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# Leadership

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# A Salute to People Who Do Extraordinary Things

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Dear Readers,

From time to time people ask what I like best about the job I have. For me, it's an easy and simple answer. I respond, "I get to meet people who do extraordinary things".

Anybody who volunteers or works with volunteers knows what I mean. In this issue of *Leadership*, we introduce you to several people who have done and will continue to do meaningful acts of service for their communities: not because they have to, but because they want to.

In April, during the 21st anniversary of National Volunteer Week, I had the privilege to spend time with the President's Volunteer Action Award and the Make A Difference Day honorees. A few moments with any of the honorees profiled in this issue will convince you that despite the enormous problems that plague us, somewhere, somehow, someone is doing something to help another.

Michael John Kelly is a great example.

I met Michael, an 8-year-old from Hayward, California, during the Make A Difference Day reception hosted by our friends at Gannett/USA WEEKEND magazine. Like most in attendance, I was looking forward to hearing Maya Angelou, the poet and one of this year's Make A Difference Day judges, give the luncheon keynote speech.

Ms. Angelou was wonderful. But Michael was amazing. The third grader decided to do something to help the people standing in line at a local soup kitchen. So on October 23, 1993, he and his mother delivered two truckloads of food donations to the Full Gospel Ministry, which operates the soup kitchen.

Michael knew what his efforts would mean to the people waiting in line. Not too many years before, when homeless and hungry themselves, Michael and his mother stood in the same line.

Michael donated his \$1,000 Make A Difference Day prize money to the Full Gospel Ministry.

We hope you enjoy reading and are inspired by all of the stories of people like Michael we feature in this issue. It's clear, volunteers do make a difference.



Barbara L. Lohman  
Coordinating Vice President  
Communications

# Points of View

## National Service

### Partnership Brings Strength

By Eli J. Segal

"National service, I hope and pray, will help us to strengthen the cords that bind us together as a people, will help us to remember in the quiet of every night that what each of us can become is to some extent determined by whether all of us can become what God meant us to be."—  
*President Bill Clinton*



*Eli Segal is the president and chief executive officer of the Corporation for National Service.*

I share the President's vision of what national service can accomplish for our citizens and our communities.

But what if I didn't?

If I didn't, I'd probably have a lot of questions about this new idea. I'd wonder how it was going to be put into action. I'd wonder if a full-time service program

would threaten volunteerism in America and, even more importantly, if rewarding those who serve would change the very ethic of neighbor helping neighbor. I'd have a lot of questions. And I'd want someone in Washington to answer them.

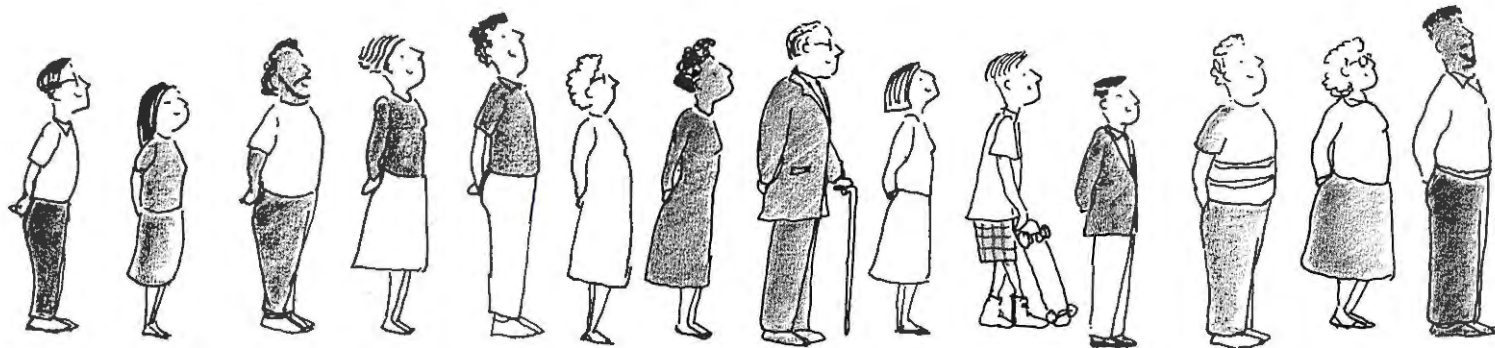
Let me try here, then, to provide some answers.

National service, as *Leadership* readers know, is *not* a new idea; it's as old as America itself. From the volunteer associations of the early 1900s to the Depression era Civilian Conservation Corps to the Peace Corps, Americans have always been prepared to serve their country.

The programs which came under the leadership of the new Corporation for National Service last September were already doing great things for American communities. VISTA volunteers had been serving in low-income communities throughout the country for almost 30 years. The National Senior Service Corps

involved nearly half a million older Americans in giving over 100 million hours of their time and resources every year. In its first year of existence, the Commission on National and Community Service created the Learn and Serve America programs, which offer service opportunities to thousands of kindergarten through college-age students. In addition, the Commission supported youth corps and national service demonstration programs across the country. The Corporation will channel scarce federal resources into these and other community-based service programs.

At the center of the Corporation's efforts will be the President's new national service program, AmeriCorps. AmeriCorps will utilize our nation's most valuable resource: the energy and creativity of our people. By the end of this year, AmeriCorps members of all ages and backgrounds will be getting things





done in our communities through direct service that addresses our nation's most pressing needs.

This year, we will also launch the National Civilian Community Corps, a national service program to be located on military bases, staffed with retired military officers and, like its CCC ancestor, with an environmental focus. And we will fund and support The Points of Light Foundation as it continues to support and reward volunteer efforts nationwide.

The partnership between Points of Light and the Corporation is a vital part of the national service vision. This is not mere rhetoric; we know that we cannot succeed unless we work in full partnership with the 94 million Americans who volunteer their time and talents every year, and with the thousands of public and private organizations which support them. We are committed to doing so.

Our new partnership will help give Americans of all ages and backgrounds the opportunity to serve their country. But this is just the beginning. Beyond forging new partnerships, beyond creating a new mechanism for strengthening American communities, the Corporation will foster a new national ethic of service.

My alter ego might wonder, at this point, if this "new national ethic" is not the very thing he was concerned about. That is: Doesn't a program which rewards service weaken the spirit of altruism that has traditionally driven the concept of service?

The answer is no. First, national service is a limited program. It is not, and never will be, an entitlement. We will begin with roughly 20,000 AmeriCorps participants—big enough to achieve real results in our communities but by no means so big as to undermine the operations of the

already existing field.

Second, you will determine who this talent will be, and how it will be used. Nonprofit programs selected for AmeriCorps will do their own recruiting. It will be up to you to make sure that our common goals for service are achieved.

And, finally, national service will have a ripple effect. It will encourage service of all kinds, including those in which government plays no direct role. National service will celebrate the truth of Dr. Martin Luther King's assertion that "Everyone can be great because everyone can serve."

President Clinton described a

new national ethic in his inaugural address, when he challenged the American people to "seasons of service"—to a commitment which, like the seasons, would both vary and endure.

AmeriCorps exemplifies that ethic. But while AmeriCorps can help rebuild the American community, it cannot do so alone. That is why your leadership is so important.

The Corporation is proud to join The Points of Light Foundation in this partnership for change. We look forward to working with you to help shape our communities and, with them, our common future. ■

## Preparing for Global Citizenship

By Dr. Leroy Keith

Today's students, perhaps unlike any other generation before them, are witnesses to daily developments in the shaping of a new national agenda



*Dr. Leroy Keith is the president of Morehouse College.*

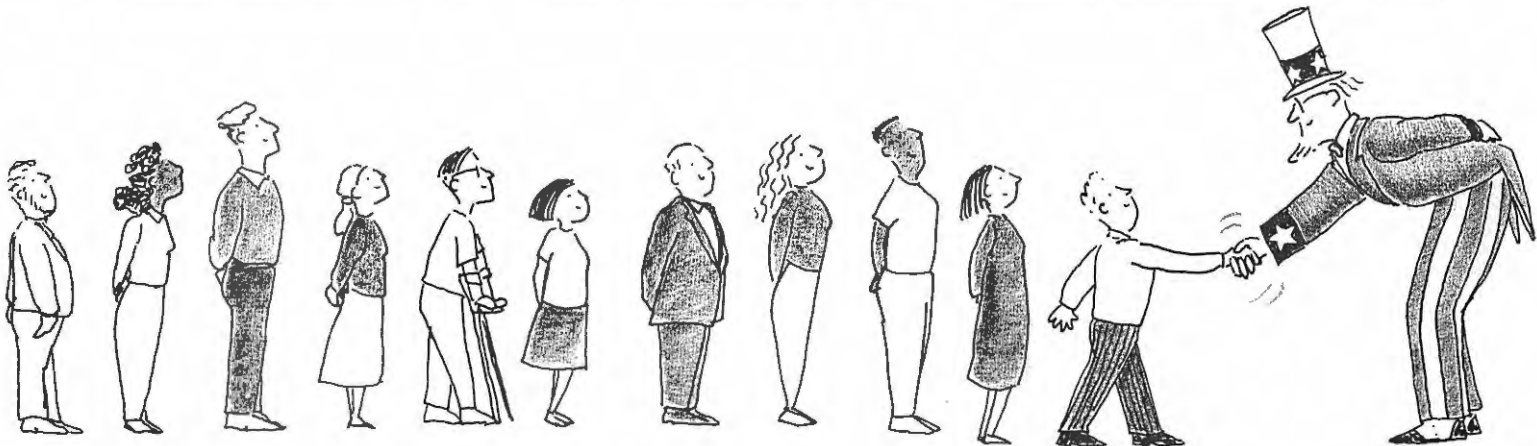
responsibility and environmental integrity issues are emerging as

within a quickly expanding context of a new world order. Perhaps most significant is the recurrence of common themes in the news from our own neighborhoods and the news from abroad: human rights, corporate

universal concerns, and are neither foreign nor abstract to students today.

Now more than ever, institutions of higher education must provide ample opportunities for our students' explorations of their multi-dimensional roles as citizens of a global society. The educational process involved in the development of leaders for tomorrow's world must underscore each student's responsibility as a contributing member of his local, regional, national and international communities.

President Clinton's national service initiative has truly become more than a call to service; it has become a strategic, programmatic movement, a catalyst to encourage, recruit, train and reward our young



people for community service participation. The National Community Service Trust Act of 1993 provides the administrative framework and funding to allow institutions of higher education to become integral participants in this initiative in two effective ways: (1) Colleges may apply for and receive grants for developing community service programs and for training teachers in community service teaching and learning methods, and (2) students involved in approved service activities are eligible to receive up to \$5,000 in education awards, applicable to tuition costs and/or to outstanding student loan obligations.

These two key, complementary components maximize our opportunity to create service programs that address concerns within our respective communities, and to mobilize our students for participation in grassroots service efforts. I contend that both of these efforts are well suited to the college community, and enhance our collective role in developing an active, involved and committed citizenry for the next generation. This has, indeed, always been the goal of higher education.

The concept that undergirds the National and Community Service Trust Act is an exciting concept on its own merits. Through the Corporation for National Service and Americorps, as many as 20,000 young people nationwide will be active participants in service projects between June 1994 and June 1995! These numbers will grow exponentially, creating a lasting legacy. But, in my opinion, the significance of President Clinton's initiative is greatly enhanced when consideration is given to the number of students nationwide for whom a college education will become more accessible.

While I cannot speak for all of my colleagues in academia, I would daresay that a vast majority of us have deliberated on the closely related issues of escalating costs in the provision of a quality educational experience for our students and the effects of tuition increases on student recruitment and retention. For most of us, there is a widening gap between tuition fees and the availability of institutional, state and federal financial assistance for students—with serious implications for those

talented, financially needy young people whose accessibility to our institutions is becoming threatened.

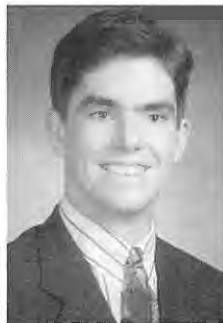
From my perspective, the National and Community Service Trust Act will enable and encourage access to institutions of higher education, while providing students with significant involvement in existing, local service initiatives. Our colleges will become conduits for the development of civic-minded citizens, marshalling our country's young people to address the most urgent issues facing our communities.

As president of an institution whose mission has included, since 1867, the goal of producing community-spirited students in preparation for leadership in the global society, I look forward to expanding the capabilities of our Office of Community Service, to maximizing our institution's contributions to community service programs in the Atlanta area, and to bearing witness to the enhancement of our students' academic, personal and professional capabilities through community service involvement. ■

## Summer Sparks Optimism

By Christopher T. Longmore

When the Summer of Service began, I was told over and over how lucky I was to be a pioneer of national service. My fellow corps members and



*Chris Longmore is a Points of Light Foundation YES Ambassador in Maryland.*

I were constantly reminded how important the summer was for the future of the national service movement. We were told that the path we blazed would lead the way for thousands of young people to serve their communities.

Indeed, the excitement and intrigue found in these statements were among the reasons I joined the Summer of Service. But I learned that the true meaning of service was not found in these motivations. When I now look back on the summer I do not remember being this great pioneer. Instead, I remember the smiles and laughs of the children with whom I spent those humid summer days. I remember being so tired at the end of the day that I did not know if I would make it up the next morning. I remember feeling that by reading with a child and showing that child how special I thought she was that I may be changing her life

forever. It is in these memories that I have found the true meaning of service. And it is through these memories that a desire to continue to serve my community was born.

I now have the incredible opportunity to inspire other young people to serve their communities. I am currently the YES (Youth Engaged in Service) Ambassador for the state of Maryland. Through this position, funded by The Points of Light Foundation, I work with the Maryland Student Service Alliance to engage young people in service-learning opportunities. This position also has provided me with the opportunity to meet and talk with thousands of young people throughout the state about the meaning of service.

The young people with whom I talk continue to amaze me. Too often, young people in our generation are characterized as being lazy and apathetic. My experiences have shown me that this is a blatant lie. Today's young people are genuinely concerned about the problems in their communities. They see and live these problems every day. But they never lose hope that they can contribute to their solutions. Once an opportunity to make a positive impact on their community is made available, these young people seize this opportunity with enthusiasm and dedication. We must continue to

*(continued on page 15)*



# States Gear Up for Americorps

## *Enthusiasm for National Service Fuels Hard Work*

By Jane Harvey



In late June, the review process begins for awarding the state portion of Americorps grants under the National and Community Service Trust Act. Since the act was signed into law last September, states have moved quickly to establish the necessary commissions that will administer the funds to underwrite the costs of the ambitious national service initiative. It's been new territory all the way, requiring long hours and step-by-step policy development on national, state and local levels. Because the total concept is still a work in progress, many procedures are being developed and put into practice at virtually the same time. And those working in the field have been put to the test on their ability to adapt to ongoing changes.

And change has been the watchword as the process gets under way. In a recent issue of "Grapevine," a nonprofit sector newsletter, editor Sue Vineyard cautioned readers to expect a lot of the information on the grant-making process to change. "Part of that is simply because setting up an undertaking of this sort is immensely complicated, especially when it involves actions in 50 states as well as integrating an existing federal agency, ACTION, into the new Corporation." Her advice: "Be sure you're in the information pipelines, because there will be limited time to learn and react."

Such changeability is one strength of the process, says Billie Ann Myers, a consultant to the Corporation for National Service. "It's much more like entrepreneurial corporations than bureaucratic government. The regulations have changed because people in the field said they needed to be changed. The degree of responsiveness is unprecedented. The whole process is a living organism—it's reinventing government, and there's so much room for creativity," she explains.

All 50 states are well on their way to implementing the new national service initiatives, according to Chris Murphy, a member of the state support team at the Corporation for National Service. Of those, 46 have established state commissions; four states are working through transitional entities and will set up state

commissions in the future. Murphy says the Corporation is gearing up to process the Americorps operations in a speedy, efficient manner.

The applications are due to the Corporation June 22. The Corporation expects to complete its review and selection by the end of July and notify the state commission of the results soon thereafter. The goal is to have the selected programs operational by fall.

The Corporation will award around \$103.6 million to the states for Americorps projects. At the national level those funds are divided almost equally between two categories: predetermined state formula allocations and competitive grants. In the first category, state commissions apply to the Corporation for funding to make subgrants to proposed programs. Each state is assigned a formula allocation—based on population—that consists of program funds and educational awards. For example, California is allocated \$6.2 million in program funds and 448 educational awards; Wyoming is allocated \$93,188 in program funds and seven educational awards. In the competitive category, each state is assigned a maximum number of projects that may be submitted, based on population. Using the same states as examples: California may submit up to 15 programs; Wyoming may submit up to three programs. The competitive funds also come with educational credits that are redeemable at state colleges and universities.

In addition to the formula allocation and competitive funds, another \$3.1 million in Americorps funds is being awarded to Indian tribes and territories. These funds are awarded directly by the Corporation and don't go through the state commissions.

Here's how the state application process generally works. State commissions receive all proposals between mid-April and mid-May. They spend a couple of weeks analyzing the proposals and selecting the strongest programs to submit. (States pre-select the programs for all the funds coming through the states; but the Corporation decides which programs will receive competitive funds. All states that qualify will receive

funding under the formula-allocation portion, but they are not guaranteed to receive funds under the competitive portion.)

Once a state commission has selected which proposals it wants to submit to the Corporation, it may go back to the programs and work with them to make the proposals even better. Or a commission might suggest that some programs combine forces to form coalitions which would result in even stronger proposals.

The proposals must contain every detail of relevance to the program's operation and funding. In addition to the program proposal, each application must include a state plan, which gives a current snapshot of the state's own service initiatives, including existing national service programs in which the state is involved. The application must explain fully proposed program expansions or innovative new programs and how they fit into the state plan. All the application requirements fulfilled, the proposals are sent to the Corporation in Washington.

To get an idea of what's been going on around the country, Leadership asked several state commissions to share their approaches to the Americorps process.

## Alabama

National service is new to Alabama, so everything related to Americorps was started from scratch. Kim Cartran and Chris Cochran codirect the Governor's Office on National and Community Service and serve as staff to the Alabama State Commission on National and Community Service. Cartran calls the 25 commission members "good, grassroots folks" who have given generously of their time—and even paid their own travel expenses to get the Alabama effort off the ground.

Prospective commission members submitted resumes and were carefully interviewed. Cartran described the resulting commission as "very sensitive to diversity, but a little light on youth service." The new commission spent more than 100 hours in training and attended an intensive national service workshop.

Seven forums were held statewide to introduce the various aspects of national service, including Americorps. Cartran estimates that at least 100 people attended every forum. After the forums, request for proposal (RFP) information was sent to everyone who attended, inviting them to a grant-writing session in March. About 140 people attended that meeting which "walked them through the Americorps and Learn and Serve America process and grant-writing," said Cartran. The Volunteer Centers in the state have played a vital role in the process, according to Cartran, by sharing expertise and disseminating RFPs.

After proposals came in the end of April, commission members made visits to the program sites before turning over the proposals to grant writers. Next came a grant

review retreat where the commission discussed the proposals, first in small groups then in a "roundtable made up of all 25 commission members," explained Cartran. She noted that because Alabama's RFP format is different from the Corporation's, a team of grant writers will turn the chosen proposals into the formal applications.

Based on calls received, Cartran expected about 25 to 30 Americorps proposals. Alabama is allocated three formula programs and up to five competitive. She concedes that some parts of the program have been confusing, and "we've had to work that much harder to have it make sense to the people here who haven't been so involved in federal programs."

## Kansas

"We held six public hearings across the state in February and many special topic sessions for targeted groups, such as higher education, city government, community-based organizations including YWCAs and YMCAs, formerly ACTION-supported programs, intergenerational programs, PRIDE, a rural initiative," said Patricia P. Kells, executive director of Kansas State Commission for National and Community Service. Kells also acts as director of the Kansas Office for Community Service, which is the administrative arm of the commission and operates under the Kansas State Board of Education.

After the hearings were completed, the commission decided on a strategy to make the most of the limited dollars available to Kansas through Americorps. "During the current [Americorps] grant solicitation phase," Kells explained, "Kansas gave priority to continuation of four existing programs and the addition of new Americorps programs in Wichita and Kansas City." Kells added that the commission provided ongoing technical assistance to would-be grantees, including on-site visits to help with development of programs.

Requests for Americorp grants, due April 22, were reviewed by a panel that includes youths and state commission members. Once the state commission made the final decision, staff members from the Office of Community Service helped potential grantees make revisions in their application based on recommendations of grant reviewers and the state commission. Kells said, "We expect to submit two proposals in the formula portion and four or five in the competitive portion."

## Massachusetts

Thousands of people attended public information sessions held early this year around the state, said state commission member Joe Madison. "That helped us identify a thousand or so interested organizations. We







sent out notices, and asked them to submit a five-page concept paper by April 20." He said the commission didn't ask for full applications at this stage because the commission could only select only a few programs, and "we didn't want them to do the work for nothing." He noted, "We are currently supporting 10 programs with state dollars. We'll continue to support these existing programs if they meet criteria and quality remains strong. So we're really looking for a handful of new ideas." Madison expected competition to be keen. "We've heard there's tremendous interest in this—from schools, elder agencies, departments of correction, people working with disabilities, the whole universe of nonprofits. It will be very challenging for the commission."

### Washington

Washington made the most of technology in getting out the word about Americorps, said Bill Basl, executive director for the Washington Commission for National and Community Service. The commission hosted a statewide teleconference April 25 on Americorp and the application process. In the weeks before the teleconference, information had been distributed about the RFPs. During the two-hour teleconference, "we walked people through the RFP and paused at times for questions from all seven sites," said Basl. He and the commission chairperson participated; a local CBS affiliate in Seattle donated an anchor. The teleconference followed 12 community forums on national service held in March. More than 400 people attended, said Basl. "People are very, very interested in service."

Early on, the state commission identified three statewide priorities: literacy among youths and adults; youth programs for after school and late nights and summers; and parenthood education for teens.

Basl anticipated a high number of applications, and "I hope we don't oversell it the first year, because money is tight." He said the amount of money available is "not much compared with the interest that is being shown." He noted that Washington will receive less money in the new formula allocation portion than it received in the past under the old system. The state can submit up to five programs for competitive funding, and Basl hopes to do well in that portion of Americorp.

State finalists were selected by the state commission based on recommendations from a review committee made up of commission members. Because of the advance work done through the teleconference, Basl said the commission expected to receive the applications in submittable form, requiring little or no revision. ■

*Jane Harvey is the editor of LEADERSHIP.*



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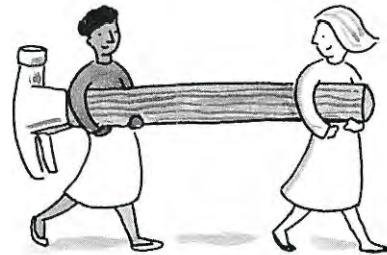
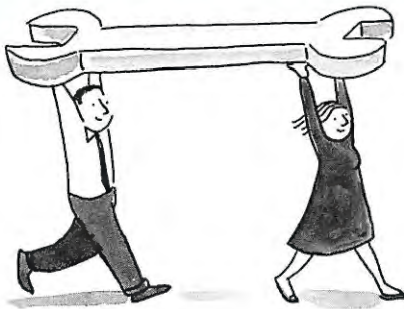
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# Workshop



## Fundraising

### *Proven Ways to Sweeten the Pot*

Just as working for a living is a reality for most of us, so is fundraising for our organizations. Some approach fundraising with dread, others with confidence. Here, several experienced fundraisers provide tips to build your confidence and information to plan for success in attracting support for your organization.

*Workshop, a standing feature in Leadership, offers how-to tips and valuable insights on selected topics. If you'd like to be a guest editor or want to suggest topics for future coverage, write to Leadership Workshop, The Points of Light Foundation, 1737 H Street NW, Washington, DC 20006.*



# Base Your Strategy On a Firm Foundation

By Anne Carman, Ph.D.



As you consider how to shape your organization's fundraising strategies, here are some principles to guide you:

**Match known needs to known resources.** That's the simplest definition of fundraising, but it requires a good deal of thought, research and planning in its execution. **Known needs:** Be certain of the real needs of your organization and be able to explain them in every detail, from concept to design through planning, activities, costs, anticipated results, and evaluation. **Known resources:** Do your homework and know what the prospects for support have as their goals and priorities as well as what they have funded in the past. Find out who can help you with additional insight into a prospective funder and who might offer an introduction or endorsement of your cause. Then make the match: If the two sides of the equation—needs and resources—have been well matched, chances are you will receive a positive response.

The case for support must be compelling and urgent. The case for support is the argument as to why

someone should invest in your organization or cause. It should be succinct, include the results you expect to achieve with the invested contribution, tell why those results are important and establish a time frame for both the investment and the results. Your case statement must set your organization apart from all other organizations, expressing why yours is uniquely qualified to accomplish the anticipated results. The case statement should be written in terms of partnership, actual or implied,

*Fundraising should be integrated into the structure of the organization. Fundraising is not an add-on, like frosting on a cake. It is an essential ingredient, like the flour.*

between the funder and your organization or cause.

Fundraising should be integrated into the structure of the organization. Fundraising is not an add-on, like frosting on a cake. It is an essential ingredient, like the flour. Fundraising should be considered at every stage in policy and management discussions of an organization. This does not mean that the programs chase dollars. It means that the ability to find funding to initiate and sustain

programs must be considered from the first twinkling of a concept. The fundraiser should be included in policy discussions and at the management table.

The fundraiser must also work within the programs, using the knowledge and enthusiasm of the program managers to develop the case and to solicit donors. An effective fundraiser cannot be a hired gun to go out and do what the program managers are unwilling to do. Prospective donors will sniff out the lack of endorsement and enthusiasm and decline to participate themselves.

Be creative but clear-eyed as you examine strengths, weaknesses, opportunities, threats (SWOT). Perhaps you recognize the SWOT formula for strategic planning. And that's just what fundraising is—strategic planning about financial stability for your organization.

Have a plan, agreed to by the senior staff, board, volunteers. As the saying goes, if you don't have a map or a destination, any road will get you there. Know where your organization is going financially and how you intend to get there. Your plan will inspire the board, energize the staff, and impress funders.

Always work from the donor's point of view. If you can remember only one principle, this is the one to keep always in your mind as you make decisions about fundraising. Believe me, it will serve you well, for it's a restatement of the Golden Rule. If you were the donor, how would you like to be identified, cultivated, involved, recognized?

Some organizations attempt to put their interests first; some CEOs of nonprofits put their egos ahead of everything else. They will not raise money over the long term. ■

Anne Carman is The Points of Light Foundation's vice president of development.



# Get Your Board on Board

By Sherburne Laughlin

In an era of increasing competition for available donor dollars, successful fundraising requires involvement of your board. A visible and active role for a board in fundraising demonstrates the cohesion and commitment of an organization, as a whole, to a fundraising effort. Obviously, board involvement has also become a practical necessity. A carefully coordinated effort involving the Executive Director and the board is important to draw upon the broadest possible variety of resources and contacts. Of course, board involvement in fundraising should be carefully orchestrated to insure that it produces the greatest benefits.

How can your board best help in the area of fundraising? Given the time constraints most board members are subject to, teaming with your board requires that they be asked to do what they, as individuals and as a group, can do best. Let me suggest a few tasks that your board is best equipped to carry out.

■ **Open doors.** Each board member should make contacts for the executive director and/or go on visits with the executive director. Fundraising is a peer-to-peer activity. Board members can obviously open doors where many executive directors can't. Furthermore, a board member can solicit a donor where others, including executive directors, would have little prospect of success.

■ **Advocate for the program.** Board members can leverage the staff of the organization by talking positively about the program out in the community. This activity not only spreads the word about the good works of the program, but also lays the groundwork for successful fundraising and contributes to establishing and maintaining your organization's reputation in the community.

*Sherburne Laughlin is executive director of the Support Center of Washington, one of 13 management assistance organizations for nonprofits located throughout the country.*

■ **Participate in devising and approving the strategic and fundraising plans.** The most successful funding proposals are based on a clear strategic plan. Such plans are best forged in a team effort between the board and staff, with each group lending their best energies and ideas in a joint effort to conceive and articulate the future direction of the organization.

■ **Review proposals.** A successful proposal writer recently commented that she showed all of her proposals to her grandmother, figuring that if it was clear to a stranger, it would be

clear to a funder. While board members hopefully aren't strangers to the cause of the organization, an outside opinion and review can provide a fresh perspective, anticipate questions and thereby strengthen a proposal.

■ **Contribute contacts.** Ask board members to add their contacts to your mailing list and donor list. This is a relatively painless way to involve busy board members in fundraising activity. You should keep the board member apprised of your communications with their contacts, and, if necessary, enlist his or her support in approaching the

contacts. In addition, many institutional funders look for the amount of participation from the board and judge the organization's performance accordingly.

This level of involvement from board members does take some time and effort. Board members can be motivated to help with fundraising in a number of ways: involve them in both programs and planning for the future for your organization; organize fund-raising activities to make it easy for them to give—and ask others to give; and thank them for their gifts and assistance. Giving is at its best an emotional as well as a rational, calculated activity. The emotions of loyalty, urge for recognition or gratitude can stimulate your board members to give and to ask others to give as well. ■

YOUR RESUME IS VERY IMPRESSIVE  
MR. HOOD, BUT I'M AFRAID  
YOU MIGHT BE A LITTLE TOO  
AGGRESSIVE FOR OUR FUND RAISING  
DEPARTMENT





# Thorough Planning Yields Results

By Angela Renee Carter

Would you commit to marriage on a first date? Invest your life savings without information about the opportunity? Give a public endorsement of an organization about which you know nothing?

No? Nor would I. But we ask prospective major donors to do the equivalent of each of the above every time we ask for a contribution without first taking the time to build the trust and respect needed to support our request. Quite simply, the secret to successfully recruiting and maintaining a potential major donor is to build a relationship that supports the goals of both the prospect and your organization. First, however, you must understand those goals.

■ Why have you chosen this person as a potential prospect? What might be the prospect's motivation for giving?

■ Do you have research to support your assumptions?

■ What can you offer the prospect that like organizations cannot?

The ability to answer these questions will assist you in identifying your own and your prospect's goals. Just as importantly, it will assist you in *clarifying a strategy* of approach and cultivation that matches the interest of your prospect—and their motivation for giving—to your organization and program.

The larger the amount of your request, the more familiar your prospect should be with your organization's programs and achievements—*before* you ask for a major donation. To accomplish this, consider the following:

■ Give the prospect a first-hand look at your work. Invite prospective major donors to special events or project viewings. Arrange for

prospects to talk with board members and/or other major donors involved with your organization.

■ Create "ownership" in the organization. Ask the prospective major donor to sit on an advisory board or leadership council. Have the prospect comment on position papers or chair special events that the organization hosts.

*With a solid relationship and major concerns addressed, you are ready to ask!*

■ Address the prospective major donor's concerns. Every concern that you respond to *before* you make your "ask" removes a reason for the prospect to say "no."

■ Maintain frequent personal contact. Do not "drop" the prospect until you are ready to make an "ask" or between "asks." Relationship-building is an ongoing process. Frequent personal communication (phone calls, visits, letters by the executive director or board members) shows that you value the person, not just the person's checkbook. It also is an investment in future "asks."

Establishing a solid relationship with a potential major donor is the most important part of preparing for your "ask." Not only does it lay the foundation for asking, but it helps in evaluating when the prospect is ready to be asked. (If a request for support takes a potential major donor by surprise, it is a sure sign that more work is needed in cultivating the prospect.)

So, with a solid relationship and major concerns addressed, you are ready to ask! To boost your confidence and to assist in maintaining the focus of the meeting:

■ Schedule the meeting at a place conducive to the "ask." Meeting at either your or your prospect's offices increases the chances of distraction. If possible, meet at a project site where the prospect can see how your work benefits the community or cause or in a neutral place.

■ Script the meeting. Know what you will say and when. Make sure that your board member, current major donor or other "asking partner" knows the contributions they are expected to make during the meeting, too. Anticipate the prospect's concerns, and have well-thought-out answers to address those concerns.

■ Be flexible. Be responsive to the prospect's timeline for and way of giving.

■ Do not be afraid to ask again! Responses of "no," "maybe" or "at another time" give you more insight for answering the first three questions posed at the beginning of this article. View it as additional research! It will assist you in clarifying your *new* strategy, and will increase your chances for a "yes"—next time! ■

## Point of View

(continued from page 8)

provide young people with these opportunities to serve their communities. This is exactly what President Clinton's national service initiative is doing.

So often it is said that young people are the future of our country. My Summer of Service experience and my work as a YES Ambassador have taught me that this is only a half truth. It is true that the youth of today will have a great stake in the future of our country. But today's young people are not waiting for the future to change the world. They are beginning right now. They are creating this change through service. ■

Angela Renee Carter is president of Core Concepts, a Washington-area consulting firm offering fund raising, membership building, organizational development and training services.



# Cover Story

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## The President's Awards

### *Clinton Honors 21 Volunteer Action Winners*

By Richard C. Mock

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The spring-dressed White House Rose Garden provided the setting for the thirteenth annual President's Volunteer Action Awards ceremony held April 22. President Bill Clinton presented the awards to 21 outstanding individual volunteers, organizations, corporations and a labor union. The White House ceremony capped two days of celebration in honor of the award winners.

Edward James Olmos, community activist, actor and president of Olmos Productions was the featured speaker at a dinner saluting the award winners the evening preceding the awards presentation. Olmos, who served as the Chairman of 1994 National Volunteer Week, is well known for his humanitarian work and work with children. He produced the documentary, "Lives in Hazard," about Los Angeles gangs which aired on NBC April 8.

The award winners were chosen from a record 5,000 nominations. The final judging panel was chaired by James Joseph, president and chief executive officer of the Council on Foundations, vice chair of the Foundation's Board of Directors and chair of the Corporation for National Service. The judges included Robbie Callaway, assistant national director of Boys and Girls Clubs of America; Lin Dawson, Center for Study of Sport in Society; Dr. Leroy Keith, president of Morehouse College, whose student volunteer program won the 1993 President's Award; Zoe Mikva, Advocacy Institute; Frank Pearl, Rappahannock Investment Company; Lynda Johnson Robb; Beatriz Salazar, founder of Bea's Kids and winner of the 1993 President's Award; Deborah Szekeley, founder and president of Eureka Communities; and Rolette Thomas, SEA Fellow.

The President's Awards Program is co-sponsored by The Points of Light Foundation and the Corporation for



National Service. Funding is provided by Aid Association for Lutherans, Avon Products Inc., Ford Motor Company, GTE Corporation, W.K. Kellogg Foundation, Knights of Columbus Supreme Council and Ryder System, Inc.

The recipients of the 1994 President's Award:

#### **Apopka Coalition To Improve Our Neighborhood, Inc.**

Apopka, Florida

The Apopka Coalition To Improve Our Neighborhood, Inc. (A.C.T.I.O.N.) was organized to mobilize volunteers and public and private resources in promoting the community's economic, cultural and environmental development of South Apopka. A minority community of 5,541, South Apopka's crime and poverty levels consistently exceed at-large county statistics.

A.C.T.I.O.N. formed a volunteer task force to study the issues of drug abuse, unemployment and deteriorating neighborhoods and has developed a variety





**Edward James Olmos (rt.), 1994 National Volunteer Week chairman, thanks Corporation for National Service president and CEO Eli Segal for his introduction at Rose Garden ceremony honoring volunteers.**

of programs to address them including job skills and entrepreneurial workshops, a reading and writing skills program, job fairs and programs for single mothers. It established a center for drug-free living, expanded the neighborhood watch, sponsored an annual anti-drug march and established a Habitat for Humanity chapter which has built 60 new homes for low-income single families. Volunteers provide mentoring programs for young men and families, G.E.D. classes and a college and trade school scholarship program.

This year, nearly 3,000 volunteers are involved in at least one of the programs, contributing 16,000 volunteer hours which, together with in-kind donations, are valued at \$167,819. South Apopka was recently cited as a model for targeted community revitalization projects by the state government.

### **Marvin Arrington**

Greenville, North Carolina

In 1987, Marvin Arrington and his wife, restaurant owners in a low-income neighborhood known for substance abuse, crime and violence, became concerned about the unsupervised children who wandered aimlessly after school outside the restaurant.

To provide supervision, tutoring and mentoring for the children, Mr. Arrington established the Little Willie Center in a building near the restaurant. Open five afternoons a week for four hours, the center is run by volunteers; parents are asked to help out two hours each week in lieu of paying for their child's care. More than 60 volunteers, including parents, teachers, church members and students from East Carolina University, work with the children, who range in age from 3 to 18.

After an hour of tutoring, the students participate in recreational activities and craft projects with the volunteer mentors, who are required to adhere to strict rules of conduct.

Mr. Arrington, to whom many of the children look as a father figure, helps with the youngsters' basketball team each Monday and organizes recreational and educational activities on holidays and weekends.

### **Richard Baxley, M.D.**

Orlando, Florida

Richard Baxley, M.D., led the development of Health Care Center for the Homeless, a free, full-service health care clinic in 1991. The clinic's expanded facility opened in January 1994, providing health services, dental and vision care and a pharmacy, throughout the day and evening.

The clinic's volunteers include 17 doctors, 40 nurses, 40 specialists and 25 administrative volunteers. Dr. Baxley has limited his private practice to enable him to give more time to the clinic, where he serves as a volunteer physician and as chair of the Center's board. He led the campaign which raised \$50,000 from the medical community to remodel the new 2,700 square foot facility at the Coalition for the Homeless campus in downtown Orlando. He negotiated and secured the support of the community's hospital system and secured donated pharmaceutical supplies and laboratory services.

Although the clinic will treat any indigent person with a medical need, most patients come from eight nearby homeless shelters. Since opening, the clinic has logged more than 3,000 patient visits, treating an average of 20 people a night. The Health Care Center for the Homeless is funded by private donations, a start-up grant from the Medical Society and donations from area hospitals as well as donated diagnostic services from the Orange County Health Department.

### **The Children's Christmas Card Project**

Houston, Texas

Established in 1974 at The University of Texas M.D. Anderson Cancer Center, the Children's Christmas Card Project seeks to restore normalcy to the lives of pediatric cancer patients and to make their treatment more bearable. The first year pictures drawn by three patients were printed on 5,000 cards; sales garnered \$550 profit. In 1993, the 4.5 million cards sold provided \$800,000 to fund 34 programs which otherwise would not have had funding—summer camps, craft programs, college scholarships and M.D. Anderson's child life program, which helps patients cope with difficult medical procedures and the emotional trauma of chronic illness. All of the programs emphasize that children with cancer can be cured and lead normal, fulfilling lives.

Fifty volunteers work year round on the effort. Volunteers from the Glassell School of Arts of the Museum of Fine Arts in Houston conduct art classes and work with the patients to produce the designs for the cards, T-shirts, note cards, gift bags and a journal.

During peak season, 5,000 members of the business, publishing and retail community assist in selling and promoting the cards nationwide through direct mail and at 1,500 grocery stores in a five-state area. Volunteers answer the national toll-free phone lines and fill orders. Central Freight Lines transports the cards at no charge.





**Edwin Slade, Jr. and Richard Day from the Carpenter's Local 839 use their skills to serve as volunteers with the Chicago and Cook County Building and Construction Trades Council.**

## **Chicago and Cook County Building and Construction Trades Council**

Chicago, Illinois

For nearly 40 years, the Chicago and Cook County Building and Construction Trades Council, AFL-CIO, has assisted area nonprofit organizations by involving its individual members as volunteers in construction and renovation projects. Members and apprentices from 20 unions including plumbers, electricians, carpenters, painters, sheet metal workers and cement mixers do construction, renovation and building repairs throughout the city, often securing donations of building materials.

In addition to small projects, like building ramps to provide access for individuals with disabilities, the volunteers also help with long-term construction and renovation efforts, such as the renovation of the Children's Advocacy Center in Hoffman Estates, where the 10,000 hours of volunteer labor and donated materials are valued at \$350,000. Completed in October 1992, the 6,000 square-foot Children's Advocacy Center now serves 365 sexually abused children from several neighboring counties.

The Chicago and Cook County Building Trades Council volunteers are in the second year of building a home for families of severely ill children being treated at the University of Chicago Hospital. When completed in 1995, the five-story Family Inn will house several families of children undergoing treatment at the hospital.

## **Trinh Ngoc Dung**

Arlington, Virginia

An American government employee and refugee who escaped from Vietnam the day before the fall of Saigon, Trinh Ngoc Dung was concerned about the plight of friends and relatives left behind. Working with several colleagues, she founded the Families of Vietnamese Political Prisoners Association, which now has a national membership of more than 300 families and friends of the captives. They have worked to keep the issue before the public and high-ranking decision-makers. Eventually, release of the political prisoners became one of three criteria set by President Ronald Reagan for the normalization of relations.

Since the 1988 diplomatic breakthrough, 80,000 former prisoners and their families have been allowed to emigrate to the United States; another 35,000 are expected during the current year.

Ms. Dung has now turned her attention to the plight of the nearly 50,000 boat people in refugee camps in Hong Kong, Thailand, Indonesia, Malaysia and the Philippines who have been denied refugee status. She is working on behalf of about 200 of them to prove that they meet the United Nation's definition of a refugee—that each has a legitimate fear of persecution on return to his or her homeland.

## **Rose Espinoza**

La Habra, California

In 1991, Rose Espinoza decided to do something to help disadvantaged kids in her neighborhood succeed in school and avoid becoming involved in the gangs that are prevalent in the area. She began inviting several children from her low-income "barrio" or neighborhood, originally a migrant worker camp, to her garage each afternoon for help with their homework. "Rosie's Garage" now attracts up to 35 children four afternoons a week from after school until 6:00 p.m. Community volunteers provide assistance in subjects giving the students difficulty.

Students are rewarded for improved school progress reports and report cards with personal prizes and field trips. Two donated computers are available for their use. A friend and confidante to her young friends, Ms. Espinoza has helped many improve their grades significantly in spite of their overcrowded living conditions, dangerous neighborhoods and the fact that many of their parents have few English skills.

Ms. Espinoza has rearranged her work schedule and extended her garage hours to 9:00 p.m. so that the parents of her students and other neighbors can receive assistance with English and Spanish literacy from ESL teachers from a community college. She uses vacation time and her own finances to support the program.

## **Fort Hood 2000**

Killeen, Texas

Fort Hood 2000 began in April 1992 when then Secretary of Defense Richard Cheney approved Fort Hood's request to become a model community for Goals 2000, the national educational goals. The Fort Hood program is multifaceted, utilizing volunteers from the military community to address the educational needs of youths on the base and in the community, 40 percent of whom are disadvantaged or at risk of failure or dropping out.



Through the Adopt-A-School Program, which partners military units with 59 area schools, volunteer soldiers spent 20,000 hours working with children during the 1992-'93 school year. Another 1,200 soldiers, civilian employees and family members mentored and tutored at-risk students. Drug abuse education volunteers have worked with 121 fifth- and sixth-grade classes, graduating 4,884 students. The volunteers also teach home safety and Stranger Danger to kindergarten through fourth grade.

Throughout the year, Fort Hood 2000 sponsors special programs for students in math, science and environmental awareness and sponsors a three-week summer camp for children ages 12 to 18 that promotes drug-free schools. Other programs provide work internships and military athletes as mentors to at-risk students.

Teachers and principals report that participants have better attitudes, attendance and grades and a greater enthusiasm for school. In one district, more than half the students improved in observable behavior and academic performance.

### **Cuidando Los Niños**

Albuquerque, New Mexico

Established in 1989, Cuidando Los Niños (CLN) is the only nonprofit agency providing state-licensed child care and family support services to homeless families in New Mexico. The 13 CLN staff and 34 volunteers work with 95 families, including 140 children each year, most of whom are in the program six to nine months.

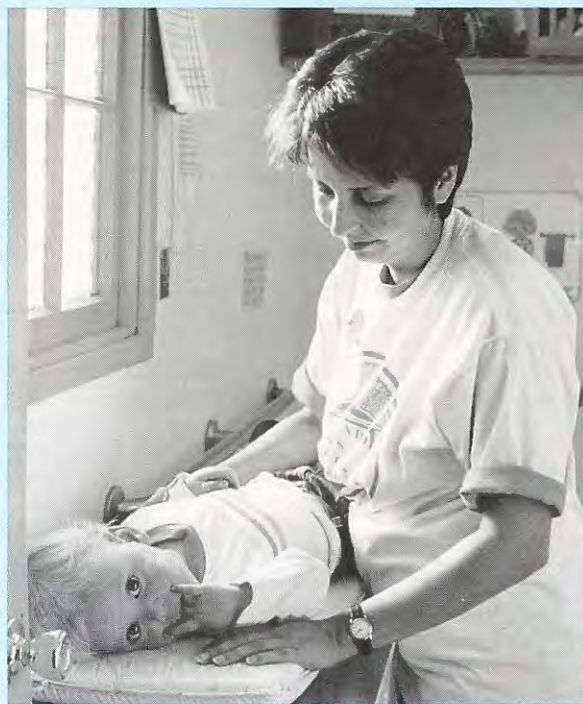
Albuquerque rents are high, making it difficult for low-income families to find decent housing. Most clients are single-parent families; many live in shelters or cars or are doubled or tripled in small apartments. At least half are battered women, many of whom are fleeing an abuser. CLN helps them find low-income housing and employment and provides supportive counseling, ESL classes for Spanish-speaking families and referrals to other social services. Volunteers lead parenting and life skills classes; area churches provide hot meals.

Volunteers, who include university students, retirees and professionals, make a three-month commitment, enabling them to be a stable presence in the children's lives. They help prepare and serve breakfast, lunch and snacks to the children and read to them before nap time. Throughout the day, they provide constant supportive care. Because the children have home lives in crisis and many have witnessed violence in the home, volunteers work to build their self-esteem and teach sharing, cooperation and non-violent conflict resolution.

### **Kids Against Crime, Inc.**

San Bernardino, California

Kids Against Crime (KAC), a nonprofit organization dedicated to reducing child victimization and juvenile delinquency through education, youth leadership and community involvement, was founded in 1985 by 12-year-old Linda Warsaw-Champin and a group of her friends. KAC now has more than 5,300 members, including many from lower socio-economic areas of San Bernardino, which has one of the highest per capita crime rates in the United States. KAC attempts to reach youngsters before they are victimized or become criminally active or, in the case of youths already in trouble, attempts to help them make a positive change in their lives.



**Katie Shibani, volunteer child care provider, takes care of baby Willie at Cuidando Los Niños.**

KAC members plan workshops on child abuse, substance abuse and gangs featuring representatives from law enforcement, child service agencies and crisis centers. They conduct crime prevention sessions at 30 local schools and participate in other local events to promote crime prevention. In 1993, they helped local police to fingerprint more than 1,800 children.

KAC members work with adult volunteers to provide more than 7,000 hours of service to a youth hotline, talking with troubled youth about abuse, suicide, relationship problems and gang threats. KAC members originated an anti-graffiti program which is now countywide, with representatives from 22 cities in San Bernardino County participating. They spent over 6,000 hours cleaning up graffiti in 1993.

### **GE Elfun Society/GE Foundation College Bound Program**

Fairfield, Connecticut

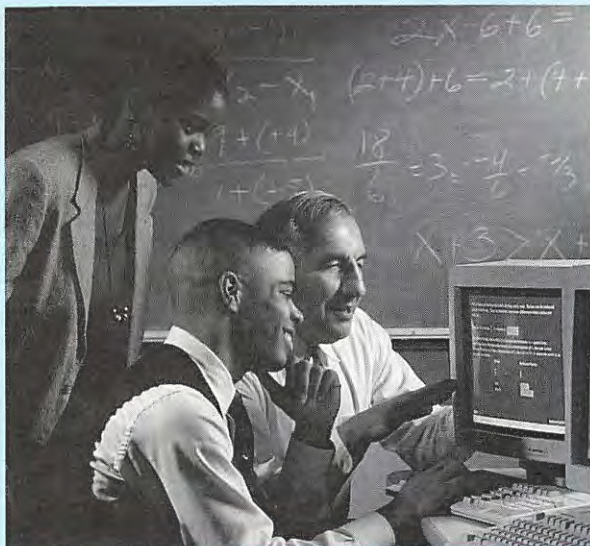
The College Bound program is a joint effort of the GE Elfun Society, the company's employee volunteer program, and the GE Foundation. Established in 1989, it is a \$20 million commitment to create systemic change in selected poor and inner-city schools and double the number of college-bound students in those schools by the year 2000. Schools from these cities are involved: Albuquerque, New Mexico; Cincinnati and Cleveland, Ohio; Hendersonville, North Carolina; Louisville, Kentucky; Lowndes County, Alabama; Lynn, Massachusetts; Milwaukee, Wisconsin; New York City, Schenectady and Ossining, New York; and Parkersburg, West Virginia.



Each school develops a three- to five-year action plan. The Foundation provides multi-year grants of up to \$1 million; and nearly 2,000 Elfyn Society members, other GE employees and family members volunteer as mentors, tutors and friends to the students and assist teachers and administrators in program management.

Although schools tailor their programs to meet their unique needs and character, common elements include SAT/ACT preparation courses, Saturday or after-school accelerated courses in math, science, English or arts and culture and one-to-one mentoring. At GE's urging, other schools and businesses in the communities have become involved with the effort.

Although most of the schools have not completed the full term of the College Bound program, results are already apparent. In Cincinnati, the rate of students who go on to college has increased from 23% to 47%; in Louisville, from 25% to 59%; in Albuquerque, from 22% to 57%.



Gino Paoloni, GE employee volunteer, works with student William Wilder in the GE College Bound Program.

## MAD DADS

Omaha, Nebraska

In 1989, a group of 18 African-American men launched MAD DADS (Men Against Destruction Defending Against Drugs and Social Disorder), to enlist conscientious, drug-free men in reaching troubled youth, disrupting drug sales, bringing harmony among teens and curbing violence.

Communicating one of the few positive images of black men the kids and gang members see, MAD DADS provide weekend midnight street patrols in troubled areas, reporting crime, drug sales and other destructive activities to the authorities. They provide positive community activities, chaperon events and provide street counseling through 3,640 individual contacts.

With more than 900 members, MAD DADS co-sponsors gun buy-back programs with the Omaha Police Department, collecting over 2,500 guns at a cost of \$70,000, and sponsor gun safety classes, administered by local law enforcement officials and headed by the local FBI office. MAD DADS also co-sponsors an annual city-wide Drug Treatment Awareness Week with the Omaha Community Partnership.

MAD DADS has made more than 1,400 presentations to local schools, community organizations and churches and to 53 schools around the state. MAD DADS now includes a division of MOMS and KIDS with more than 200 moms and several hundred kids. Thirty-one chapters have opened in other cities.

## Carol Porter

Houston, Texas

In 1986, Carol Porter founded Kid Care Inc. with the assistance of her husband Hurt to deliver nutritious meals directly to needy children. She began by distributing up to 75 food baskets a week to families who came to her home for assistance. Mrs. Porter and 12 volunteers now feed more than 450 children in a Houston public housing complex and throughout the city, preparing and delivering two meals a day, or more than 17,000 meals each month. The morning meal is a hot meal; the afternoon meal is a "Kiddie Pack Sack."

Kid Care volunteers conduct nutrition classes for adults in the complex and teach parenting skills classes to tenants, some of whom have become Kid Care volunteers. They organize field trips and visits to museums, movies and skating rinks and collect and distribute children's clothing. More than 1,000 children have participated in biannual health fairs where they receive dental screening, fluoride treatment, physical assessment, lead poisoning testing and immunizations. Kid Care's summer camp provides children ages 6 to 17 with recreational activities and lessons in positive thinking, self-esteem and dealing with peer pressure.

Kid Care Inc. is funded by private and corporate donations.

## LensCrafters "Give The Gift of Sight" Program

Cincinnati, Ohio

LensCrafters joined with Lions Club International to establish the "Give the Gift of Sight" annual eyeglass collection and recycling program in 1988. Employees in all 493 LensCrafters stores in the United States and Canada collect eyeglasses between Thanksgiving and New Year's and send them to the Lions Club's national recycling center where they are cleaned, repaired and classified by prescription for distribution in developing countries. In six years, the project has collected and processed more than two million pairs of used glasses.

In 1991, the company launched its own annual mission to send LensCrafters doctors and technicians abroad to give exams and fit needy individuals with glasses. These missions have served 23,000 people in Costa Rica, Panama, Kenya and Mexico. Teams work for six months preparing for a mission; team leaders train the other volunteers on-site, where they work with Lions Clubs volunteers. Glasses not dispensed on the missions are distributed around the world by Lions Clubs and other organizations.

Because varying state regulations often restrict the





**Dr. Jim Sementilli, O.D., LensCrafters employee volunteer, with happy patient, on a medical mission in Kenya.**

distribution of used glasses in the United States, LensCrafters provides exams and new glasses to tens of thousands of Americans and Canadians each year. In 1993, a new domestic program was added, "Give the Gift of Sight Hometown Day," and 99 percent of affiliated optometrists' offices delivered eyecare to 10,000 needy people on a single morning. As a partner with the Red Cross to provide exams and glasses to victims of natural disasters, LensCrafters dispensed more than 3,000 pairs of free glasses to victims of the Los Angeles earthquake.

### **Senior Citizen Services of Greater Tarrant County**

Fort Worth, Texas

Senior Citizen Services of Greater Tarrant County is a nonprofit agency that helps older adults, especially those with a low income, live independently with dignity. It has grown to 24 locations which serve more than 8,000 older adults each year.

In 1993, more than 1,650 volunteers gave over 250,000 hours to Senior Citizen Services efforts. The meal program, which operates in each center, provides participants one-third of the recommended daily allowance of nutrients, for many, the only hot, nutritious meal of the day. The center also provides access to health assessments, legal clinics, referrals and recreational activities.

One hundred Volunteer Guardians are appointed by the court to assist seniors who have no one willing or able to help them manage their households and finances. ACCESS Care Coordination volunteers coordinate in-home care for seniors recovering from an illness or hospitalization, arranging home-delivered meals, housekeeping and minor home repairs. They teach clients how to balance a checkbook, read bills and apply for Medicaid, food stamps and other benefits. Some serve

as payees for those individuals receiving Social Security who are unable to handle their own money.

Funding comes from the Area Agency on Aging, United Way, participants, cities and churches where centers are located, foundations and private contributions.

### **TREE MUSKETEERS**

El Segundo, California

TREE MUSKETEERS was founded in 1987 by a Girl Scout Troop of eight-year-olds. With a focus on urban forestry and encouraging young people to plant and care for trees and the environment, TREE MUSKETEERS have planted hundreds of trees in the area, including a 700-tree pollution barrier between El Segundo's residential area and the Los Angeles International Airport. They raise seedlings for planting and distribution and conduct environmental education programs for school children. Scheduled for adoption this spring: 4,000 Homeless Baby Trees, complete with pink or blue ribbons and adoption certificates.

The organization is developing a how-to package for young people on starting a community forestry program which will include sample letters, checklists and speeches, as well as information about planting trees in towns across America. Musketeers solicit resolutions from businesses and residents, publish a regular newspaper column, persuade merchants to carry earth-safe products, and answer questions about the environmental movement on a toll-free hotline. The Children's Speakers Bureau provides speakers on youth environmentalism in California and around the nation.

TREE MUSKETEERS organized the first National Youth Environmental Summit in Cincinnati, Ohio, in July 1993. The Summit attracted 600 delegates from all areas of the United States and many foreign countries.

### **Sponsor-A-Scholar Program**

Philadelphia, Pennsylvania

Philadelphia Futures established Sponsor-A-Scholar in 1990 to bring together academically promising low-income students with adults interested in helping them overcome the financial, academic and personal obstacles to completing high school and succeeding in college. Sponsor-A-Scholar works with the schools to select students based on financial need, grades and academic potential.

There are 195 ninth- to 12th-grade students enrolled in the program, each with a sponsor beginning in the ninth grade. Sponsors agree to a five-year commitment and mentor the students through the first year of college, a critical transition point for low-income minority students. They also contribute \$1,500 annually for four years as scholarship aid; for those who choose to be donors only, the program recruits mentors. Individual sponsors range from age 23 to 82; organizations include corporations, law firms and churches. Mentors are an important part of the students' lives, offering academic and emotional support. Close friendships develop, but accountability remains an essential component. The students show their mentors their report cards and are responsible for doing well in school.

All of the first group of scholars — now seniors — are applying to college. Since the program's inception, none has dropped out of school and nearly all spend their



## National Volunteer Week, 1994

### A Proclamation by the President of the United States of America

*Since the founding of our democracy, the ideal of community service has been an integral part of our national character. As the words of Thomas Jefferson remind us, "A debt of service is due from every man to his country proportioned to the bounties which nature and fortune have measured to him." Throughout our history, Americans have been called upon to meet his challenge a thousandfold. For our Nation is a place of tremendous blessings—a noble purpose, a wealth of resources, a diverse and determined people. We are rich in the gifts of freedom. During this week especially, we realize anew that shared responsibility is freedom's price.*

*That our vibrant spirit of community has made our country strong reflects our understanding of this enduring truth. Every day, countless volunteers across America work to address the fundamental necessities of our people—educating our youth, protecting our environment, caring for those in need. From children who help older Americans after school to volunteer firemen who guard our neighborhoods while we sleep, these dedicated individuals bring a sense of hope and security to everyone whose lives they touch. Their service makes us stronger as a Nation, setting a powerful example of leadership and compassion to which we all can aspire.*

*This past year has marked the beginning of a new era for America, an era in which those of us who have benefitted from this great land are acting on our instincts to help others in return. Though government has an important role to play in meeting the many challenges that remain before us, we are coming to understand that no organization, including government, will fully succeed without the active participation of each of us. Working family by family, block by block, the efforts of America's volunteers are vital to enabling this country to live up to the true promise of its heritage.*

*NOW, THEREFORE, I, WILLIAM J. CLINTON, President of the United States of America, by the authority vested in me by the Constitution and laws of the United States, do hereby proclaim the week of April 17 to April 23, 1994, as "National Volunteer Week." I call upon all Americans to observe this week with appropriate programs, ceremonies, and activities as an expression of their gratitude.*

William J. Clinton

summers in academic enrichment programs or in jobs with an educational component. A national replication conference was held in March 1994, and four to six sites will replicate the program in 1994-'95.

### USA Harvest

Louisville, Kentucky

Established in 1987, USA Harvest is committed to abolishing domestic hunger through volunteering and efficient use of existing resources. USA Harvest obtains

food from those who do not need it and gives it to those who do by linking community volunteers with businesses and institutions that have excess food to contribute. Food is moved from locations where it would be wasted, such as restaurants and grocery stores, to shelters and community organizations that feed the hungry.

Since its establishment, USA Harvest has mobilized more than 49,000 volunteers nationwide and enlisted corporate partners and sports and entertainment celebrities to generate public interest. It has raised more than 250 million pounds of food—half a billion meals—which has been distributed directly to those in need.

USA Harvest was designed to be viable in almost any community. Each of the 91 chapters was formed by local volunteers who called the USA Harvest toll-free number for information. An all-volunteer organization, USA Harvest operates without funds. Local donations are made in the form of food or gift certificates to grocery stores. United Parcel Service provides cargo planes to transport food on occasion. Blue Cross/Blue Shield provides headquarters office space. Kentucky Fried Chicken Corporation donates thousands of pounds of chicken each year.

### Northwest Neighborhood Environmental Organization, Inc.

Roanoke, Virginia

In 1980, a group of 15 seniors founded the Northwest Neighborhood Environmental Organization (NNEO) to mobilize the community as one of four pilot neighborhoods in the Roanoke Neighborhood Partnership to address the problems of drugs, crime, dilapidated housing and neglected properties.

NNEO volunteers, led by a core group of 40 volunteers, contribute more than 2,400 hours each year. They have rehabilitated nine vacant houses, constructed a



Youth from Northwest Neighborhood Environmental Organization's Gilmer community in Roanoke, Va.



quadplex and two single family homes, renovated a local park and turned a vacant house into a community center with an apartment. They have purchased 30 dilapidated properties for development, maintain 30 vacant lots and organize neighborhood cleanups.

Employing 27 neighborhood youths and adults, NNEO has provided affordable housing for 17 low- to moderate-income families and offers assistance with closing costs, down payments and home repairs. The volunteers have reduced by 50 percent the number of dilapidated houses and repaired seven homes owned by elderly residents, preventing their displacement. Funding comes from fundraising efforts, city, state and federal government grants, and private donations.



**Volunteer physician examines young patient at the Venice Family Clinic.**

## Venice Family Clinic

Venice, California

The Venice Family Clinic was established in 1970 to bring primary health care to uninsured community residents, including low-income and homeless children and adults who had no other access to health care. Now the largest free clinic in the United States, the Venice Clinic provides services six days and four nights a week in more than 50,000 patient visits a year.

The clinic serves more than 11,000 low-income, uninsured patients a year with treatment, diagnostic tests, screening, medications, health education, social work and mental health counseling—all at no cost—through pediatric, general adult, family, women's, seniors' and homeless clinics.

Among the 2,344 volunteers are 371 physicians. Another 64 other physicians and dentists serve patients referred by the clinic in their offices at no charge. Among other clinic volunteers are 12 nurses, a dozen pharmacists, 10 mental health professionals and five health educators, and more than 300 medical, public health or nursing students. In 1993, more than 1,400 volunteers contributed nearly 58,000 hours—a 45% increase over the previous year.

The Venice Family Clinic is funded through government, private and corporate grants.



**Bernard James, program associate at the Martin Luther King Center for Nonviolent Social Change (far right), conducts training session for Youth Nonviolence Training Program members (clockwise) Nwamaka Dallah (seated), Christina Putnam, Carrie Hayes and Jason Ballard.**

## Youth Nonviolence Training Program

Detroit, Michigan

Sponsored by New Detroit Inc., the Youth Nonviolence Training Program (YNTP) has trained more than 19,000 youth in nonviolent conflict resolution since its establishment in 1992. In 1991, leaders of New Detroit Inc. contacted the Martin Luther King Center for Nonviolent Social Change in Atlanta to request training for 400 young people, some of whom were former gang members or kids living off the streets. More than 100 youngsters, age 13 to 21, received 250 hours of more extensive training in Atlanta and Detroit, equipping them to be trainers themselves.

The young volunteers learn to facilitate nonviolent conflict resolution sessions, build multicultural alliances, design and implement community improvement projects, and enhance communication and human relations skills. More than 50 young volunteers now teach the "Kingian" principles to their peers in schools, churches and community-based organizations and will provide 127 hours of intensive training to an additional group of 100 young people.

A core group of young volunteers is developing social action surveys to identify problems in specific districts of Detroit and are working in conjunction with the police department, school system, churches and other organizations to establish command centers in police precincts where violence between teens is prevalent.

Funding for YNTP comes from foundations and corporations. ■

*Richard Mock is The Points of Foundation's director of recognition and communications services.*



# 10 Who Made A Difference

## *National Winners of Annual Day of Doing Good*

By Richard Vega

On the third annual Make A Difference Day, 246,000 people across America cared for the hungry and the homeless, for kids and the elderly, for the ill and the abused.

From that national outpouring, the following 10 local efforts were judged outstanding. Each received the 1994 Make A Difference Day Award in Washington, D.C., during National Volunteer Week. Each award includes media recognition and \$1,000 to continue good deeds.

The Points of Light Foundation and the network of 501 Volunteer Centers are now partners in USA WEEKEND's Make A Difference Day, which is held the fourth Saturday of every October.

- Abilene, Texas, quickly has made Make a Difference Day a tradition. In 1992, 2,200 volunteers earned the city of 100,000 an honorable mention Make A Difference Day Award. On October 23, 3,421 people took on 49 projects. Excited children from Wylie Intermediate School brought 1,402 pounds of canned food to the Abilene Food Bank. Five Southern Hills Church of Christ members reroofed a home for disabled veterans. That same church also organized the citywide event and already is planning the next event.

Angel Whiteside of the Abilene Volunteer Center says, "Because of Make A Difference Day, we have more nonprofit agencies coming to us saying, 'Gee, can we get help?' It's opening up a lot of avenues."

The \$1,000 donation will benefit the Opportunity Camp for disadvantaged kids.

- When Michael John Kelly read about Make A Difference Day, he chose to help those he sees standing outside a soup kitchen. He had good reason: Michael and his mother at one time had waited in that same line themselves. The third-grader distributed a letter to 100 homes in his low-income neighborhood in Hayward, California, a Bay Area suburb, asking for outgrown clothes and household items. He also directed his mom to stop at yard sales, then asked sellers to donate leftovers. Result:

On Make A Difference Day, Michael and his mom, Carmen Lamkin, led two pickup trucks to the Full Gospel Ministry, which runs the soup kitchen. One truck carried 50 garbage bags of clothing; the other held household goods. "To see a child do this much was awesome," says the ministry's Patty Compatore.

The \$1,000 donation will benefit Full Gospel Ministry.

- Three years ago, because of legal problems, Bernice Ditchfield's family of seven in Bradenton, Florida, had no money for food. The Good Samaritan Ministries provided clothing and groceries during that time of need.

Now, Ditchfield wanted to repay the kindness. Ditchfield's church pitched in, and newspapers, TV and radio called for volunteers. About 100 volunteers turned out. They repaired walls and installed air conditioners. Painters brightened the exterior; others replanted flower beds. Donated that day: a truckload of garments and nearly a year's supply of toiletries. More than a dozen of the day's volunteers now regularly volunteer at the shelter.

The \$1,000 donation will benefit Good Samaritan Ministries, Sarasota, Florida.

- Never underestimate the power of the people who make soup. In Camden, New Jersey, one of the nation's poorest cities, 93 Campbell Soup Co. workers cooked up seven projects for Make A Difference Day. Among them: Volunteers painted the walls of a food bank warehouse, gutted a building that will house AIDS families, and hosted a field trip for three dozen underprivileged children. Volunteers also spent the day at Forest Hill Elementary School, consulting students about careers. They decided that day to adopt the school and continue doing projects with the pupils.

The \$1,000 donation will benefit Forest Hill Elementary School

- On October 23, 5,000 people—many of them





unionized school employees—gave a day's free labor to make the 256 Detroit public schools better and safer for 170,000 students.

The needs were great: Schools had peeling paint, leaky roofs, neglected grounds, foul-smelling restrooms and broken windows. Parent Mona Battle lent a hand at Brewer Elementary School. "We had that school looking good," says Mona. "I worked on the lavatories, washing down the walls, mirrors and sinks." Families who volunteered are still active in spring-cleaning projects, playground maintenance and flower planting.

The \$1,000 donation will benefit The Clean and Safe Schools Task Force.

- There was just one problem with Howard Waller's desire to participate in the national day of volunteering: He was serving five years for fraud at a minimum-security camp in Golden, Colorado.

But on October 23, working side by side with teenagers from a youth group at a local church, the inmates—all approved by the camp's warden—labored to complete renovations on the New Horizons Center for Boys, a group home for abused and neglected boys. It was the first community service effort of its kind by Colorado prisoners.

"A lot of people think that prisoners only take from society," Waller says. "I saw Make A Difference Day as a chance to give back."

The \$1,000 donation will benefit New Horizons Center for Boys.

- For 12 hours on Make A Difference Day, Goddard High School students—dressed head to toe in protective suits—collected household hazardous waste brought in by residents of their desert hometown. The take: a ton of pesticides (including banned DDT and Silvex), 300 gallons of latex paint (to be recycled by painting out graffiti), 220 gallons of waste paint and 200 gallons of used oil.

The project was organized by Stacie Green, a Goddard High student; Katherine Sanchez, her science teacher; and Gailanne Dill of Keep Roswell Beautiful, who teamed the students with Security Environmental Systems, a company that disposed the collected waste safely.

The day saved the city an estimated \$15,000 in disposal fees, kept hazardous wastes out of landfills and may have prevented illegal dumping that could contaminate the town's water supply. Dill hopes to make the collection an annual project.

The \$1,000 donation will benefit the Biology/Environmental Education Fund at Goddard High School.

- "She just wanted somebody to sit down and talk with her," Nettie Williams says of the caring that she and Jessie Dennis showered on an elderly widow who was a stranger to them before Make A Difference Day.

Williams and Dennis called the Department of Human Resources in Dallas County, Alabama, which directed them to 96-year-old Sarah Crum, struggling to live independently in a well-worn trailer on the edge of Selma. William and Dennis arrived at Crum's trailer armed with supplies and food. For six hours, they cleaned from top to bottom and raked and trimmed the yard. They ended the day reading Bible passages and singing hymns. And they still keep up by phone and face to face.

The \$1,000 donation will benefit Dallas County Department of Human Resources.

- Two high school sophomores in Watseka, Illinois, took a cue from nearby Champaign, Illinois, where 40,000 residents volunteered in a recent Make A Difference Day.

## Next Year

Encouraging people to improve their communities and make the lives of others better is the goal of USA WEEKEND's Make A Difference Day, in partnership with The Points of Light Foundation.

To that end, a total of \$120,000 will be donated to the charities of people who take part in the October 22, 1994, event. USA WEEKEND is doubling the national awards to \$20,000, to be shared by 10 projects.

And actor Paul Newman has contributed \$100,000 from his food company, Newman's Own, to be distributed to 50 volunteer efforts. Newman donates 100 percent of the food company's after-tax profits to charity.

Newman will also serve as a judge for next year's Make A Difference Day awards. He will be joined by U.S. Secretary of Housing and Urban Development Henry Cisneros, MacNeil Lehrer Correspondent Charlayne Hunter-Gault, Melrose Place star and founder of Do Something Andrew Shue, Points of Light Foundation President and CEO Richard Schubert, and USA WEEKEND Editor Marcia Bullard. The next Make A Difference Day is October 22, 1994.

More information on Make A Difference Day will appear in the next issue of this magazine. Information also will be presented at the National Community Service Conference in Washington, D.C., in June. If you would like entry forms or more information now, call The Points of Light Foundation at (202) 223-9186 and ask for the Make A Difference Day hotline, or write to "Make A Difference Day," USA WEEKEND, 1000 Wilson Blvd., Arlington, VA 22229-0012. ■

Kim Deakins and Janelle King, both 15, decided to mobilize their town of 5,500 to raise funds for a sorely needed youth club. Pink was their publicity color. They handed out 5,000 yards of donated pink ribbon for doors, 5,600 pink fliers and made a gigantic pink-polka-dot bow for the courthouse. The effort swelled daily. "I couldn't believe it!" Kim says. "Pink ribbons were everywhere."

About 1,000 people pitched in as the girls spearheaded a collection of \$5,500 to start a new Iroquois Boys and Girls Club. That same day, 20 workers ripped out plaster and paneling in the Elks Club basement, the first step toward renovating it for the club. Work continues.

The \$1,000 donation will benefit the Boys and Girls Club.

- The crew from Woodmont Christian Church in Nashville had a carpenter, a plumber, two contractors and 22 "hard workers." The day before Make A Difference Day, they drove for eight hours across three states to their targets: two elderly people in Hull, Illinois, whose homes had sat under water for a month during last summer's catastrophic flooding.

The crew repaired both homes, ripping out walls and installing ceilings, wiring and spackling. The work crept into Sunday after the volunteers heard about a third elderly homeowner in need: They had enough supplies and energy left to redo all but one room of the house.

The \$1,000 donation will further benefit the flood victims of Hull, Illinois.

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*Richard Vega is a reporter at USA WEEKEND.*



# Counties Find Strength in Citizen Volunteers

By Karen Barnes

Besieged by budget cuts and social ills, savvy county governments are rolling out their secret weapons: citizens who are willing to volunteer their time and talents to make their communities better places to live.

A recent survey found that in 1992 alone the value of volunteer services in county governments reached \$1.8 billion. The survey, completed by the National Association of Counties' (NACo) in the fall of 1993 and released in March, also showed that the number of volunteers in county government programs has doubled since 1990.

County governments are turning to volunteers says NACo President Barbara Sheen Todd because "in times of tight budget constraints, increasing demands for service and mounting citizen skepticism about government as a whole, promoting the development of local government volunteer programs only makes sense."

NACo's Volunteerism Project conducted the survey to determine the extent of volunteer services provided to county governments and to document governments' use of volunteer management practices. The survey was sent to the chief elected official in every county in the United States as well as to volunteer coordinators identified by a 1990 NACo survey. Officials and volunteer coordinators responded from 417 counties in 46 states. Counties surveyed ranged in size from Columbia County, Washington (pop. 4,000) to Los Angeles County, California (pop. 9 million).

Of the counties responding, 93% said that they currently use volunteers in some capacity. The top ten areas of volunteer service: fire/emergency medical service (66%); aging services (64%); parks and recreation (51%); social services (44%); youth services (44%); public health

(42%); environment/recycling (37%); education (36%); police/corrections (35%); transportation (34%).

In comparison with results from the 1990 survey, volunteer participation has increased significantly, especially in the areas of environment/recycling and public health. In counties large and small, the roles of volunteers are expanding from the traditional fire fighters and library aides to dispute mediators, AIDS educators,

recycling assistants and more.

As volunteer roles adapt to meet current needs, many counties are also expanding management practices and services to their volunteers. Of the 395 county volunteer programs identified by the survey, many have or are developing volunteer management systems. The counties employ more than 2,700 full or part-time staff responsible for volunteer management and 1,400 who fill this role as volunteers. The majority of volunteer programs

are managed by departments or agencies in the county with little or no central coordination. Only about 18% have a central office with a volunteer coordinator who is responsible for the entire county or who supports coordinators in other county departments.

But in spite of the lack of centralization, many county programs have or are implementing volunteer management systems. The most frequently used practices are: volunteer recognition (55%); benefits (47%); insurance for volunteers (46%); policies and procedures (45%); formalized volunteer training (43%).

The benefits of volunteer service in county government are exemplified by outstanding programs in several counties.



In San Bernardino County, Calif., AgeWise support groups are led by a trained volunteer peer counselor.



## AgeWise: An Outreach Program for Healthy Aging

In San Bernardino County, California (pop. 1.4 million), the Department of Mental Health is addressing the mental health needs of its older citizens while giving them the opportunity to help others. Senior citizens are recruited, trained and supervised by program staff to provide counseling to other older adults who are experiencing mental health problems.

Forty senior volunteers act as peer counselors, combining their own skills and life experiences with the training they receive to serve an average of 125 clients each month. Approximately 90 individuals participate in support groups with the peer counselors each week. Peer counselors provide their clients with companionship, a listening ear, wisdom from their own experiences and a model of healthy aging. The counselors, in turn, gain satisfaction from helping older adults and are able to continue learning and growing themselves. For many, senior peer counseling has become a second career.

AgeWise currently has 4.5 FTE (full-time equivalent) employees to meet the mental health needs of the aging population in one of the largest counties in the country. According to AgeWise Clinic Supervisor Anne Stewart, "Without the volunteers we could never provide this level of service to so many people." The estimated value of the volunteers' service is \$78,000 per year. The annual program budget is \$372,250 funded by the county portion of the California State Sales Tax Realignment Revenues.

## Citizens' Productivity Committee

In Collier County, Florida (pop. 168,500), the county Board of Commissioners sought to involve citizens more closely in county government, particularly in regard to operations within the county manager's agency. In 1991, the commission chose 13 private citizens to serve on the Citizens' Productivity Committee.

Collier County is a retirement community and two thirds of the volunteers on the committee are retired or semi-retired business people. They use their own skills and expertise to make suggestions for efficiency improvement and broad policy recommendations. Over the past three years, volunteers have examined almost every aspect of county government. A number of their recommendations have been adopted, including decreasing the number of county vehicles, standardizing fees at local parks to generate revenue, and adopting a four-day, ten-hour work week in certain cases. County staff have overcome their initial concerns and now view the committee as an important ally in presenting their information to the board.

County official Mike McNees notes that "getting the different input of volunteers [who are] private citizens is a real benefit to the community." The county has saved money through implementing the committee's recommendations. The cost to the county for the committee is approximately \$2,800 per year.

## Health Department Volunteer Program

In Boulder County, Colorado (pop. 225,339), Health Department services have been extended to more locations, age groups and special target groups as a result of the efforts of volunteers. Since 1986, the Health Department has significantly expanded its volunteer

opportunities and county residents have responded. The number of Health Department volunteers has tripled over eight years, and today it is one of the largest volunteer programs in a local public health department in the country.



Currently, 1,876 active volunteers serve at 60 different locations and provide nearly 34,000 hours of service per year. Volunteers provide HIV/AIDS outreach and training; staff mass cholesterol screenings; immunize residents at special flu clinics; plan the curriculum for classes on air quality offered at public schools; provide outpatient counseling in the county substance abuse program; mentor teens in the Teen Health Program; serve as volunteer nurses and vision and hearing screeners.

According to Health Department Volunteer Coordinator Diane Maxey, "The Health Department could not carry out many of the programs to the extent it does without volunteers..."

There are programs functioning with one or two staff persons and the rest of the support provided by volunteers." The estimated value



At the 55 + Clinic in Boulder County, Colo., a volunteer registers clients for wellness screening, which includes flu/pneumonia immunizations, blood tests, thyroid surveys, skin cancer and hearing tests.

of the volunteers' service is \$390,530. The program's cost to the county is \$29,257 per year.

*(continued on next page)*



## Master Recycler/Composter Volunteer Program

In Montgomery County, Maryland (pop. 750,000), volunteers are helping county government to implement an effective recycling program with limited staff and even more limited funds. Between August, 1991, and January, 1992, the county phased in weekly curbside recycling of newspaper, glass, cans, plastic bottles, grass clippings and leaves. The county also established an inter-agency task force in 1991 to determine how to utilize volunteers best in these new efforts.



Master Recycler volunteers (above) demonstrate how Montgomery County, Md.'s recycling program works with community outreach. Below, volunteer prepares to answer recycling hotline calls.



The task force's goal is to increase citizen participation in recycling efforts by increasing their knowledge of recycling, composting, grass cycling, waste reduction, household hazardous waste and other related issues. Volunteers help realize this goal by educating the community about recycling and providing community outreach and information. Since the



## About NACo

Founded in 1935, the National Association of Counties' (NACo) is the only national organization that represents county governments. NACo's purpose and objectives are to act as a liaison with other levels of government, improve public understanding of counties, act as a national advocate for counties and help counties find innovative methods for meeting the challenges they face.

Funded through a grant from the W.K. Kellogg Foundation, NACo's Volunteerism Project was initiated in 1991 to assist county governments to develop and administer volunteer programs. The project seeks to promote the concept of volunteerism in county governments as a cost-effective means for counties to maintain and expand public services as well as increase citizen participation and support. Staff provide training to support the development of organized, structured volunteer programs in counties across the country.

Surveys of county volunteer programs are just one aspect of the project's work plan. National Training Sessions are conducted at each of NACo's major conferences as well as at other selected national conferences of local officials or volunteer administrators. State Association training sessions are also conducted as requested at State Association of Counties' meetings and conferences. Staff produce "Best Practices Guides" to highlight successful, innovative county volunteer initiatives nationwide.

For more information, or to share information about your own volunteer program, contact NACo Volunteerism Project, 440 First St. NW, Washington, DC 20001. Or call Sandy Markwood, 202-942-4235 or Peter Lane, 202-942-4288. ■

program's inception, 220 active volunteers have provided about 6,000 hours of service per year, and 350,000 county residents have received information or training about recycling and composting. Volunteers staff a recycling hotline, provide training to local groups and schools, attend special events to heighten awareness of the recycling program, and demonstrate proper recycling and composting techniques. An intergenerational composting program matches seniors from a nursing home with middle school students. Seniors supervise the students in the construction and sale of compost bins.

The estimated value of the volunteers' service is more than \$60,000 per year—the equivalent of three full-time employees. The program is directed, coordinated and funded by the Department of Environmental Protection, with an annual budget of \$75,000. ■

*Karen Barnes is The Points of Light Foundation's administrator of recognition and a regular contributor to Foundation publications.*



# Foundation News

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## Moscow House Wins Grant for Training

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The Moscow Charity House recently received a \$73,689 grant to launch a staff training program in partnership with the Foundation. The grant, from the United States Agency for International Development (USAID), will fund the first year of the two-year Staff Development Assistance Project. The project's goal is to improve organizational and financial management and program planning at Moscow House.

Initially, the program will pair three Moscow House employees with three Foundation staff members for one-to-one training sessions. Then

those pairs will hold workshops in Moscow to train the remaining Moscow House staff members. Finally, the Moscow House and Foundation staff pairs will expand staff development training to employees at Moscow House's 45 affiliates.

The Moscow Charity House, a nonprofit social service organization founded in 1991, is responsible for major programs affecting more than 45 agencies. Its 16 staff members work with an estimated 2,000 volunteers and 10,000 clients each month. ■



## Stop the Killing

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Ending youth violence was the topic of a week-long national campaign sponsored by a coalition of 70 organizations including The Points of Light Foundation. From April 25 to May 1, cities across the country focused on the tragic consequences of youth violence for families and communities and on alternatives and resources available to young people and their families to combat this crisis.

The centerpiece of the campaign was a one-hour television special, "Kids Killing Kids" which was broadcast simultaneously on the CBS and FOX television networks.

## Official Partners

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The Points of Light Foundation and the Corporation for National Service signed a cooperative agreement in February formalizing the programmatic and working relationship of the two organizations. The Foundation received \$5 million in operating funds for fiscal year 1994 through Section 302 Title III of the National and Community Service Act of 1993 which also authorized the establishment of the Corporation.

The agreement reiterates the existing mission and programmatic thrust of the Foundation and outlines areas in which the Foundation has demonstrated expertise and in which the two organizations will act as partners: production of videoconferences, development of



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★ SERVICE

volunteer recognition strategies, programming to involve seniors as volunteers and outreach to the business community. ■

## Welcome Aboard

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Deborah Walsh, joined the Foundation's board of directors on February 1, 1994, when she assumed the position of chair of the National Council of Volunteer Centers (NCVC). Walsh had been NCVC vice chair since June 1993 and a NCVC member



representing the eastern region since January 1992. She has worked at the Volunteer Center of the United Way of the Capital Area in Hartford, Conn., since 1979. She served as executive director for fourteen years and is now vice president of the Nonprofit Resource Center. She is also coordinator for the New England Association of Voluntary Action Center Directors.

Chairpersons of both NCVC and NCCV (National Council on Corporate Volunteerism) are ex officio board members whose board terms run simultaneously with their leadership terms in their respective organizations. ■

## PSAs Mean Business

The benefits to businesses of encouraging employee volunteer programs are the focus of a new public service advertising campaign released in March. The campaign was developed by The Points of Light Foundation with help from American Business Press and The Advertising Council. The ads, to appear in business publications around the country, are targeted at corporate CEOs and senior management. Featured in the ads are Oracle Corporation, a computer software and

services company, and Freeport-McMoRan, a mining company based in New Orleans. Both companies have successful employee volunteer programs. This is the second business press campaign released by the Foundation. The first campaign received a donated half million dollars in advertising space from the business press community. ■



Photo: Cherry Kim

*"Thanks to Toto and Lei Tung,  
Becky's reading level is up two grades,  
and our productivity is up 21%."*

*—Larry Ellison, CEO and Jim Abrahamson, Chairman, Oracle Corporation*

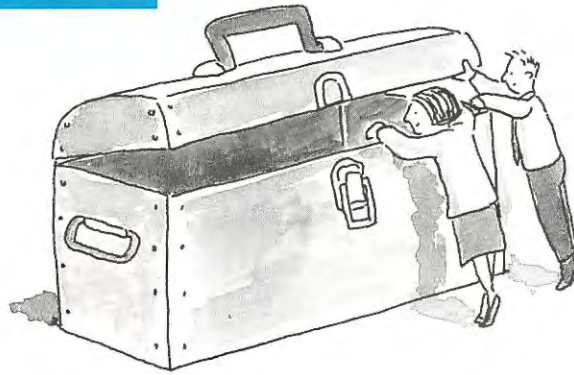
When your employees volunteer for community service, like teaching kids how to read, everyone benefits. Reading skills go up right along with employee morale. You can do for your community and company what Oracle is doing for theirs and we can help show you how, just call 1-800-888-7700.



POINTS OF LIGHT  
FOUNDATION



# Tool Box



## The Helper's Journey

*Working with People Facing Grief, Loss and Life-Threatening Illness* by Dr. Dale G. Larson is written for both professional and volunteer caregivers. Cited as "book of the year" in the January 1994 issue of the *American Journal of Nursing*, this highly readable book offers tips for successful caregiving, increased personal growth and stress reduction and a self-diagnosis test for burnout.

☐ To order, call 217-352-3273; cost: \$17.95.

## Hidden Resources

*An Untapped Resource: Working with Volunteers Who Are Mentally Ill* by John D. Weaver, MSW, LSW, ACSW, CMHA is based on the premise that people with mental illness represent a vast, untapped resource of quality volunteer talent. The author notes that creative, intelligent and productive people such as Michelangelo, Abraham Lincoln, Winston Churchill, Mark Twain and Virginia Woolf all have histories of mental illness. This book is designed to help an agency who places volunteers, volunteer centers who advise member agencies and mental health professionals who recommend volunteer work for their clients.

☐ To order, call Volunteer Readership, 800-272-8306; cost: \$10.95.

## Youth Opportunities

*Directory of Internships In Youth Development* by The National Collaboration For Youth describes more than 800 paid and unpaid internship opportunities in 244

youth-serving organizations such as Big Brothers/Big Sisters, Boy Scouts, Boys & Girls Clubs, Camp Fire Boys and Girls, YWCA and members of the National Network of Runaway and Youth Services. Internships are identified nationwide in 43 states.

☐ To order, write Directory of Internships in Youth Development, 1994 National Collaboration for Youth, 1319 F Street NW, Suite 601-R, Washington, DC 20004; cost: \$6.95.

## Never Too Old

*Golden Opportunities: A Volunteer Guide for Americans Over 50* by Andrew Carroll is a comprehensive handbook for older volunteers. It contains information on hundreds of volunteer possibilities and profiles of people who have changed their own and others' lives through volunteer efforts. The main message: Everyone has something to offer. The book contains the names and addresses of hundreds of local and national organizations to contact for more information. Each chapter highlights a specific area of interest, including youth, crime prevention, disabilities, the environment, health care, homelessness, hunger and illiteracy.

☐ To order, call Volunteer Readership, 800-272-8306; cost: \$14.95.

## Volunteer Book Market

*Volunteer Marketplace*, a catalog of books and videos formerly published by Heritage Arts, is now available in its 1994-95 edition from The Points of

Light Foundation. This catalog includes more than 50 outstanding resources for volunteer program directors and managers, including new books such as *Megatrends and Volunteerism: Mapping the Future of Volunteer Programs* by Sue Vineyard; *Older Volunteers: A Guide to Research and Practice* by Lucy Rose Fischer and Kay Bannister Schaffer; and *Productivity Power: 250 Best Ideas for Being More Productive* by Jim Temme.

Many of these publications and resources are by the best known and most respected trainers in the field today—Sue Vineyard, Steve McCurley, Rick Lynch and others. Volunteer Center Members and Corporate Members of the Foundation will continue to receive a 10 percent discount on purchase from both this catalog and the *Volunteer Community Service Catalog* as well as billing privileges.

☐ To obtain a free copy of either catalog, call Volunteer Readership at 800-272-8306. ■

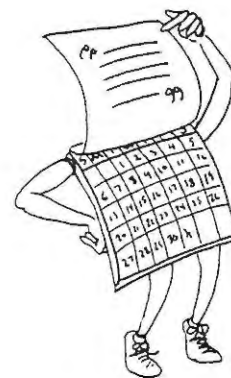
## Books and More

The 1994 *Volunteer Community Service Catalog* contains more than 140 listings of books and numerous volunteer recognition items of interest to nonprofit professionals and volunteer leaders.

☐ For a free copy of the catalog, call Volunteer Readership at 800-272-8306.



# Calendar



*The Calendar lists upcoming events that may be of interest to readers. Inclusion, however, does not constitute Points of Light Foundation endorsement.*

**June 8-11** *Generations Together—National Intergenerational Training Conference II*, University of Pittsburgh, Pittsburgh, Pa. For information, call 412-648-7150.

**June 11-14** *National Community Service Conference*, The Points of Light Foundation's annual conference, Omni Shoreham Hotel, Washington, D.C. Theme: "Volunteers: The Promise of a Nation." For information, call the conference information line: 202-223-5001.

**October 5-8** *1994 International Conference of Volunteer Administrators*, Association for Volunteer Administration's annual conference, Disneyland Hotel, Anaheim, Calif. Theme: "Kaleidoscope: Changing Patterns in Volunteerism." For information, call AVA, (303) 541-0238.

**October 20-22** *1994 ARNOVA (Association for Research on Nonprofit Organizations and Voluntary Action) Conference*, Berkeley Marina, San Francisco, Calif. For information, call Ramn Cnaan, ARNOVA Vice President for Meetings, (215) 898-5523.

**October 22** *Make A Difference Day*, a national day of community service sponsored by USA WEEKEND and The Points of Light Foundation. To request information, call (202) 223-9186 and ask for the Make A Difference Day hotline.



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