United Way, Williamstown Community Chest, and Vienna United Appeal. Application to these organizations is annual, usually in the spring, almost a year before funds can be received. It was thought that the VAC would probably need to establish a track record and share its benefits before it would be funded by these sources.

Rental Income. This overlaps considerably with Task Force V on office locations. If we have our own space and can rent out a portion, estimates of income potential range from \$2000 to \$10,000 annually. If we do not have our own space, we will need to ask for donated space. At the time of writing of this report, Mr. Wolfe has offered rent-free space on a temporary basis, in the apartment next to the property offered to us as 1224 Murdoch Avenue.

Sales of Products. This included a variety of models: (1) Sheltered Workshop raised over \$24,000 from the auction/sale of about 400 items. (2) ARC Conference for Executives bought bobby socks at 14¢/pr., sold them for \$2.00, and then proceeded to hold a sock hop. Revenue estimated about \$1000. (3) West Central Community Action buys office supplies in bulk over a 10-county area. Because they guarantee a certain amount of orders, they receive a 30% discount off all their purchases. We estimated that from \$200-\$1000 could come from the sale of notions, books, gadgets, and special fundraising events. See Tables 2 and 4 for exact percentage of income. For Publications, see also Background Reference #6, Yellowfire Press Shared Benefit Plan.

Membership Fees. This suggested income source depends greatly on VAC mission, purpose and level of operations. Questions were raised on what would make it worthwhile for an agency or individual to pay membership or other fees. Some suggestions were Newsletter; use of Library; consultations; reduced fees at conferences and workshops; use of Logo; focused research on your organization; permission to cite membership in VAC in letterheads; applications for grants; etc., as well as benefitting from ongoing promotion and recruitment of volunteers; training; publicity; etc. Suggestions were made to divide into different types of membership, such as supporting member; participating member; and patron member. There was also raised the concern about making fees fair to both larger and smaller organizations, depending on the amount and type of use each organization needed. See Budget Tables and Background Reference Paper #7 on sample Membership Plans or Service Contracts.

Among Volunteer Center Planners as a whole, there seemed some uncertainty as to the appropriateness and value of membership plans though the consensus, as reflected in our budget, was that this ought to be tested out, at least. There was also some uncertainty about the distinction between a service contract and a membership plan. The latter is a composite of services, any of which may or may not be actually used by the member. Membership also may carry some privileges such as voting rights which are not normally a part of service contracts.

Unrelated Income Potential. The center could derive additional income by providing specialized services to area agencies and organizations. These services would require volunteer support from individuals with some specialized qualifications as well as access to a micro-computer. The services could include, but would not be limited to, those included in this report. Fees charged for these services would then go partly or entirely to support the Volunteer Center.

The Center could obtain, either as a gift or outright purchase, a micro-computer. Area agencies could purchase computer time at a nominal fee, perhaps \$5.00 per hour. In addition, computer training sessions could be provided to interested individuals or agencies at a cost of \$50.00 per person.

Perhaps the Center could provide through qualified volunteers, specialized services in the area of bookkeeping, payroll, word processing, mail lists, etc. The charge would be based on the amount of time necessary to complete the task and could be calculated per hour or by task.

Agencies could also be provided specialized consultation in such areas as creating audio-visual presentations, writing funding proposals, and designing publications. In addition, "lunch box" seminars on management techniques could be provided to agencies at a nominal fee, perhaps \$50.00 per session. The topics could include stress management, employee appraisal, time management, problem-solving techniques, etc.

The broker and tithing model could also be applied to individual volunteer trainers on the volunteer center's roster. For whatever accounts they received via Volunteer Center referral, they could donate part or all of the proceeds to the Center.

The Center might also translate unskilled volunteer work into earned revenue, as in the volunteer-operated bulk mailing center run by the Alpena, Michigan VAC.

The key to this area of earned income is a Director who can involve qualified volunteers to provide quality programs and services. As a result, almost all money produced would be profit.

Running of Programs. Increasingly today, Volunteer Centers are operating volunteer programs (in gap or innovation areas) as well as filling clearinghouse, trainer and consultant roles. Once institutional seed monies are obtained for the VAC, program operation is likely to be an attractive funding possibility. Recommendations on this program funding possibility are to avoid stepping on toes, or crossing over into areas which other groups are handling very well - making sure that help is wanted before assuming it is. It would be better to take on the funning of "orphan" programs in the community.

The Funding Task Force researched several programs in terms of their potential as VAC-operated programs including CARRIER ALERT, and Juvenile Restitution. Volunteer drivers (transportation) have also been successfully run as VAC programs. See also Background Reference Paper #8.

Retired Senior Volunteer Program (RSVPO, Volunteers in Service to America (VISTA), Work Incentive Program (WIN), Senior Community Service Program (SCSP) and HRDF. These groups were mentioned as a source of people, skills, time and talent. Particularly if we are shooting for a minimum budget, we would benefit by volunteer help rather than paid staff. Thus, while not a revenue source, this may be a revenue-saver which can amount to much the same thing.

BUDGETS AND COMMENT

Table 1. First year VAC Expenses: Full Operational Budget

Table 2. First year VAC Income: Full Operational Budget

Table 3. Volunteer Action Center Full Operations 5-year Budget: Expenses

Table 4. Volunteer Action Center Full Operations 5-year Budget: Income

The planning team decided to delay full operation for the Volunteer Center until January 1, 1986. The above four budgets therefore pertain to 1986 and later.

Between March 1, and December 31, 1985, we are projecting a start-up semi-operational phase of the VAC, for purposes of organizing, further refining of plans and testing out of some services. This budget is covered in Table #5.

Table 5: Bare Bones Budget for Semi-Operational Start-Up Phase of the Volunteer Action Center

EXPENSES

Assumptions: Quarters donated rent-free (Have been offered by Mr. Wolfe at 1224 Murdoch Avenue); all-volunteer staff, VISTA, etc.; furniture, equipment donated.

Monthly costs

Utilities	\$100	} - - - Assuming careful, minimum usage
Telephone	75	
Office Supplies	40	
Postage	40	
Printing, copying	45	
Miscellaneous	<u>50</u>	
TOTAL MONTHLY	\$350	

Plus the following annual or otherwise one-time expenses for the year:

1/3 share of taxes (\$450/3)	\$150	} Actual figures for 1224 Murdoch Ave. property
1/3 share of insurance (\$225/3)	75	
1/3 share fire tax (\$210/3)	70	
phone installed	<u>75</u>	
TOTAL ANNUAL OR 1-TIME	\$370	

Six-month total would be approximately \$2200-2300.
One-year total would be approximately \$4500-5000.

As of mid-December, we should have a starting kitty of about \$1500. Additional modest revenues needed to cover the above-described costs could realistically be derived from "unrelated income potential", membership fees, publication sales, workshop registrations, some donations, etc., as described previously in this task force report.

Please Note: This budget is intended to describe the minimum amount on which a Volunteer Center could begin operation; not the maximum amount we believe could be raised. As one task force member remarked: If the community can't provide more than this amount to support a volunteer center, maybe it doesn't deserve one.

TASK FORCE IV REPORT: STAFFING

Task Force IV addressed the question: "Who will be on the Staff?" The need for both paid and unpaid staff was considered, equally seriously. The items discussed included staff positions, job descriptions, procedures for position open notices, identification of likely candidates, benefits and salaries and personnel policies.

Resources included national survey information concerning typical salaries for VAC directors around the country, a survey of the salaries of local United Fund agency directors and job descriptions from other Volunteer Action Centers. These are referred to throughout this report and preserved in background reference paper #10.

A. Main Recommendations:

This Task Force felt strongly that it would be essential to establish a Volunteer Center board prior to the selection of the executive director or coordinator of the VAC. The functions of this board regarding personnel would be to:

1. Establish job descriptions for the staff.
2. Publish position open notices in local newspapers, college bulletin boards, etc. An active nationwide recruiting campaign will not be conducted, though channels for doing so are available. This is because knowledge of our community is such an important ingredient in the Director/Coordinator's success. Nevertheless, we also would not wish to exclude out-of-town applicants, simply because they do not presently live here.

The position open notices will be based on job descriptions reflecting the functions of the VAC as recommended by Task Force I. Qualifications and salary for the position will be in part contingent on funding as identified by the Funding Task Force.

It was felt that there would not be any conflict of interest if task force members or members of the Community Service Council should apply for positions at the VAC.

3. The VAC board would draft personnel policies and benefits. The help of the Parkersburg-Marietta Association of Personnel Administrators is available for this task.

B. Recommendations Concerning Staff:

1. Full-time director or coordinator. The position of executive director should be a full-time position with a salary range of \$15-20,000 and a minimum benefits package of 15%. The salary for this position should be in line with salaries of directors of local United Fund and volunteer agencies.

The responsibilities for this position are well summarized in the "Standards and Guidelines for Organization and Administration", section B attached to this report, in Background Reference Paper #10, and immediately following this section.

Managerial ability was one characteristic emphasized in discussion, as was ability to function effectively in networks and coalitions. The importance of a VAC Director/Coordinator having a cooperative rather than a competitive style is suggested in Background Reference Paper #9, "Cooperators".

The following VAC Coordinator's position description is from Blacksburg, Virginia. Other job descriptions are in Background Reference Paper #10.

"To promote the concept of volunteerism through valley wide recruitment, recognition programs and events.

To direct the efforts and resources of volunteers to the needs of community service agencies by developing training events, managing a volunteer skillsbank and providing consultation to the community on volunteer management.

To collect and disseminate information on volunteer needs and services by acting as a clearinghouse and conducting feasibility studies.

Skills needed in management of volunteers, public speaking, writing, group dynamics, program development, organizing, public relations.

Duties:

Skillsbank Management (or central Network pool)
Publicity and P.R.
Special Event Planning
Workshops and Training (organize, sometimes conduct)
Conduct Meetings
Organize Committees
Write Reports
Maintain Records

Bachelor's Degree required or equivalent experience in volunteer program management. Must be creative and have initiative to work independently."

(Note: Our own Task Force Discussions tended to de-emphasize the importance of an academic degree per se.)

2. Full-time officer manager. Once the Volunteer Center is in full-scale operation, the office manager position could be one full-time position or two part-time positions for greater flexibility. This position could be filled at first through participation in programs such as HRDF, WIN (Work Incentive Program), VISTA (Volunteers in Service to America), SCSP (Senior Community Service Program), RSVP, etc.; until the job could be secured through more permanent funds. At such permanent funds. At such time, people from the above programs could still fill additional positions at this VAC. Until such time as the VAC is in full-scale operations, office manager can be a half-time position.

3. Volunteer positions. Volunteer staff could perform the following functions:
 - a. Interview agencies applying for registration with VAC.
 - b. Help agencies write job descriptions for volunteers. Perhaps also act as continuing liaison with sets of agencies using VAC services.
 - c. Interview volunteers applying for placement.
 - d. Train volunteers in skills they would need for interviews when applying for volunteer positions.
 - e. Publish newsletters.
 - f. Form a speakers' bureau.
 - g. Participate in fund-raising activities.
 - h. Be involved in public relations activities such as sponsoring a National Volunteer Week celebration.
 - i. Act as project coordinators.
 - j. Be VAC Board Members.

Other Resources Used in This Report

The 1983 survey of VAC Executive Directors is described more fully in Background Reference Paper #10. Relevant highlights here are that for total VAC Budgets of \$25,000-50,000 and in population areas served of 25,000-100,000. VAC Directors' salaries average in the \$14,000-15,000 range.

From: "Standards and Guidelines for Organizations and Administration"

Section on Paid and Unpaid Staff

Staff, Both Paid and Unpaid

Standard: There shall be a staff sufficient in number to implement the policies and carry out the responsibilities of the volunteer program.

Guidelines to Achieving Standard:

Staff should:

- a. Implement policy established by the governing body.
- b. Undertake planning and program coordination.
- c. Provide assistance to Boards and Committees.
- d. Provide fiscal management in terms of maintaining financial and program statistics, purchasing, budget preparation and projection, and monitoring the program.
- e. Establish sound working relationships and coordination with recognized agencies as well as community groups and organizations that provide essential human services.
- f. Promote and develop volunteer leadership.
- g. Maintain good public relations.
- * h. Provide for or encourage other agencies to provide orientation, training and supervision for administrative and service volunteers.
- i. Administrative staff should employ, supervise and provide training for additional staff.
- j. Maintain confidentiality.
- k. Provide input into community planning processes.
- l. Be knowledgeable of new trends and issues and relate this to the boards, volunteers, peers and administration.
- m. Assist staff, departments and/or agencies in identifying areas in which to involve volunteers.
- n. Develop and effectively utilize a resource file.
- o. Provide an adequate record system including volunteer placement, service and training.
- p. Recommend and assist in implementation of an ongoing and effective recruitment process.
- q. Assess strengths and capabilities of the volunteers.
- r. Develop and effectively use a procedure to refer volunteers for placement.
- s. Provide sufficient follow-up to ensure satisfactory placement of volunteers.
- * t. Encourage the development of a program of recognition for volunteers.
- u. Provide for effective recognition for volunteers.
- v. Provide on-going evaluation of the program.
- w. Provide advocacy service when necessary.
- x. Communicate effectively with the public regarding the program and its need for volunteers.

*Applicable only to Central Volunteer Coordinating Bodies.

Paid Staff-Volunteer Relationships

Standard: The paid staff and the volunteers shall share the responsibility for carrying out the assigned tasks or functions of the agency. Decision-making and policy-formulation shall involve those who will be affected by it.

Guidelines to Achieving Standard:

- a. Volunteers shall not displace a paid worker or be placed in a job slot for which funding is available.
- b. All paid staff shall receive information and learn all aspects of the agency volunteer program including individual staff responsibilities to volunteers.
- c. The paid staff shall understand the agency volunteer personnel policies and practices.
- d. The paid staff should be clear about their job function in relationship to the volunteer.
- e. The paid staff shall be responsible for the work specifically delegated to them.
- f. The paid staff shall assume the responsibility for creating a feeling of "belonging" to the volunteers.
- g. The value of volunteerism and paid staff responsibility to volunteers shall be interpreted to employed staff through appropriate staff training and consultation.
- h. Volunteer jobs shall be developed keeping in mind the distinctive roles of employed staff.

Staff Qualifications

Standard: Staff of the program shall believe in the value of volunteer participation and its benefits. Staff shall have sufficient knowledge, experience and demonstrated skills to perform effectively and to accomplish the program objectives.

Guidelines to Achieving Standard:

- a. Paid staff should have willingness and capacity to work with volunteers.
- b. Staff should have the ability to communicate ideas effectively, orally and in writing, and be capable of listening and sharing information.
- c. Staff should have knowledge of community organization and management processes.
- d. Management level and administrative staff should have organizational ability, an understanding of interpersonal dynamics and creativity.
- e. Management and administrative staff should hold bachelors degrees and/or the equivalent and demonstrated administrative and/or

- supervisory experience.
- f. Management, administrative and professional staff should possess good leadership skills and experience in administration and supervision.
- g. Staff should have interest in professional self-development.
- h. Staff should have active volunteer experience in direct service volunteering and/or advocacy volunteering, and/or participation in social service agencies that deal with people problems.
- i. Staff should have the ability to work with persons of all ages, ethnic groups, education and organizational backgrounds, and all socio-economic strata.
- j. Supervisory staff should have the ability to delegate authority and skill in coordinating many activities simultaneously.
- k. Staff should possess the ability to motivate others.

Staff Selection

Standard: Staff shall be selected on realistic basis of suitability to agency needs.

Guidelines to Achieve Standard:

- a. Develop position descriptions which define needed and desired qualifications, requirements and responsibilities.
- b. Inform volunteer participants and volunteer leaders in currently existing volunteer programs about paid job openings.
- c. Utilize employment services and media to announce paid job openings.
- d. Contact volunteer associations, professional societies, social service agencies, colleges and universities.

Staff Orientation and Training

Standard: Staff shall be provided orientation and training.

Guidelines to Achieve Standard

- a. Staff should be given opportunities to acquire knowledge of the history, philosophy and ethics of volunteerism and the application to the organization.

Salaries/Benefits for Paid Staff

Standard: Organizations shall offer salaries and benefits commensurate with the work to be accomplished and comparable to staff positions in the current job market and existing classifications at professional levels. Regional cost of living differentials shall be considered.

Guidelines for Achieving Standard:

- a. Benefits for paid staff should include vacations, hospitalization, workmen's compensation, social security, accident and liability insurance, pension plans, allowances for sick leave, holidays, personal emergencies, jury duty, and maternity leaves.
- b. Paid staff persons should have opportunities for professional growth through continuing education, workshops, seminars and courses.
- c. The organization shall establish non-discriminatory hiring practices consistent with equal employment opportunity practices.
- d. Personnel policies should be in writing and available to all employees.

Benefits for Volunteer/Unpaid Staff

Benefits for volunteers/unpaid staff should include:

- a. Vacation leave, workmen's compensation or liability insurance, holidays, personal emergency leave.
- b. Should have opportunity for professional growth through continuing education, workshops, seminars and courses.
- c. Organizations shall establish non-discriminatory selection practices consistent with affirmative action practices.
- d. Appropriate records on volunteer's contribution should be kept for career advancement references and school admission.
- e. Opportunities for career advancement should be available.
- f. Appropriate grievance procedure should be available.

Other references are Task Force I report on VAC functions, Background Reference Papers 9, 10 and 12 (section in staffing).

TASK FORCE V REPORT: OFFICE LOCATION

Subject and Background: To consider where and how the Volunteer Center might best be housed. As background, in 1983, Mr. Albert Wolfe had approached the Community Service Council with the offer of the Walton Wait House, 1232 Murdoch Avenue, for possible use as a VAC. The CSC would assist in seeking historical, charitable, or other funding sources for repairing and renovating the building. In 1982, it was estimated that approximately \$30,000 of repairs would be needed for the existing structure which includes a new roof, retaining wall and new access steps as well as necessary grading for project utilization. A three page report by Architect Allen Carney evaluating the current condition of the house is available in project planning files.

In addition to the VAC, the house could also accomodate approximately four agencies requiring limited physical, administrative type office space. Renting space to other organizations not only would assist with operating expenses, but also could help to stretch the budgets of the VAC and renters if they chose to share some personnel, such as receptionist, secretary, bookkeeper, in addition to shared office equipment costs.

In November, 1984, Pete Casto volunteered to prepare a floor plan of the Walton Wait House. This floor plan is attached at the end of this Task Force's report.

Implemetary Activities have included:

1. Orientation visits to familiarize ourselves with the Walton Wait House.
2. Preparation of a floor plan.
3. Requested and received funding guidelines and applications for renovation grants from the State and City Historical Revolving Loan Programs. Some thinking on renovation resources is attached at the end of this Task Force Report.
4. Working to determine what level of interest currently exists among organizations prepared to rent the upstairs of the house. How much would these renters be prepared to pay? How willing would they be to share staff (such as receptionist) and equipment?
5. Expressed willingness to identify persons with the skills to assist Mr. Wolfe personally in applying for any of the house rehabilitation grants.

Recommendations

1. The Community Service Council Volunteer Center should accept Mr. Wolfe's offer of the Walton Wait House, and work with him in the repair and renovation of this historic landmark structure: (See Floor Plan, page 28-29)

Main concerns at this point are adequate physical accessibility and raising money needed for renovation. We feel these can be taken care of, however.

2. While repairs and renovation work on the Walton Wait House are being completed, the Volunteer Center should seek donated or low-cost temporary quarters for a semi-operational start-up phase. This phase is now estimated to last from March 1, 1985 to January 1, 1986.

Repairs and renovation on the Walton Wait House, and fundraising to finance this, could require 12-18 months or more. To avoid loss of momentum of Volunteer Center activities during this period, we recommend that temporary quarters be sought for the Volunteer Center's start-up organizational phases. These offices would be vacated as soon as the Walton Wait House is ready for occupancy.

At this point, prospects for securing such temporary quarters are excellent. Mr. Albert Wolfe has offered the possible use of an apartment at 1224 Murdoch Avenue, next door to the Walton Wait House, for temporary quarters. This apartment is in habitable shape, (with a little volunteer work), and is offered to us rent-free. However, CSC/VAC would be expected to share approximately one-third of the yearly insurance and tax costs, plus pay our own utilities. Table 5 in the Task Force III report reflects anticipated costs in occupancy of this building. Acceptance of Mr. Wolfe's kind offer of the rent-free apartment does not bind either Mr. Wolfe or the CSC/VAC to eventual VAC occupancy of the Walton Wait House.

The recommendation of the Volunteer Center Planning Committee is to pursue as the most favored option, acceptance of Mr. Wolfe's offer of temporary rent-free quarters at the 1224 Murdoch Avenue Apartment, or any other apartment in the same complex that is suitable and vacant.

Should serious difficulties, presently unforeseen, plague this option, the back-up recommendation is to explore a fairly wide selection of downtown location possibilities, kindly suggested at our request, by Mr. Edwin Dils. Mr. Dils also suggested a number of people to contact in order to pursue these possibilities.

A location close to a combined giving office has also been suggested, as has the Henry Logan Home. CSC members have also been asked to suggest ideas for rent-free or low-cost temporary VAC headquarters.

OTHER RESOURCES AND ATTACHMENTS TO TASK FORCE V REPORT
"Standards and Guidelines For Organization and Administration"

Section on Facilities

Standard: Facilities shall be provided in sufficient quality and quantity to insure the adequate operation of the program.

Accessibility

Standard: The facility shall be visible and available to all people including the physically handicapped and to both public and private transportation.

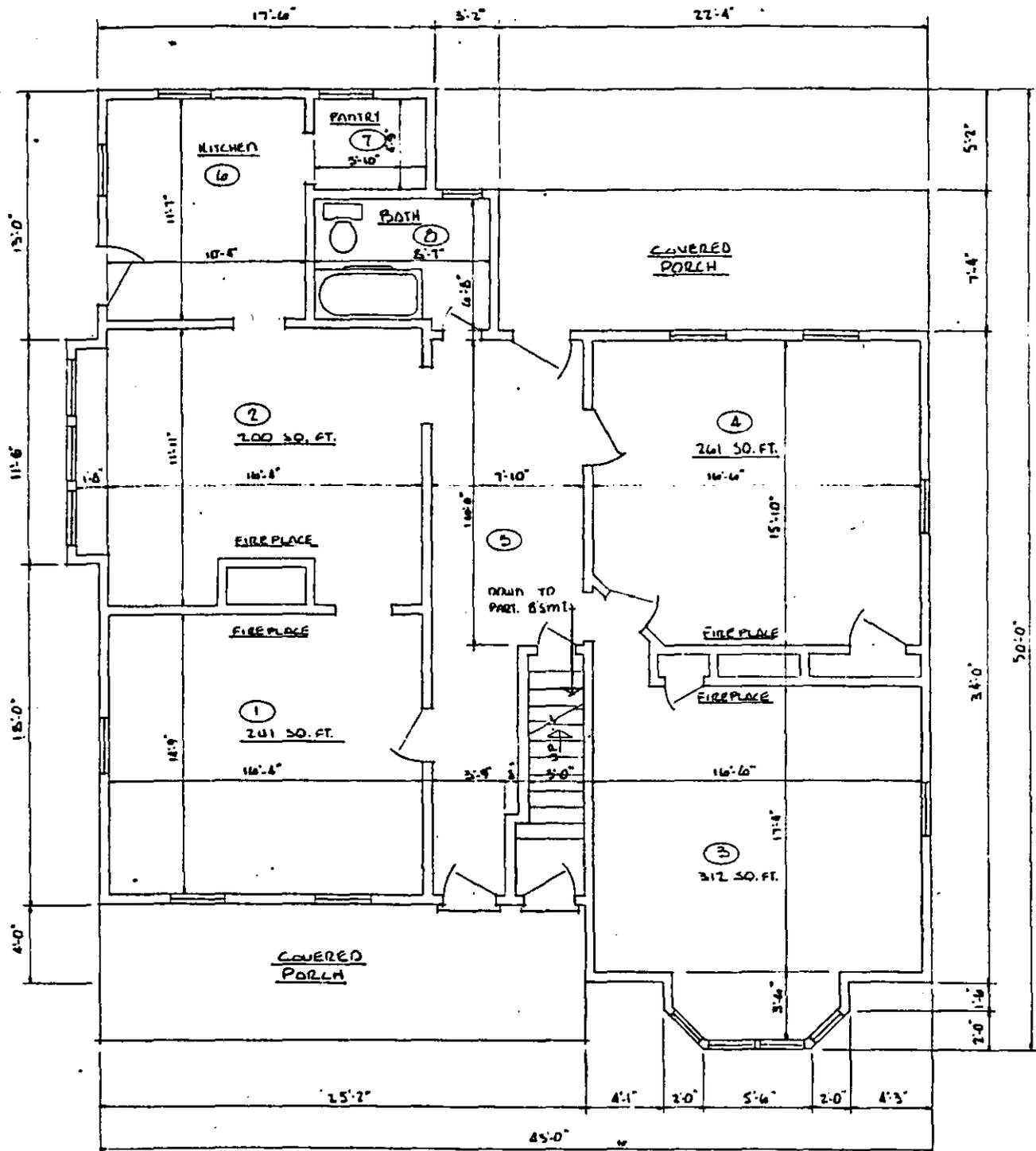
Guidelines to Achieve Standard:

- a. A central volunteer coordinating body should be situated in a centralized, accessible area of the community.
- b. Special provisions may have to be made for interviewing handicapped persons.
- c. Signs directing the public to volunteer offices should be visible and clear.
- d. Outreach sites should be established to meet special needs and to allow for greater accessibility.
- e. Volunteer service office should maintain regular office hours.

Task Force III on funding recorded the following initial thinking on Building Renovation resources:

"Building Renovation: We did not address this particularly in our task force. However, the Rotary Club, president Dean Schandledecker, sponsors a Sour Mash Golf Tournament each year to raise funds for building improvements. John Seaflore, head of the AFL-CIO, in Parkersburg, often provides a journeyman and apprentices to help with community service agencies (painting, etc.). Similar service is volunteered by the IBEW and Plumbers Unions."

Walton-Wait House
 (Albert Wolfe Property)
 1232 Murdoch Avenue
 Parkersburg, WV



NOTE: CEILING HT. 10'-0"

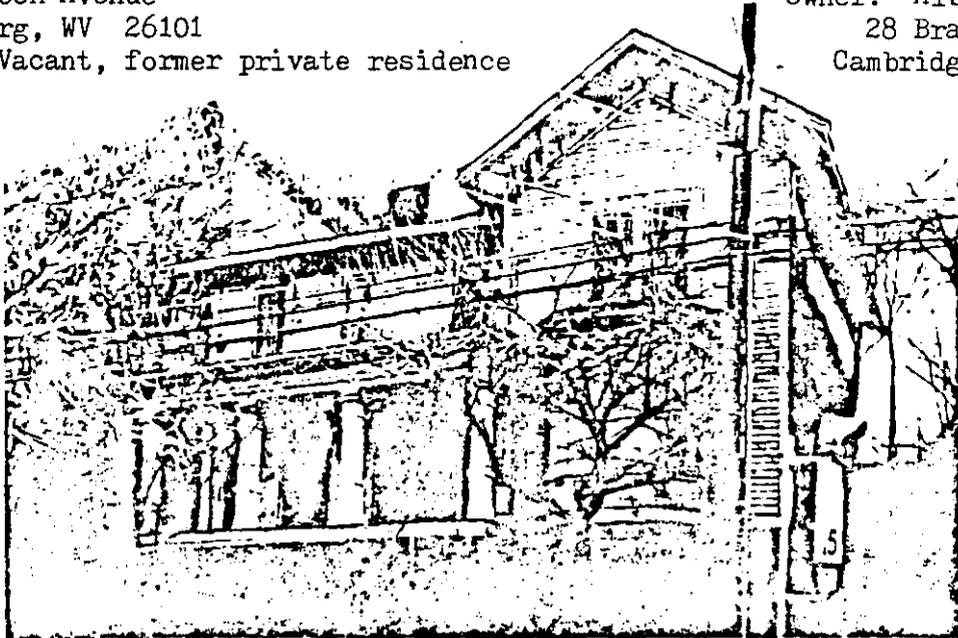
FIRST FLOOR
 1652 SQ. FT. 14'-1-0"

Drawn By:
 J. P. Casto
 Nov. 15, 1984

WALTON WAIT HOUSE SUMMARY: HISTORY AND CONDITION

1232 Murdoch Avenue
Parkersburg, WV 26101
Status: Vacant, former private residence

Owner: Albert B. Wolfe
28 Bradbury Street
Cambridge, MA 02138



According to a description from the National Register of Historic Places and from a summary of a field survey made in an architectural evaluation done in 1982, the Walton Wait House was deemed structurally sound and added to the National Register in January, 1983. It is estimated that the house was built between 1860 and 1870.

...Terraced high above busy Murdoch Ave. (State Route 21 North), the house is described as "a handsome and remarkably intact two-story structure which illustrates the transition from the Greek Revival to the Italianate." When it was moved in 1924, (from Ann Street), the house was not turned around; consequently, its orientation has changed and the former rear is now the front... The windows throughout are of full length on the first story, with fine architrave trim, a three-sided bay window projects from the west gable end. (In 1907, some of the windows were shuttered.) The interior features beautiful marble fireplace mantels and fine woodwork similar to that on the exterior. Most notable is the architrave window and door molding.

Architecturally, the house is considered to be structurally sound with the wood clap board in reasonably good shape. Basic detailing considered to be attractive, appropriate and in good shape. Typical to the time and area, the simple carpenter curved soffitt brackets around the windows are an attractive feature. The roof and gutters are completely deteriorated.

On the interior, the house has been vacant a number of years and has sustained considerable vandalism in the way of glass breakage and minor fire damage to one room on the second floor. There is evidence of water damage on both floors, including moisture and plaster deterioration, wallpaper peeling, but all is considered repairable. Hardwood floors are buckled in some locations, but not terribly severe. The marble mantles on the six fireplaces are judged to be in excellent condition. Access to upstairs can be gained either directly from an outside entry or through the hall from inside. Both floors have approximately 1600 square feet, which is felt to be very adequate to accommodate the VAC downstairs while providing rent from three to four small administrative type agencies upstairs.

RENOVATION COST UPDATES

It is estimated that inside remodeling would cost at least \$35,000-40,000 to meet codes and make the house useful, either for commercial or residential use. Mr. Wolfe has agreed to replace the roof and to pay for extensive masonry work needed to change the access steps to the house from the street. These two major repairs are estimated to cost Mr. Wolfe \$25,000. Project leaders have been most fortunate to have developed a mutual service relationship with Mr. Wolfe. Because we are his "hands and feet" on site, he has been greatly assisted with mechanical details on badly needed repairs to the house, no matter what its future use, and obviously, his financial investment in making the repairs reduces VAC's future renovation costs.

TEMPORARY QUARTERS UPDATE

After more field inspection of all of Mr. Wolfe's apartments on Murdoch, it is felt that temporary quarters should be at 1230 Murdoch. This duplex is spacious, needs no major repairs, and could easily accommodate the Volunteer Action Center plus even one more agency as tenants perhaps.

The other good news from the field inspection was that all of the other apartments in this complex might well be available and certainly would suit the needs of VAC as the plan unfolds to offer management assistance through the "incubator" concept described from Task Force I, page 8. This would be a tremendous aid and backup in case the renovation of the Walton Wait House took longer than originally expected.

WHAT'S IN OUR NAME?

We devoted very little discussion to the best name for our "Voluntary Action Center" (VAC), "Volunteer Center", or _____? This decision may best be deferred till later in the development and start-up phases, as we see more clearly the final shape of the center, its style and coverage, etc. Indeed, the naming process may at some point provide an excellent opportunity to involve the wider public in a "name-the-baby" contest.

It remains here only to note the results of a 1983 national survey of the names used by 169 volunteer centers.

"Volunteer Center"	38%
"Voluntary Action Center" (VAC)	26%
"Volunteer (Name of Locality)" (Ex: Volunteer Parkersburg)	12%
"Volunteer Bureau"	9%
Other: (Volunteer Clearinghouse", etc.)	13%

The name "Volunteer Center" is increasing in popularity as is "Volunteer (locality name)". "Volunteer Bureau" is definitely decreasing in frequency. But we should not feel bound by any of these names. We might even want to consider titles or subtitles containing key terms other than "volunteer" for people such as some men and minorities who do not relate positively to the word "volunteer".

A LOOK TO THE NEAR FUTURE

Our official responsibility ends with delivery of this report to the Community Service Council and the two foundations who funded this planning study. We nevertheless share a keen interest in the future of this Volunteer Center, including its near-future. Such matters were beyond our official charge, and were therefore not thoroughly discussed. Nevertheless, we would like to take this opportunity to offer some suggestions.

First, this report could be far more widely distributed by CSC, than its present limited distribution.

There is also good consensus among us and a recommendation that the Volunteer Center needs not and should not be fully operation on its opening day. Instead, we agreed on the desirability of beginning with a transitional, semi-operational phase. During this phase, a partially funded and staffed center in a temporary location, could get oriented and organized for later expansion of functions, facilities, and funding. This period could easily extend as long as 9-12 months, throughout calendar year, 1985.

There was some thought that the Mayor's Conference in March, 1985 would be a good occasion on which to announce launching of this start-up phase of the Volunteer Center. As noted earlier in this report, the recommended target date completion of the Start-Up Phase and Transition to full-scale operation is January 1, 1986.

Adoption of this timeline means that in the 2½ month period between mid-December and March, 1985, the Community Service Council and whomever else it chose to involve would have to carefully review the present planning study and decide whether to accept it substantially as is, accept it with modifications, or reject it.

If and as the report is accepted, particularly the start-up recommendations, we believe CSC would be wise to appoint a VAC operations committee to operate between December, 1984, and March, 1985, in order to implement the start-up VAC by March, 1985. Responsibilities of this committee might include:

- following up on offers of rent-free temporary housing
- preparing the temporary rent-free headquarters
- seeking donation or extended loan of basic office equipment
- seeking whatever additional donated funding may be necessary for the start-up phase, and/or making specific plans to earn sufficient money for continuing operation. (The amounts involved here should be relatively modest.)
- selecting staff for the start-up phase, probably all -- or mainly volunteer

It would have to be clearly understood whether or not these initial staff could expect preferential consideration when paid or more fully paid positions become available in a fully funded VAC.

It should also be very clear that the members of the present Volunteer Center Planning Team have fully discharged their responsibilities, with the submission of the present report. Nevertheless, those planning team people who might voluntarily wish to continue participating in the VAC development process, would be prime candidates for consideration on the new VAC operation committee.

LISTING OF MAIN BACKGROUND REFERENCE PAPERS

These might be useful for background planning reference, but were not considered central enough or widely enough discussed, to merit placement in the main report. They will be preserved in the planning project's main files. (Some are not yet typed, as of this writing.)

1. Resumé of Project Consultant Ivan Scheier.
2. A BIRTHING PLACE FOR VOLUNTARY PROJECTS. Some initial suggestions on ways in which the volunteer center might discharge this function.
3. AN INVOLVEMENT MAP FOR THE GREATER PARKERSBURG AREA. Some network-y places where clients of the volunteer center could both give and get help, not just give it. This came out of a network seminar on November 12-13, 1984.
4. A LIBRARY FOR THE VOLUNTEER CENTER. Roles a library might play, suggestions for acquisition and management. A library storage box is currently in Good Shepherd's neighborhood housing office and contains about 70 different items.
5. LOCAL ASSOCIATIONS OF VOLUNTEER LEADERS. There are over 400 of these in North America, often associated with volunteer centers. These local associations or DOVIAs can be very helpful to a VAC, especially in the education-training and the volunteer recognition functions. In the Parkersburg area, however, the functions of such associations may largely be served by CSC, or as a sub-group within CSC.
6. SHARED BENEFIT PLAN gives the volunteer center a percentage on all publications purchased from Yellowfire Press, marked on order forms with a "P" for Parkersburg. A fundraising or at least book-raising scheme.
7. MEMBERSHIP PLANS OR SERVICE CONTRACTS FOR THE VOLUNTEER CENTER. This memo describes some typical services offered and amounts of money asked in return, by volunteer centers across the nation.
8. PROGRAMS A VAC MIGHT OPERATE.
9. COOPERATORS. Awareness of other groups which might already be doing some of the things a VAC does or could be encouraged to do so. The modern VAC must network cooperatively with such organizations, instead of protecting turf at every juncture.
10. JOB DESCRIPTIONS AND SALARY STUDY FOR VAC DIRECTORS.
11. CAPABILITY/BACKGROUND STATEMENT ON THE COMMUNITY SERVICE COUNCIL.
12. WORKSHOP ON ESTABLISHING A VOLUNTARY ACTION CENTER, North Carolina, 1984, includes sections on "What is a VAC?"; What does it do (like our Task Force #1); Funding Sources for a VAC (like in Task Force #3); and Staffing a VAC, (like our Task Force #4). While this report came in too late to be taken serious account of in our October-December Planning Process, it definitely merits further study in subsequent planning phases.

13. PARTNERS IN COMMUNITY LEADERSHIP. A Community Leadership Training Course co-sponsored by the Flint, Michigan VAC.

More extensive VAC Planning Files are currently in a special filing box at Good Shepherd Episcopal Church.

