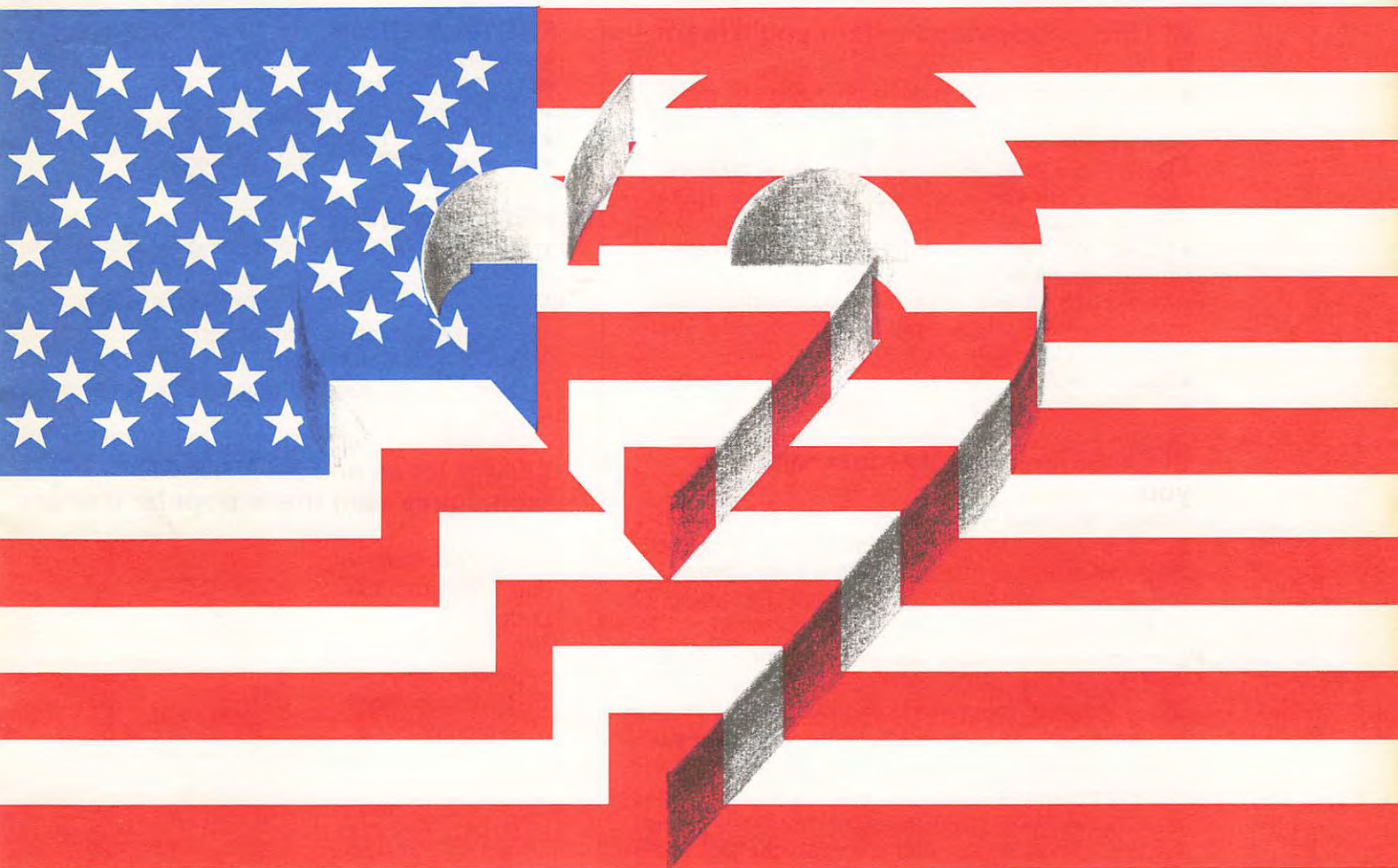


Voluntary Action Leadership

WINTER 1986

VOLUNTEER CENTERS



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Voluntary Action Leadership

WINTER 1986

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VOLUNTEER CENTERS

Leaders, Models, Resources for Our Volunteer Community



By Kerry Kenn Allen

President, VOLUNTEER—The National Center

The mission of the Volunteer Center is to help solve problems and meet needs by promoting effective and creative volunteering and by maximizing community resources.

A Volunteer Center serves as an advocate and catalyst for volunteerism, provides leadership and support for volunteer efforts and is the central clearinghouse for volunteering in its community.

- There are over 380 Volunteer Centers in the United

States, serving an estimated 100,000 private organizations and public agencies.

- They are in 94 of the 100 largest metropolitan areas and, as a total group, reach roughly 60 percent of the American population.

- Volunteer Centers refer or place an estimated half million new volunteers each year who, based on national studies, are likely to provide more than 100 million total hours of service in a given year, worth at least \$800 million to the nation.

This issue of *Voluntary Action Leadership*, our 47th, is very special. It is the first issue that is completely devoted to a single topic. Quite literally, every article, every feature and every word of this issue, from cover to cover, are about Volunteer Centers, their work and their contributions to America's volunteer community.

Why give this attention to a single organization within the tremendous scope and diversity of volunteering? The answer lies in the unique role of Volunteer Centers and in their importance to the future of volunteering.

First, they are *leaders*, pioneers in recruiting and placing volunteers, in working for more effective management of volunteers, in making volunteering a "household word."

Second, they are *models*, demonstrating for the total community innovative and effective ways to reach out to new people, to involve them with the maximum impact and to apply volunteering to the difficult human and social problems our nation faces.

Third, they are *resources*, organizations with the expertise, skills and

knowledge needed by both private organizations and public agencies, by the for-profit workplace as well as not-for-profit service providers, by civic associations, neighborhood groups and advocates of social change—resources to help mobilize the time, talent and energy of all Americans.

Volunteer Centers are relatively young organizations, even by the standards of a nation that is itself barely more than 200 years old. In cities like St. Louis, Boston and Indianapolis, the oldest Volunteer Centers date back some 50 years. Eighty-five percent of the now more than 380 Volunteer Centers have been created since 1970!

In the beginning, they were "volunteer bureaus," modest local agencies, often within a larger structure, devoted to encouraging people to volunteer and helping them to do so by listing the jobs that needed to be done and making referrals based on a matching of needs and interest. And, from the earliest days, there was the Association of Volunteer Bureaus, dedicated men and women who had a vision of what volunteering in the United States could be and who saw the importance of local leadership

organizations to the realization of that vision.

With the creation of the National Center for Voluntary Action in 1969 came the concept of the "voluntary action center" to be the focal point for voluntary, private sector problem-solving efforts.

Now, in the 1980s, it's the "Volunteer Center," a multi-faceted, aggressive, locally controlled organization that is part promoter, part trainer, part consultant, part placement agent, part creator of new solutions to new problems: leaders, models, resources for America's growing volunteer community.

Throughout this issue, you will see examples of how Volunteer Centers add to the scope and effectiveness of volunteering in their communities. For an overview, however, consider these major contributions Volunteer Centers have made to volunteering just in the past decade and a half:

- Volunteer Centers have pioneered in the use of media to educate the public about the importance of volunteering



and to recruit volunteers for specific jobs. Working together nationally, they helped open the door to the now common public service announcements sponsored by professional athletics.

- Volunteer Centers have shown that everyone can volunteer. They were the first to reach out in a comprehensive way to people in transition—from institutions, incarceration, illness, divorce or bereavement—and use volunteering as a tool to help them regain control over their lives. They have demonstrated new ways to involve the physically disabled, the unemployed, youth and families.

- Volunteer Centers have always served the *entire* community, modeling for other community resource organizations the importance of responding to all organizations and all forms of voluntary action, not just those that fit within federated funding drives or other community coalitions.

- Volunteer Centers have demonstrated the impact volunteers can have on problems. They led the way in mobilizing to fight rubella and in early campaigns against illiteracy. They have responded to local emergencies and to emerging needs, today working on such diverse and difficult problems as the battle against hunger, homelessness, AIDS and poverty.

- Volunteer Centers have led the way in the development of programs and structures to support managers of volunteer programs and leaders of voluntary associations—from local “DOVIAs” to corporate volunteer councils to ongoing programs of training and technical assistance through communi-

ty colleges to professional recognition of management competence.

Most importantly, perhaps, Volunteer Centers have made the concept of volunteering come alive to millions of people nationwide through aggressive marketing and public education. They have created classes on volunteering in the public schools. They have established local awards programs under the sponsorship of elected officials. They have made National Volunteer Week a nationwide recognition. Their logo, the red heart designed and used by VOLUNTEER, has become the national symbol of concerned, involved citizens volunteering their time, talent and energy to help others.

The 380+ Volunteer Centers that exist today represent a broad variety of organizational forms and program priorities. Some 226 of them have formally joined with VOLUNTEER to create a new, stronger national network of local Centers, linked together and cooperating in new ventures to promote and support more effective volunteering.

Approximately 70 percent of all Volunteer Centers operate as independent not-for-profit organizations, receiving some percentage of their funding, usually for their core budget from their local United Way. Approximately 20 percent of all Volunteer Centers operate as divisions or programs of their local United Way, often with distinct advisory boards and identities. The balance, about 10 percent of the Centers, have no relationship with United Way, either due to their conscious policy deci-

sion, their newness or their affiliation with a branch of municipal or county government.

In September 1984, VOLUNTEER’s national board of directors, responding to the recommendations of the Volunteer Center Advisory Council, approved a policy statement calling for Volunteer Centers either to be independent organizations or, in cases where this was not feasible, to have “structural integrity” in their relationship with a parent organization.

“Structural integrity” within another organization has been defined as

- existence of an elected advisory committee that is clearly and significantly interlocked with the board of the parent organization;

- public identification of the Volunteer Center by a name that differentiates it from its parent organization and that includes the word “volunteer” or some derivative of it;

- ability by the Volunteer Center to define and develop its own constituency and to establish its own service priorities;

- ability by the Volunteer Center to develop its own goals, objectives and workplans within the context of the overall guidance of its advisory committee and the management structure of the parent organization;

- ability of the Volunteer Center to develop and directly advocate for its own budget and financial resources; and

- existence of appropriate professional staffing and leadership.

Using these guidelines, and based on the experience of Volunteer Centers that already operate under them, it is

clear that *Volunteer Centers* can make yet another significant contribution to the volunteer community—as models of collaboration and partnership both as independent, peer organizations and as integral parts of larger community-wide organizations.

Nor are Volunteer Centers strictly American structures. There are 84 in Canada, 290 in Great Britain, 200 in Holland, 35 in France. They can be found in Hong Kong, Japan and Australia. As interaction among these countries increases, the Volunteer Centers will have the opportunity to lead in the development of relevant and useful international linkages that can spread the values and ethics of volunteering worldwide.

From this distinguished past, will there grow an equally distinguished future? There is every indication that it will be so. As George Romney, chairman of the board of VOLUNTEER has pointed out, volunteering is the most fundamental act of citizenship and philanthropy there is in our

society. Without volunteers, there would be no need for nor any way of operating fundraising drives. Without volunteers in governance and leadership roles, there would be no voluntary organizations to deliver services. Without volunteers, there would be no one to fight for the rights of the powerless, for the needs of the poorest, for the dreams of justice and peace for all.

But volunteering does not just happen in our complex, fast-paced, rapidly changing world. Its future depends on many factors: on the values and priorities we each live out in our daily lives, on the ability of people to be involved, on the existence of effective structures to help people overcome the barriers to involvement.

Many organizations, both local and national, will contribute to sustaining our national heritage of volunteering through their own programs and outreach. But the central leadership role must be played by those organizations that have taken as their sole mission the promotion and support of more effective volunteering.

At the national level, VOLUNTEER fills this role. Locally, it is filled by the Volunteer Centers.

This issue of *Voluntary Action Leadership* fills several roles.

It is a *celebration* of all that Volunteer Centers have meant to the growth and vitality of volunteering in our nation.

It is a *case statement* of their value to their communities and to the nation.

It is a *resource guide* for those seeking the kinds of help and support Volunteer Centers can offer.

It is a *preview* of the future leadership that Volunteer Centers, with the proper support and development, can give to our continuing efforts to build a society that offers opportunity, safety and justice for all our citizens.

We at VOLUNTEER are immensely proud of the Volunteer Centers and the voluntary association that links us together. We are pleased to be able to share with you this unique view of one of America's greatest resources, the creative leadership of those who believe in the power of individual citizens to make a difference.

What Makes A Volunteer Center Effective?



Here are the characteristics of the best ones, as described by the Volunteer Center Advisory Council:

- It has a creative and dynamic director, with a strong and qualified supporting staff—both paid and volunteer.
- It has a board of directors that is actively involved in the direction and management of the Center, and which represents the interest of all sectors of the community.
- It seeks to establish contacts and networks through all segments of the local volunteer community. It views itself as the central focus and information exchange point about volunteering locally.
- It has a broad and innovative outlook

toward program development and operation. It views recruitment and referral of volunteers as the minimum program effort for the Center, and is willing to undertake any volunteer-related project determined to be needed in the community.

- It seeks to involve the businesses and labor communities through sponsorship of volunteer programs based in the workplace.
- It seeks to enable agencies to make better use of volunteers through provision of training and consulting services, and through sponsorship of a local network of volunteer program administrators.
- It seeks to broaden the concept of vol-

unteer utilization by agencies through demonstrating innovative uses of volunteers.

- It seeks to promote the concept and worth of volunteering through community-wide recognition and public relations efforts, and through constant contact with local media.
- It seeks to develop a broad base of funding support, including United Way, grants and contracts with local and state government, corporate support and self-generated revenue.
- It participates as an active member of the nationwide network of Volunteer Centers in cooperation with VOLUNTEER—The National Center.

Functions of a Well-Developed Volunteer Center



1. Volunteer Recruitment/Referral/Placement

The Volunteer Center acts as a catalyst to help persons interested in volunteering respond to community needs through volunteer work. The mainstay of a Volunteer Center, this function includes recruiting, referring and placing citizens interested in volunteering on behalf of community agencies and nonprofit organizations in need of volunteers. The Volunteer Center may target specific populations, such as youths, older people, handicapped individuals and minorities, for volunteer recruitment.

2. Consultation and Training

The Volunteer Center provides consultation and training to nonprofit agency staff and board members and to volunteer program administrators through seminars, workshops, individual consultation and technical assistance. In the 1980s, Centers have placed emphasis on providing special training for nonprofit boards of directors and for leadership in nonprofit organizations,

as the survival of these organizations depends on how the volunteer board is able to shoulder an organization's responsibilities, particularly in fiscal and legal areas.

3. Promotion

Through available publicity vehicles, such as TV, radio, newspapers, bulletin boards, Volunteer Centers seek widespread awareness of the meaning of volunteering and the benefits to community and volunteer.

4. Recognition

Volunteer Centers acknowledge the contributions of their community volunteers by coordinating volunteer recognition events with organizations and agencies that involve volunteers.

5. Resource Information on Volunteering

As the central clearinghouse for volunteering in a community, the Volunteer Center acts as a resource for information on volunteering—whether the request is for national statistics or details

on a local program.

6. Program Development and Community Planning

As a Volunteer Center gains a foothold in the community, it becomes increasingly responsive to areas of local need, often networking to bring various resources together to meet those needs.

7. Advocacy

The Volunteer Center is the community's advocate for volunteering, the volunteer and good volunteer management.

8. Program Administration and Support

Volunteer Centers administer, help develop and provide technical assistance and support to important community-wide programs concerned with volunteering, such as Retired Senior Volunteer Programs (RSVPs), Corporate Volunteer Councils (CVCs) and Directors of Volunteers in Agencies (DOVIAs).



Harriet Naylor was my first boss when I came to the National Center for Voluntary Action (now VOLUNTEER) 12 years ago. She helped stimulate me to understand better the breadth and depth of the volunteer experience, both for individuals and for society as a whole. The work of Volunteer Centers (then called Voluntary Action Centers or VACs) was near to her heart.

When she died last year, Hat left a tremendous legacy of individuals and organizations that had been touched and motivated by her unfailing optimism about the future of volunteering. In her memory, we want to share with you these words from a presentation to the First Community Workshop on

Voluntary Action Centers in September 1970:

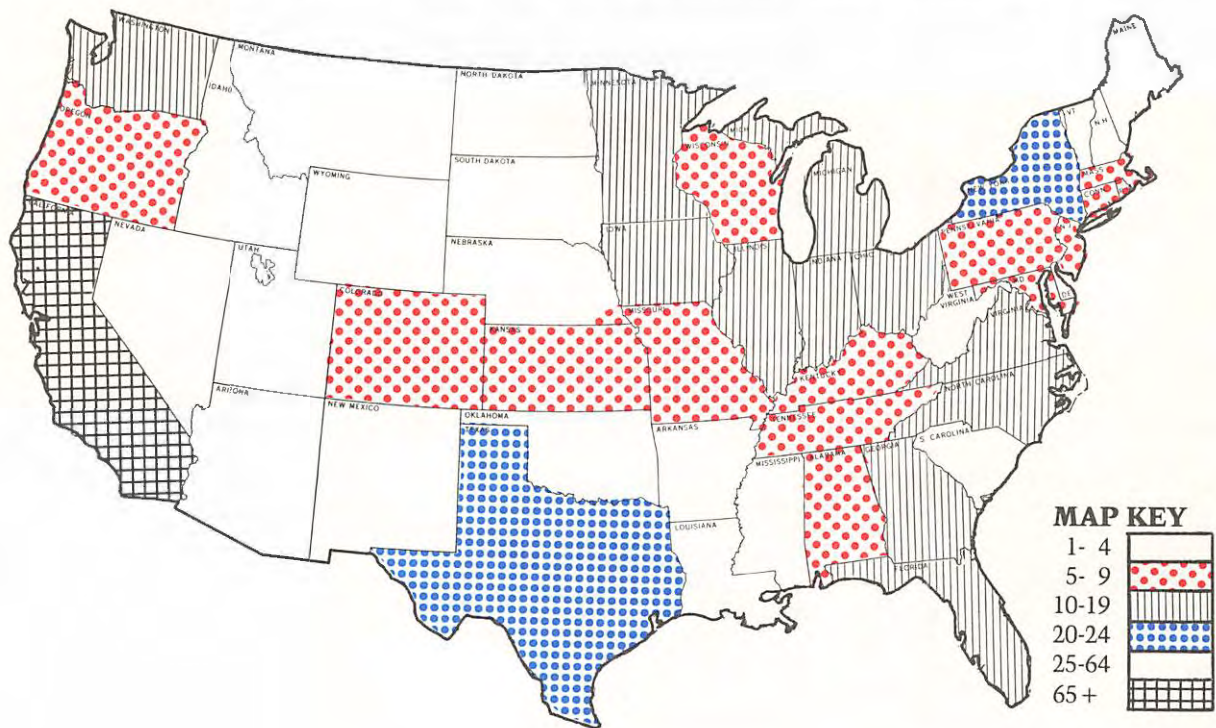
I want the VACs to enlist and help motivate more *different* people as volunteers. If volunteering is a basic human right, then how do we find ways for all humans who want to serve, who would be benefited from serving, to find a place to serve?

I see the VAC as a hub of activities, not an umbrella, a place where relationships will intersect in a community, and a catalyst for all sorts of adhocacies.

In many ways, the work of Volunteer Centers will remain a vibrant tribute to Hat Naylor's work and dedication to the volunteer community.

—Kenn Allen

More Than 380 Strong Across the Country



Volunteer Centers in Partnership



By definition, Volunteer Centers must work in active partnership with other organizations if they are to fulfill their mission of leadership and mobilization. Here are some of their most important partnerships:

- With VOLUNTEER.** Serving as the hub of the national network of Volunteer Centers, VOLUNTEER—The National Center provides a broad range of information-sharing, training and technical assistance services, and helps build public awareness of the work of local Centers. Over the past 15 years, some 150 Volunteer Centers have been involved in special national demonstration projects, often funded through national pass-through grants from private foundations or government agencies. Over 125 Volunteer Centers annually attend The National VOLUNTEER Conference.

- With United Way.** Roughly 80 percent of all Volunteer Centers receive a portion of their local funding from a United Way, representing the United Way's commitment to support for volunteer recruitment, referral and support services. About 20 percent of the Volunteer Centers are operating divisions or departments of a United Way.

- With the Association of Junior Leagues and National Council of Jewish Women.** AJL and NCJW have been active advocates for the development and growth of local Volunteer Centers, with a number of their local units assuming major leadership roles in the creation of new Centers. In many communities, these organizations provide ongoing volunteer and financial support.

- With other Volunteer Centers.** Recognizing the value of interaction, sharing and joint planning, Volunteer Centers in at least 20 states meet on a regular basis with one another. Formal associations exist in Alabama, California and Nevada, Florida, New York, North Carolina, Texas and Virginia. California has created two regional associations—north and south—and the New England Volunteer Centers recently formed its own regional association.

- With government.** A number of Volunteer Centers have served through the years as local sponsors for Retired Senior Volunteer Programs, Foster Grandparents programs and VISTA. In addition, Volunteer Centers work closely with local government to enhance the involvement of volunteers in public agencies.

Voluntary Action

NEWS

Nursing Home Volunteers Circulate Art—and 'Heart'—in Bergen Co., N.J.

By Judy Haberek

A picture may be worth a thousand words, but it is also a source of stimulation and pleasure for nursing home residents who no longer can see meadows, mountains and other scenery firsthand. Now, thanks to the organizational efforts of the Volunteer Bureau of Bergen County, N.J., local nursing home residents can borrow pictures to hang in their rooms through the Circulating Art Project of the Bureau's Volunteers in Nursing Homes Program.

The Volunteer Bureau makes 50 prints available to each participating nursing home, which then recruits and trains volunteers to administer the program. Many already are working in the homes, and some volunteers are also on staff. Fifteen Bergen County facilities participate in the program—13 organized directly through the Volunteer Bureau and two who accumulated pictures on their own. More than 300 nursing home residents benefit from the opportunity to select a different picture every few months.

"Our residents absolutely loved the pictures and loved selecting the ones for their rooms," said Lenore Scanlin, activities coordinator for the Emerson Convalescent Center. "When they were hung, the staff had very good response from residents talking about their pic-

tures." Volunteers reported the pictures mentally stimulated residents and

made for conversation with each other about the prints.

A collection consists of 50 framed photographs, prints and original works, each a minimum of 16" x 20" and selected for its appropriateness. They must be cheery and bright and able to revive long forgotten memories. As such, most scenes portray animals, landscapes, mountains, lakes, country villages and children. (Continued)



Volunteer delights nursing home patient with framed photo.

Photo by Steve Friedman

Security has posed no problem, but the Volunteer Bureau advises reasonable precautions. Each picture is numbered on the back and on a separate sheet with a brief identifying description. Volunteers are responsible for records and upkeep. Funds for the pictures come from a variety of community resources, and the art is obtained commercially or from individual contributions from artists, photographers or galleries.

Volunteers distribute the art on mobile carts, art carts or simple laundry carts. The residents benefit not only from the artwork but also from the volunteers' companionship. Volunteers who have trouble striking up conversations find that the pictures ease the process.

A measure of the program's success can be seen at Bergen Pines Community Hospital, the tenth largest community hospital in the U.S.

"We started out with 50 pictures," said Lois Horowitz, hospital volunteer director, "and now have 690—one for each bed in the long-term care section."

Noting that volunteers even hang pictures in the rooms of comatose patients, Horowitz tells the story of a Vermont patient whose family picked out a picture of a wooded scene similar to the view at the patient's home. When he came out of his six-week coma, he continued the same conversation he was having at the time he was first stricken at home.

The program was first introduced at a short-term care hospital by Dr. Lynn Thompson, a New Jersey doctor and artist. It worked so well that the Volunteer Bureau reasoned the program would benefit long-term patients even more. The Bureau was right.

Volunteer Bureau Director Marguerite "Pep" Logan noted that the Circulating Art Project has been so successful it has expanded to additional nursing homes in her area and has provided the impetus for its establishment in Morris County through that area's Volunteer Center.

All articles in the News section were written by the following freelance writers in the Washington, D.C. area: Dorothy Berger, Judy Haberek, Danny Macey, Suzanne Majors and Heather Perram.

Jacksonville Singles Find Volunteering on the 'Upbeat'

The desire to contribute something worthwhile to one's community has been wedded to the desire of single adults in Jacksonville, Fla., to meet other singles. The Upbeat program of the city's Volunteer Center limits participation to single adult volunteers, but requires specific levels of involvement so that Cupid does not take precedent over commitment.

Volunteer Jacksonville Director Sarah Monroe noted that the Center started the program to tap the large 40 percent of Jacksonville's population that is single. Many never had volunteered before, but the singles incentive gave many the impetus to do so.

To participate, volunteers must attend half of Upbeat's scheduled monthly meetings, Monroe explained, and they must help with a minimum of four projects a year.

"Some of the projects are more glamorous than others," volunteer Steven Greenwald admitted, "but they are fun." For example, Greenwald is looking forward to participating in the world's longest chorus line—3.3 miles of amateur dancers hopefully kicking in unison. The project will take place

along the boardwalk on the city's St. Johns River. The boardwalk locale was also the setting for a booth staffed by Upbeat volunteers who sold beer, wine and soft drinks at a city jazz festival.

As an alternative to the bar scene, dating services and personals ads, Upbeat also seems to provide an informal selection process that guarantees all participants have an inclination and a willingness to give their time to community help projects.

Greenwald, one of the original volunteers, praises the humanitarian traits of the volunteers and the attitude of the people who are willing to give of themselves. He added that it was one of the main features of the program that attracted him. He has been part of the project for almost two years.

His interest has not let up, he said, because the program draws such a wide strata of persons, from professionals to blue collar "to any collar." Volunteers range in age from the 20s to the 60s. Greenwald has met a lot of persons through the group, many of whom have become solid friends. These "good buddies," Greenwald says, are yet another fringe benefit of the program.

Greenwald learned about Upbeat through his membership in the local Young Republicans club. Volunteer Jacksonville had sent information on Upbeat to the club's mailing list.

Upbeat has grown so much in the past two years, however, that it now must limit its membership due to fi-



Jacksonville's singles enjoy Upbeat's volunteer activities.

nancing constraints. The Volunteer Center no longer actively advertises for new volunteers, relying instead on word of mouth and previous publicity.

Greenwald estimates that maybe a third to half the volunteers are attracted primarily to the singles aspect of the program and that two-thirds of the roster are active members. Monroe's estimate is that about a third of the members form the core group of volunteers.

In addition to plans to kick up their heels in a chorus line, the volunteers have done more serious work such as painting a day care center and working with Special Olympics children. They also usher at the Florida Theatre, take part in fundraising efforts and annual events such as the area's spring music festival and the YMCA fitness festival. One of the mainstay and most popular projects for the group is the opportunity to serve as marshals at the Gator Bowl parade where they handle crowd control and organize other parade participants.

Some of the projects are the result of the volunteers' own initiative. Greenwald wants to try to organize a picnic outing, for instance, for a busload of senior citizens in nursing homes.

In addition to getting the chance to meet other singles while taking part in special projects, the regular monthly meetings are also an occasion for socializing. The local Sheraton hotel donates a meeting room for the group, provides a cash bar and free munchies for the one-and-a-half to two-hour meeting. Greenwald added that he and others also use the meeting as a prelude to getting together for dinner after the meeting.

Upbeat is sponsored by the Atlantic Bank and receives partial funding from the United Way. As for the romantic and matchmaking aspects of the program, there is a steering committee of 10 volunteers, two of whom are now married to each other. Greenwald knows of two marriages in the program and both he and Monroe know of other steady relationships. If Upbeat volunteers do eventually tie the knot, they are automatically out of the program, of course, because it is open to single adults only. They are not forever barred from the ranks of volunteers, however, and many simply join other projects of Volunteer Jacksonville, which recruits 8,000 vol-

unteers a year, Monroe says.—*Judy Haberek*

■ Volunteer Jacksonville has produced an Upbeat Manual for developing a volunteer program for singles in other communities. See listing in Tool Box near back of this issue.

In White Plains, N.Y., NOVA Volunteers Give Something Back

By Suzanne Majors

In 1979, after a fire swept through the top floor of a White Plains, N. Y., public housing apartment building for senior citizens, Ethelda Morgan, a graduate student in social work, became concerned about how they would rebuild their lives and cure their feelings of helplessness and isolation. So she contacted the local Retired Senior Volunteer Program for guidance, and soon was organizing senior lounges and potluck suppers to acquaint the elderly residents with their neighbors.

After this initial self-help phase, the seniors began looking toward their community. The result was Neighbors Organized for Volunteer Assistance (NOVA), a group of senior public housing residents organized under the auspices of the Retired Senior Volunteer Program and Volunteer Service Bureau of Westchester County, N.Y. Morgan became NOVA's first pioneering director.

NOVA is unique, according to Bill Straubinger, Volunteer Bureau director, because it provides outreach for seniors and offers public service opportunities for nontraditional volunteers.

"These were people who had services given to them all their lives," Straubinger explained. "NOVA was their way of giving something back to their community."

For example, senior NOVA volunteers sell their hand-made arts and crafts in hospital boutiques and offer their services to such organizations as the March of Dimes, American Cancer Society, American Lung Association, American Red Cross, League of Women

Voters, Urban League, local hospitals and day care centers. In a recent year, 74 NOVA volunteers provided over 24,670 hours to Westchester County groups.

NOVA also sponsors projects to educate seniors about their health and safety. In one seminar, the fire department demonstrated how residents should evacuate in the case of fire. This was particularly important to these seniors, since many of them already had witnessed damage to their home in the earlier blaze.

Since seniors are often crime targets, NOVA contacted the police department's Victims' Services Unit to teach them how to protect themselves. The Unit also helped many members install new locks on their doors.

NOVA also brought in nutritional counselors to teach low-income seniors how to cook healthy meals for one. The Red Cross taught them how to administer cardiopulmonary resuscitation (CPR). A representative for the Con Edi-



son utility company was invited to explain how to lower utility bills. A mental health organization also volunteered to discuss any concerns seniors had.

To better coordinate the services for the seniors and facilitate their activities in the community, NOVA cosponsored the formation of the Public Housing Organization Coordinating Useful Services (PHOCUS). In monthly meetings at the local housing authority office, community service organization staff members and senior volunteers discussed ways local service groups could combine their efforts for a common purpose. For instance, one group donated van pools to take NOVA volunteers on per-

sonal errands as well as to the organizations they would be serving that day.

"This concerted effort produced better and more cost-effective service for everyone," Straubinger said.

NOVA was originally funded by a United Way Special Program grant. In subsequent years, NOVA's expenses were paid by RSVP. Some money also has come from New York State's Office for Aging and the City of White Plains' Community Development fund.

NOVA has given many senior public housing residents something to look forward to in their lives, according to 84-year-old Sarah Serra.

"I was a home body," she said. "I never went places. I only did my shopping and worried about my aches and pains. But now my life has changed. When I get up in the morning, I know that I have some place to go and I forget my troubles.

"Since I retired in 1967, I was very upset. I wanted to do volunteer work, but I didn't know how to go about it. Thanks to Mrs. Morgan and NOVA, I feel much better now. My family is very happy that I push myself the way I do."

Hortense Johnson describes life before NOVA as "having nodding acquaintances in the building. No one organized the neighbors to care."

Now, Johnson says, "We check on each other's welfare. Friendships are blossoming. If you can't get out of the building, at least there is a reason to get dressed and come down to a planned program—a volunteer activity, hand crafts or some interesting training or information. It has taught us to take pride in our building. Getting on the elevator, youth now show concern for the elders."

Westchester County RSVP Project Director Linda Acevedo commented, "These NOVA volunteers working through the RSVP program have discovered the universal truth about volunteerism—the more you do for others, the more you get back in return. These volunteers probably get more out of their work because no one expects this from them."

**DATES
TO REMEMBER:
NATIONAL VOLUNTEER WEEK
April 20-27, 1986**

Students Make Safe Rides Respected Alternative in Johnson City, Tenn.

By Heather Perram

The fact that drinking while driving is the number one cause of death for 15-to-24-year-olds in this country has prompted many communities to encourage safe driving and to educate young people about the dangers of alcohol. In Johnson City, Tennessee, Project STAR (Safe Teens and Roads) encourages the community, particularly teenagers, to become involved in activities that promote responsible drinking and safe driving.

Administered by Comprehensive Community Services (CCS) of Johnson City, Tennessee, Project STAR is a five-point program that includes "Safe Rides," a safe, confidential alternative



to driving drunk or riding with someone who has been drinking.

Run by volunteers recruited by Volunteer Johnson-City, CCS's volunteer clearinghouse, Safe Rides operates on Friday and Saturday nights and during prom, graduation and holidays such as New Year's Eve. The volunteers, who are students at the local high school and colleges, answer the phones and provide rides to anyone who calls and requests a safe ride home.

The teenage volunteers are supervised by an adult volunteer who coordinates the calls and is available to handle emergencies. A local cab company is on stand-by to provide rides when there is an overflow, and the police and rescue squads are on alert. More than 50 volunteers have been trained and participated in the program since it began in November 1985.

Patricia Ivens, Project STAR coordinator, adapted the idea for the program

from a similar one that worked successfully in Texas. She felt that such a service was particularly needed when the county that surrounds Johnson City recently began allowing alcohol sales. This made it a popular destination on weekend evenings, attracting people from neighboring dry counties.

Ivens faced two obstacles at the start: The drinking age in Tennessee is 21, and the area is heavily Baptist, a denomination that forbids the use of alcohol. While teenagers are not legally permitted to drink, she said, it was realistic to assume that they do drink and therefore need guidance about alcohol and its effect on driving.

To ward off criticism that Project STAR might actually promote drinking, television spots were aired several months before the program began. One spot depicted a family that advocated responsible drinking; the other showed a family whose beliefs forbid the use of alcohol. The latter's message was that while drinking may be wrong, drinking and driving create a serious situation that must be addressed.

Project STAR enjoys tremendous support from the community and has been very successful in recruiting volunteers from the city's high school, Science Hill, and from East Tennessee State University. At the high school level, volunteers and staff from CCS present a three-hour alcohol awareness program to students through their driver's education classes. Students are then invited and encouraged to use and volunteer with Safe Rides. Volunteers are also recruited through the school's civic-oriented service clubs and through religious youth groups.

At the college level, Project STAR works with fraternal and other campus organizations and has been successful in recruiting volunteers and promoting responsible drinking.

STAR recently sponsored a non-alcoholic drink contest, awarding prizes to the organizations that produced the tastiest concoctions. The drinks then were featured as specials in local bars and restaurants, which also display the

Safe Rides flyer giving its phone number and hours of operation. Flyers are distributed regularly to schools and businesses.

Ivens characterizes the teenage volunteers as "very special kids—they have to be to give up their weekend fun and work these hours (10 pm to 2 am)." Their tangible rewards are few: pizza and sodas at the Safe Rides center.

Local radio and television stations routinely congratulate the volunteers (by name if they wish) through PSAs. Ivens feels that the volunteers' greatest motivation, however, comes from the sense that their work is important and that they are helping to preserve the lives and health of others. In an unfortunate coincidence, a student at Science Hill was critically injured by a drunk driver just as Safe Rides began operating. This incident served to underscore the need for service and for volunteers.

"We treat volunteers as responsible adults," says Ivens, and thus far the volunteers have avoided being tagged by their peers as "goody-goodies." The alcohol awareness program has served to impress the students with the gravity of the situation, and the strictly enforced confidentiality of Safe Rides has made the students comfortable with using and supporting the service.

George Pitts, a driver's education teacher and basketball coach at Science Hill, is an adult volunteer with Safe Rides. He participated in a similar program at his former school in Knoxville, and is an enthusiastic supporter of Project STAR. As an educator, he sees the program as "a chance to help kids understand the seriousness of drinking and driving—volunteering teaches them to be more responsible."

Pitts agrees with Ivens that the student volunteers are highly motivated by seeing the results of Safe Rides. As a measure of its success, Ivens points out that there were only three arrests for driving under the influence of alcohol on New Year's Eve in the Johnson City area.

Pitts, who was recently honored for his efforts by Volunteer-Johnson City, is clear about his motivation for volunteering—promoting responsible drinking and saving young lives.

"Even if I couldn't get the students involved," he says, "I'd do it by myself."

Keene, N.H. Volunteers 'Put It Together' for United Way—and Guinness Record Book

By Danny Macey

Drawing from both the personnel and resources of one small New England Volunteer Center, a local United Way chapter recently put together a volunteer project—piece by piece—that not only engaged the entire student body of a neighboring college and raised an unprecedented amount of funds but also captured a world record!

Under the auspices of the United Way and Monadnock Volunteer Center in Keene, New Hampshire, more than 600 Keene State College students and staff constructed the world's largest jigsaw puzzle as the kick-off event for southeastern New Hampshire's 1985 United Way fundraising campaign.

Rallying around the theme, "Let's Put It Together," the campaign raised nearly \$45,000 over its initial goal of \$805,952—with 51 percent of the goal raised only 10 days after the campaign began.

"It was just an incredible project that

brought the entire community together," say Dixie Gurian, Monadnock Volunteer Center youth director who chaired the campaign. "And I think that once we got into the project, the kids really started to get a grasp of what United Way was about."

The 84' x 56'-jigsaw puzzle contained over 15,000 4" x 4"-cardboard pieces that, when put together, depicted the United Way's logo. Local businesses and individuals donated most of the materials, so that the entire project cost the campaign only \$500.

Armed with jigsaws, a battalion of local artists began cutting the image in an armory months ahead of the scheduled September 21 kick-off date. The pieces were then numbered according to puzzle quadrants and brought to the Keene State College gymnasium where the assembly process began Saturday morning at nine.

Thirty teams of mostly fraternity and sorority members and college staff worked through the night completing all but one piece of the puzzle by 8 a.m. Sunday.

"There was such a festive mood in the gym throughout the entire process," Gurian said. "The students took dance breaks, which seemed to propel them on through the night."

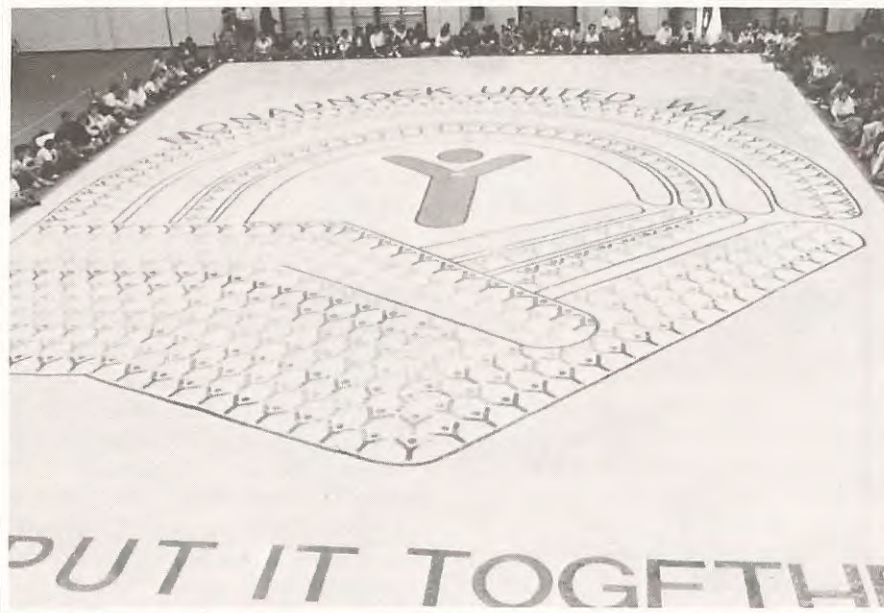
A Keene pizza shop donated food and tee-shirts, while a local beverage company supplied drinks and a retire-

(Continued on next page)



Keene State College student volunteer ponders a few puzzle pieces.

Photo by Allan Mendelson



Keene State College students survey their handiwork—the world's largest jigsaw puzzle.

ment home baked jigsaw shaped cookies for the event.

The final piece was put in place during a ceremony the next day where a certified public accountant verified the actual number of puzzle pieces and a check, representing 13 percent of the campaign's goal raised prior to kick-off, was presented to the United Way. The Keene community, who had watched the puzzle assembly in cautious amazement, gave a standing ovation.

The product of the rural New Hampshire township's volunteer endeavor will be included in the 1986 Guinness Book of World Records as the world's largest jigsaw puzzle, according to Gurian. It will replace the current 14,000-piece puzzle constructed by Hallmark Greeting Card Co. for Macy's department store in New York.

Gurian and special project coordinator Dave Westover began brainstorming last February for a special event that "was more than just a bake sale," Gurian said. They wanted to involve students in some capacity while at the same time breaking a world record.

"We then ran out and spent \$3.50 for the Guinness book and leafed through it to find a record we could break," she says. "And the puzzle seemed like the perfect fit for our theme of 'put it together.'"

One of the major obstacles to the project was involving the students and keeping interest and spirits high during

the preparation work. Gurian and her crew of volunteers stuffed freshmen orientation booklets with teasing flyers that asked, "What are you doing September 21?" and "Do you want to help break a world record?" Key members of the student body, such as resident dorm advisors and fraternity presidents, were recruited to enlist their constituents.

"We really felt overwhelmed at times but once the word got out that we were attempting this project, there was no turning back and we just had to put it all together," Gurian recalls.

Reaching their goal of \$805,952 came a lot easier than anyone anticipated, with the puzzle kicking off the shortest annual United Way fundraising campaign in the history of the international organization: It lasted only 29 days. And the volunteers surpassed the goal by nearly \$20,000 that day as well.

The funds raised through the campaign's efforts will aid the Monadnock Volunteer Center, the YMCA, the Salvation Army, a women's crisis center, family planning activities, a hospice and several youth service organizations.

Along with the Volunteer Center's ongoing volunteer recruitment campaign, the project helped raise the number of steady volunteers to nearly 1,000, with the largest increase coming from the student population, according to Allen Mendelson, the Center's RSVP director.

Dalton VAC Provides Lifeline at 'Press of a Button'

Independence and the ability to live in their own homes are goals of nearly all senior citizens—even those with frailties and medical conditions that require attention and monitoring. That opportunity for maintaining independence is the heart of the Voluntary Action Center of Northwest Georgia's Lifeline program, which provides immediate, 24-hour access to community medical and social services at the press of a button.

Through portable, electronic "help buttons," 74 Dalton, Ga., residents, mostly senior citizens, are linked to the local hospital's switchboard. The button can be worn around the neck or wrist or carried in the pocket. When pushed, it activates a unit attached to the resident's telephone, which then automatically dials the hospital.

Backup for hospital personnel is provided by what the VAC calls a "responder"—a nearby friend or relative who will check on the resident if the hospital is not able to reach the person after the call button is activated. A timer—another Lifeline backup feature—is reset every time the elderly or disabled person uses the telephone. If the participant is unconscious or unable to reset the timer, Lifeline automatically calls them and begins the emergency response procedure.

Lifeline is unique, according to VAC Director Connie Woodward, because the VAC sponsors the program. Similar programs are usually sponsored by hospitals.

The program started in 1981 and receives most of its funds from the Dalton chapter of Pilot International, a civic service organization of executive and professional women. The Pilot Club of Dalton funded the hospital response center and still supports the project with money and volunteers. Members check on each of the 74 Lifeline participants each month and send them birthday cards. There have been 130 participants since the program began, some of whom are now deceased or have moved away.

The name Lifeline has proved to be most accurate, providing that crucial link that can mean the difference between life and death. Woodward relates the story of a 94-year old woman with numerous health problems. She fell out of bed one day, striking her head on a metal heater. Bleeding, she pressed the button on her unit and got the medical attention she so desperately needed.

In another case, a young female stroke victim suffering from impaired speech was able to communicate her need by pressing the Lifeline button. Crucial timing provided by the units was also instrumental for a stroke victim with a heart condition whose wife became panicky during an emergency.

The lifesaving units—designed by Professor Andrew S. Dibner, a Boston University specialist in rehabilitation and gerontology, and approved by the Veterans Administration—cost \$500 each and rent for \$10 per month. Most people can afford the \$10 a month, Woodward said. If they can't, they receive the unit free of charge through donations from civic groups such as the Pilot Club.

"We have yet to send out our first bill," Woodward added. The VAC handles the payments as a donation, so they are tax deductible.

There are 50 to 70 active volunteers in the Pilot Club who change the batteries in the units and go out on trouble calls.

"We couldn't do it without the volunteers' commitment," Woodward said. Clubs, church groups or individuals either donate a unit or make a monthly donation. A core group of about 20 volunteers conducts most of the interviews and installs the units. Such volunteers include folks like Jack Campbell, a retiree who works in the VAC office on a regular basis. He also installs the equipment and explains its operation to participants. Campbell admits that his wife—who still works—volunteered him for the job. Nevertheless, he has been at it for the past year and a half.

The Center's current equivalent of two-and-a-half full-time staff will be aided by the addition of a third person next year who will work with all the Lifeline volunteers—many of whom are in the office two and three times a week. The Center also will receive a computer through VOLUNTEER's Apple Com-



Dalton resident maintains independence with Lifeline hook-up—and volunteers.

puter Program to help with the paperwork and bookkeeping.

Dalton's Lifeline program was one of the first in the United States. It has been so successful that the Pilot Club has expanded its sponsorship to other states. Woodward noted that in her area, there are now Lifeline programs in Gainesville, Fla., Calhoun and Macon, Ga., and Chattanooga, Tenn.—*Judy Haberek*

Dallas VC Video Wins Gold Medal

The Volunteer Center of Dallas received a gold medal in the public service category at the 28th Annual International Film and TV Festival of New York for its music video, "Volunteers in Lauperland." The six-minute video promotes volunteering by portraying a Cindy Lauper-type character in several humorous volunteer situations.

Producer Rick Woodnl and Director Bruce Deck donated their time, recruiting their all-volunteer cast from local talent. Morgana Shaw stars as the fun-loving volunteer.

The video was produced for the 1985 Annual Volunteer of the Year Awards Luncheon, sponsored by Atlantic Richfield and Company, Sun Exploration

and Production Company and the Volunteer Center of Dallas. Both corporations helped provide funds for materials and equipment rental to produce the video.

"Volunteers in Lauperland" was one of only three Texas gold medalists. The winners were announced at a banquet on Friday, November 15, 1985 in New York, featuring Louis Gossett Jr., Oscar-winning star of "An Officer and a Gentleman," and Phylicia Ayers-Allen of "The Cosby Show" as master and mistress of ceremonies. One week later, the Volunteer Center held a reception to celebrate, recognizing the cast, crew and companies responsible for the award-winning video.

■ To obtain a copy of the videotape, see Tool Box near back of this issue for details.

Frankfort Ky., Volunteers Feed Hungry in All Seasons

In Frankfort, Kentucky, private contributions are funding a program that feeds the needy seven days a week. This Emergency Food Pantry is unusual because of its every-day service and because it is such a large program for a city its size. Even though it is the county seat, Frankfort's population is only 35,000.

Frankfort's Bureau of Volunteer Services trains and provides volunteers for the Pantry, which was started five years ago by two community service workers.

"The Pantry is located in a local church and is stocked through two food drives and with money on hand," says Alene Ransdell, director of the Volunteer Bureau.

"In November and April, we work with the Kiwanis Club to collect packaged goods from the community, but our uniqueness comes from our volunteers, who pick up food every weekend from local grocery stores. The grocers donate day-old bread and bakery goods, which we use to stock our pantry and distribute every weekend to the homebound.

"On the way back from the stores, the volunteers drop off the food on a regular

basis to those who are shut-in. It was the Volunteer Bureau's Provide-a-Ride transportation program that made many volunteers realize some of these people needed food, too."

Agencies such as the Salvation Army, American Red Cross, mental health centers, soup kitchens, churches, Head Start and the Department of Social Insurance and Social Services register with the Pantry. When a family contacts one of these agencies or organizations for help, the agency then calls the Pantry, requesting food and giving a family profile.

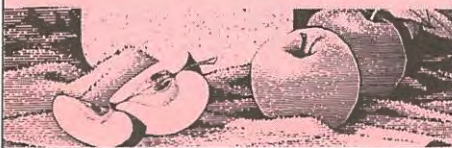
Food is distributed according to the number and needs of the family members. A dietitian has predetermined the nutritional requirements of men, women and children in their various age groups as a guideline for the Pantry. Once the order is filled, a volunteer takes the food to the family.

Though Pantry volunteers contact families, only agencies may contact the Food Pantry, whose location is "somewhat" secret, Ransdell says. One family may only apply for help three times in a six-month period, except in cases of emergency. The program exists for people with emergencies, which differentiates it from a soup kitchen-type operation.

"Many recipients are people who suddenly get laid off or whose food stamps get tied up or delayed," Ransdell said. "Last year, we helped over 1,500 families and served over 60,000 meals."

Whenever the Pantry stock gets low, "a call is put out to schools, churches and social service organizations to bring in some more food," Ransdell said. "Our volunteers work seven days a week and are not even reimbursed for expenses. We have about 500 registered volunteers, of which 350 are active."

Other benefits of the program are centralized coordination and accountability. Since all the local agencies are registered with the Pantry, Ransdell said, "we don't duplicate effort and we can tell if people are abusing the system. Now we have a record of it."—Suzanne Majors



Syracuse Volunteers Humanize Criminal Justice System

By Dorothy Berger

From January to November of 1985, over 28,000 crime victims received aid and sympathy at the Victim-Witness Assistance Center in Syracuse, New York, a program of the Volunteer Center. These people had collectively suffered the gamut of violations against their persons and property. They had been robbed, raped, beaten, stabbed, shot, and threatened with reprisals if they dared to testify against their attackers.

Each victim felt a little less safe, not quite as confident as before. What they needed was a warm, caring, knowledgeable friend to help lessen their fears and to guide them through the bureaucratic maze.

The well-trained, empathetic volunteers at the Center are always ready to provide that assistance.

"Here, at the Center, is one place where volunteers can see the results of their efforts," said Jean Greene, Volunteer Center director. "Volunteers actually run this program, and we have no trouble recruiting them. In fact, currently many are on a waiting list."

The moment a victim-witness arrives at the Center, he/she is greeted in a warm, reassuring manner by a volunteer. It is that person who guides the victim through the legal justice system, explaining what happens if the victim prosecutes, helping the victim fill out complaint forms and affidavits, assisting the victim in getting needed help.

Sometimes a person may be undecided about whether to press charges, Greene said. In that case, the volunteer would refer him/her to an assistant district attorney for legal counseling.

If the witness is a mugging victim in need of medical treatment, the volunteer would refer that person to the Victim Compensation Board for medical compensation.

"Many times when people are mugged," Greene said, "they lose their household money or glasses. The volunteer will see that the victim is given household money and that glasses are replaced."

Since the Victim-Witness Assistance

Program is a complete service to meet every need the victim may have—monetary, medical, emotional—the volunteer learns how to coordinate the Center's services with agencies' services and how to work within the criminal justice system.

"The most important part of our training program, however, is teaching the volunteer the importance of empathizing with the victim," Greene said. "For example, some of the people who come to us for help can't read or write. The volunteers have to learn how to tactfully help such a witness fill out a complaint form. Or a victim might be emotionally shaken by her exposure to the crime, and the volunteer has to learn how to tactfully lead her to a psychiatric counselor."

"Volunteers help in every way they can, from notifying the victim on the status of his/her court application to getting the victim's property released when it is being held as court evidence. They provide transportation to get the victim to court and escort them through the courts. They also staff our 24-hour Help Line Information Service, which is part of the witness-victim program."

Volunteer Barbara Surowich has been involved with the program for three years.

"It gives one a feeling of really helping people through a difficult period," she said. "if, for example, we can encourage a battered wife to stick by her complaint, go into a shelter, get a job, and start a new life."

"The most frustrating part of the job is in such situations as when we get a very young prostitute, maybe 15 or so, who has been beaten up by her pimp. When she comes in, she's mad, ready to file a complaint. We try to encourage her to go to a shelter or back home, finish school, get a job, start a new way of life. The next day, she comes back and withdraws the complaint. She's scared. There's a man waiting in the other room. We know who he is. We know he's threatening her, but we can't do anything about it. There's a shelter she

she's too scared. We have to accept their withdrawal."

In addition to working at the Center, Surowich serves on the Center's Advisory Board, which functions to make the various agencies more aware of each other's services. Judges, lawyers, police, physicians, and concerned citizens sit on the Board so that "when a person comes before a judge, the judge will know there is an agency that can help the crime victim out," Surowich ex-

plained.

Center volunteers also advise people who have been called as witnesses to a grand jury. They explain a grand jury's function so that the witness will know what to expect upon entering the hearing room.

"What we do here at the Victims Witness Assistance Center is to humanize the criminal justice system," Greene said. "We make it more palatable to the victim as well as the witness."



Photo by John H. Fooks

Paul Mullin, criminal law associate with the Onondaga County District Attorney's Office, explains an entry on a client in-take form to Mary Cooney, Victim-Witness Assistance Program volunteer.

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by Ralph G. Navarre, A.C.S.W.

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Setting Standards for **VOLUNTEER** Programs



As a community's central clearinghouse for volunteers, the Volunteer Center plays an important role in establishing standards to help organizations create and maintain the most effective volunteer programs possible. Standards are the criteria for excellence in managing volunteer programs, addressing specific areas of volunteer program management.

In Boston, the United Way's Voluntary Action Center adopted the following standards in 1975 in response to numerous requests for volunteer program planning. Today, the VAC conducts standards workshops for interested organizations whose volunteer programs have been in operation for at least one year. They are invited to attend a session in their service area (e.g., health care), where they fill out a VAC evaluation form and submit materials for Standards Committee review. These include volunteer job descriptions, record-keeping forms, organizational policy/support statement, etc. But the standards workshop also affords the opportunity to meet similar groups and focus on common issues and problems as well as consult with VAC staff and learn more about VAC training sessions and consultation services.

From the evaluation, organizations can see if their volunteer programs meet VAC standards requirements; if they do, they benefit from VAC and community recognition of their excellence and are included in the VAC's "Volunteer Opportunities Book."

THE BOSTON VOLUNTARY ACTION CENTER'S STANDARDS PROGRAM

The word *standards* is defined as acknowledged basis for comparison or measuring; criterion; a degree or level of requirement, excellence, or attainment (*American Heritage Dictionary*, New Dell Edition, 1984).

VAC criteria measure the overall agency support of volunteers and volunteer programs, effectiveness of management techniques used in running the volunteer program, and the degree to which the organization maximizes its volunteer's skills and time.

Here are some of the benefits of a standards program:

- It protects the volunteers, who deserve assurance that VAC's referrals are to agencies committed to sound volunteer management practices.
- It clarifies VAC's expectations of agencies and agencies' expectations of their volunteers.

- It positively influences the effectiveness of the volunteer program.
- It can be a planning tool for agencies striving to improve their volunteer program.
- It encourages professionalism and high values among volunteer coordinators through training offered and assistance rendered at VAC by staff and colleagues.
- It improves administrators' and volunteers' image of volunteering by recognizing that there are defined management and professional benchmarks.

Administrative Support and Policies

1. The Volunteer Program shall have the support and approval of its organization's administration.
—This implies that the leadership of the organization will seriously consider the benefits and costs of the Volunteer Program to the larger institution.
—There will be a commitment of resources to the volunteer program by the organization. Such commitment is contingent upon a reasonable level of benefits from the Volunteer Program to the organization relative to program costs.
2. The organization shall designate one individual to coordinate volunteers. This person will serve as liaison between the community, the volunteers, and the paid staff of the institution. It is preferred that only one person from the organization serve as the contact point for all outside relationships relevant to the Volunteer Program.
3. All paid staff shall be fully informed about the volunteer program and individual staff responsibilities to volunteers.
4. Serious consideration shall be given by the organization to its policies concerning insurance, reimbursement for out-of-pocket expenses, uniforms, working conditions, and other benefits to volunteers.
5. Volunteers shall not displace a paid worker or be placed in a position for which funding is available.

Program Administration

6. Written volunteer job descriptions shall be created and made available to prospective volunteers. These descriptions shall be updated as necessary and shall delineate time commitment, necessary skills and actual duties.
7. Each prospective volunteer shall be interviewed by the person designated by the organization to coordinate volunteers.
—Placements should match the volunteer's skills, talents,

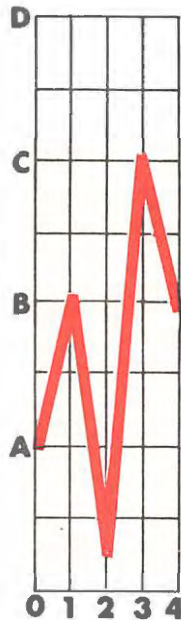
and interests with the organization's needs and should be made as quickly as possible.

—If such a match cannot be made, the volunteer should be referred to a central volunteer referral office or another suitable agency.

8. Records of individual volunteer service shall be maintained with appropriate safeguards for confidentiality. Such records shall contain at least the following information: type of assignment, work performed, hours served, performance evaluation.
9. There shall be periodic evaluation of the volunteer program.
 - Program goal should reflect the needs of the volunteers as well as of program participants.
 - The objectives should be specific, measurable, and obtainable.

Volunteer Support Systems

10. Orientation to the organization and its volunteer program and policies shall be given to the volunteer prior to his/her beginning work. The orientation shall include both a conceptual overview and a more detailed operational description of the organization and its programs.
11. Initial and refresher training shall be provided as appropriate. Provisions shall be made for upgrading volunteer responsibilities as desired by the volunteer and appropriate to the organization.
12. Clearly defined lines of supervision shall be communicated so that volunteers will know to whom they are responsible.
 - Direct supervision of individual volunteers shall be provided.
 - Frequent meetings between volunteers and supervisors shall be held on a regular basis to assure continued communication.
 - The supervisor will discuss with each volunteer his/her work, focusing on recognition for positive efforts and strengthening areas of weakness.
13. Recognition of volunteer services, both individually and as a group, shall be given in ways appropriate to the program.



Graphic from Boston VAC's standards program brochure, "Measure Your Success."

As I See It

Donna Alvarado, Director, ACTION



has upon this great and wonderful land."

For 15 years, ACTION has sponsored and supported volunteers who serve through community centers where human needs related to the elderly and the poor are addressed. Volunteer Centers set the pace for the future. They show that Americans can meet every challenge facing our communities by developing available volunteer resources.

Senator Dave Durenberger (R-Minn.), Board member, VOLUNTEER—The National Center

The heart of America is to be found in the values of our voluntary associations. Our nonprofit organizations are an important force in producing human services and in preserving our culture, by tapping the wealth of human talent known as the volunteer. Although government may guarantee access to opportunity and security in life's essential needs, government is not very good at producing either opportunity or the services that mean security to the individual.

That function, that kind of citizenship, is the source of compassion in our society. It is by participating in the life of the community that we come to understand the needs of others and the values that make America great. I can't over-emphasize the importance of the local Volunteer Centers that act as a central clearinghouse and a training center for those individuals who want to share their energy and abilities.

Carole P. Hart, President, Association of Junior Leagues, Inc.



Volunteer Action Centers are an invaluable asset to any community, serving as a focal point for volunteer activity. Among their many important roles in promoting voluntarism, Volunteer Centers act as a clearinghouse for the needs of both volunteers and agencies, and promote the continuing education of volunteer directors.

Because Junior Leagues have long recognized the value of Volunteer Centers, many Leagues have been instrumental in organizing these centers in their communities. Leagues have a long and happy history of partnership and collaboration with Volunteer Centers in activities such as convening community meetings, advocating for corporate release time for volunteers and honoring volunteers.

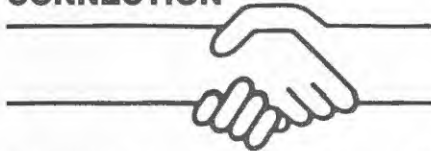
These are but a few of the ways in which Volunteer Centers and Junior Leagues work together for the betterment of their communities. The Association of Junior Leagues is grateful to VOLUNTEER for this opportunity to publicly salute Volunteer Centers.

Recruiting VOLUNTEERS



Using the Media to Recruit Volunteers

THE VOLUNTEER CONNECTION



Something special happened in North Texas in 1984: The Volunteer Connection.

The goals were simple—to enhance the image of volunteering while increasing the number of volunteers in the community.

Making it work required a team effort. The Volunteer Centers of the Dallas/Ft. Worth areas, five Junior Leagues and a major television station (in this case, the NBC affiliate, KXAS-TV) combined resources for a year-long public relations campaign.

How It Worked

- KXAS-TV donated airtime and production costs for the public service and news campaign. The television station pledged a minimum of one public service announcement (PSA) hourly, including daytime and primetime.
- The PSAs featured celebrities and others who explained why people volunteer and where volunteers are needed, such as youth and senior citizens centers.
- Phone numbers of the Volunteer Centers were displayed on the television screen, encouraging viewers to call for information.
- The station's news department created a mini-documentary to introduce the project and ran feature stories on individual volunteers and volunteer opportunities.
- The project was bolstered by local companies who relayed the message on bank

statement stuffers, utility bills, grocery bags and bus signs.

The Role of the Volunteer Center

- In its simplest form, the Volunteer Connection was an advertising campaign for the Volunteer Centers.
- The local Volunteer Centers continued as brokers between potential volunteers and agencies utilizing volunteers.
- Responsibilities of the Centers included counseling callers regarding their skills and interest, making placement suggestions and tracking the referrals.
- The Volunteer Connection has been an excellent vehicle for the Volunteer Center to encourage agencies to find new ways to utilize volunteers.

Organizational Structure:

A committee of community leaders was assembled to direct and manage the project. Junior Leagues and community volunteers

- staged the kickoff press conference
- approached companies for marketing support
- raised funds for the project
- interviewed community volunteers for potential television features
- contacted celebrities for PSAs
- staged a Volunteer Fair
- worked at the Volunteer Center.

Cost

Ten foundations provided money for brochures, stationery, postage, Volunteer Center forms, additional staff and equipment for Volunteer Centers, signs and posters.

Evaluation

Positive response to the Connection was immediate.

- For the year, referrals by Volunteer Cen-

ters increased 102 percent; 35,113 people were referred and 65 to 75% were placed.

- Between 450-500 agencies participated, with an average of 200 receiving referrals each month.
- Also, agencies reported direct calls by many new volunteers who did not go through the Volunteer Centers, but who were motivated by television PSAs and stories.
- A formal evaluation was completed by the Center for Organizational Research and Evaluation Studies at Texas Christian University, Ft. Worth.

—From the project summary in the excellent manual produced by the Volunteer Centers of Dallas, Plano and Tarrant County, Texas, and the Junior Leagues of Arlington, Dallas, Fort Worth, Plano and Richardson, Texas. See Tool Box near back of this issue for ordering information.

Notes

- Project planning for the pilot took six months—from January to June 1984 when the first PSA featuring youth volunteers appeared on KXAS-TV.
- The Volunteer Centers selected a monthly theme for the PSAs and suggested projects to be featured, which they felt gave them control over proper timing throughout the year (e.g., the PSA featuring "back-to-school" and "after-5 pm" volunteer placements were aired in August).
- Project organizers offered two half-day training sessions to explain the program to volunteer administrators of the agencies in need of volunteers and to stress the need for up-to-date volunteer job descriptions, particularly for after-5 pm placements, which were in great demand.
- Executive directors of the agencies received letters about The Volunteer Connection and its operation.

● Now in its second year, The Volunteer Connection includes a Saturday evening TV segment portraying volunteers in their placements—the idea of KXAS' weekend anchor, who hosts the show. The Volunteer Centers give her a list of volunteers to choose from. The taped profiles last about two to three minutes, with a fade-in of a sketch of the volunteer drawn by the station's artist. After the segment is aired, the station presents the drawing to the volunteer.

During the pilot year, a variety of activities were tried to enhance and ensure the success of the project. In reality, planners say, The Volunteer Connection could be a success with much less effort.

■ In addition to The Volunteer Connection Manual, the Dallas Volunteer Center offers a videotape highlighting all aspects of the media campaign. See details in Tool Box near back of this issue.

A ONE-HOUR 'RAISE YOUR HAND' TELETHON IN MEMPHIS

"Ours was unique because we did it on public TV," said Memphis Volunteer Center Director Marion Gruber of the Center's successful first telethon to recruit volunteers this past fall. "This resulted in minimal production costs, while greatly benefiting the station, Volunteer Center and corporate sponsors through tremendous community exposure."

The one-hour program, which aired last fall, opened with taped messages from the city and county mayors, followed by "teasers" from on-camera host/interviewers from other networks who asked, What does it mean to be a volunteer?

The tightly programmed hour included interviews with volunteers from one of three categories—working volunteers,

youth volunteers, and senior/traditional volunteers. After each interview, a list of the volunteer-seeking agencies (names only) in that category would flash across the screen as the host appealed for pledges of volunteer time. In the background, viewers could see the phone bank of volunteers recording pledges.

But that's only a small portion of the telethon. Viewers saw five taped features of local volunteer programs to get a first-hand look at the variety of volunteer opportunities available.

"We worked hard to select unique projects," Gruber said. "In one slot, for example, we showed volunteers in the United Cerebral Palsy Special Cargo Program, which offers horseback riding to children with the disease.

"In other profiles, viewers saw the Plough Towers Peanut Butter and Jelly Sandwich Makers, a group of retirement home residents who make hundreds of sandwiches every day for the hungry, and profiles of employee volunteer projects that are linked under our Center's Corporate Neighbor Program."

The hour included short spots to give information on volunteering and the Memphis Volunteer Center, a taped interview with VOLUNTEER President Kenn Allen, announcements by corporate representatives of their company's pledge, shots of Internal Revenue Service (a "Corporate Neighbor") staff tallying the pledges, and periodic updates—to background applause and cheering—of the total number of pledges received.

"It was extremely fast-paced and lively," Gruber said.

Despite direct competition from a World Series game, the telethon raised 222,550 hours of pledges. Gruber gives credit to the local Corporate Volunteer Council, whose financial and volunteer commitments made the telethon such a great success. Here's how it happened:

"The public TV station came to us," Gruber explained, "because it had selected volunteering as the focus of its community service 'investment.' We came up with the telethon as a means of raising community consciousness about volunteering.

"Then I took the idea to the Volunteer Center board, who loved it and made a commitment to be individually involved. Next, we went to the Corporate Volunteer Council, which at the time represented 13 companies in Memphis. They offered to provide financial sponsorship and all members committed their companies to involvement.

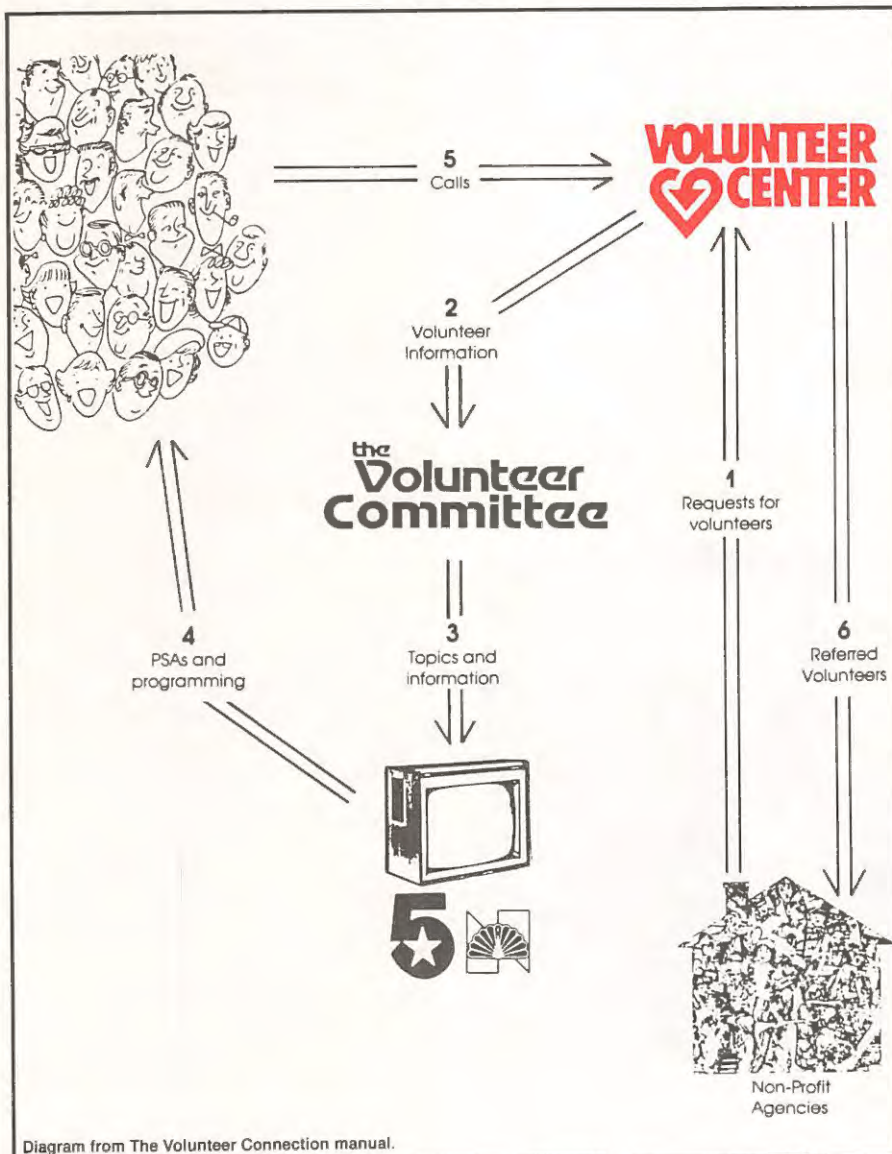


Diagram from The Volunteer Connection manual.

"Both the CVC and Volunteer Center saw the telethon as a great opportunity to provide an incentive for other corporations to join their programs."

Getting Started

The station gave the planners only one-and-a-half months to prepare their program, but Gruber says it forced them to work hard and fast.

"Actually, it helped generate a high level of excitement," she said.

A steering committee of representatives of WKNO, the CVC and Volunteer Center board and staff established plans for publicity, financing and program development, which then were developed by subcommittees. One of the first decisions was to entitle the program, "Raise Your Hand . . . Volunteer Telethon."

Publicity

Prepublicity included newspaper articles, public service announcements—prepared and donated by a local ad agency—on the major network stations and interviews on radio talk shows. WKNO assigned a public relations staff member to work with the publicity subcommittee, which helped a great deal and gave the telethon more clout, Gruber noted.

One newspaper article announcing the telethon contained a clip-out coupon for those who wanted to volunteer. The committee also bought one newspaper ad and arranged for coverage in the TV guide section on the day before the telethon.

The organizers also prepared and distributed flyers displaying the telethon's raised hand logo to schools.

Follow-Up

After the telethon, the committee publicized its success and results, particularly pleased to announce an almost 100 percent volunteer placement rate.

Because the TV callers were purposely not given information on where to go to volunteer, the Volunteer Center of Memphis sent follow-up cards thanking them for pledging and inviting them to attend one of four orientations, each at different times and days to accommodate anyone's schedule. Seventy-five percent of the volunteer callers attended these meetings. The Center's volunteer manager followed up with volunteers who did not attend.

Lessons

With plans to do it again next year, the telethon committee will do some things a little differently. For example, it will take six instead of less than two months to prepare, and it will make sure its on-air competition isn't as formidable as the American and National League champions!

Also, the planners will increase the number of taped segments featuring volunteer programs, which "were the best part of the show," Gruber says.

Benefits

In addition to the 280 nonprofits in Memphis who increased their volunteer rolls, "the telethon gave the Volunteer Center the greatest opportunity to recognize the corporate volunteer programs and to show the community what volunteers from the workplace are doing," Gruber said. "Nothing has done more for our Corporate Neighbor Program and the CVC."



Announcing the hours pledged midway through the "Raise Your Hand Volunteer Telethon," from left, Junius Davidson of Schering-Plough, Inc. and chair of the Corporate Volunteer Council of Memphis; Olin Morris, Channel 3 host; and Becky Davis of Union Planters National Bank and CVC chair.

HOW TO GET A TV STATION

Which Station to Approach?

1. Has the station shown previous support of community projects?
2. Does someone who could make the contact know the top decision-maker at the station?
3. Does the station run local PSAs?
4. Can the station make PSAs?
5. Is there a specific reason the station might need to improve its community image?
6. Is the station about to celebrate an anniversary and need a project?
7. Which TV station has the largest audience?

The Concept

Stations know that community goodwill is essential and therefore community service-type programming is important. Even though there is no longer the requirement that stations must provide community services to justify their license, the need for goodwill should continue.

The station can benefit by adopting The Volunteer Connection because it is identifying itself with a campaign that addresses a community need and supports all nonprofits in the community.

The station commits to giving a high percent of its PSAs for a specific period of time. In return, the campaign becomes the station's project with its name attached to it whenever possible. The Volunteer Center is responsible for referring volunteers, so the station is perceived as providing a tangible service.

Why the Station Should Agree

1. The evaluation of the pilot documents that the public's perception of the station as community minded is increased measurably.
2. Since the pilot project was an enormous success, the station would be adopting a tested project. A video describing the project is available for loan or purchase.
3. The project benefits every single nonprofit in the area cutting across the need of an entire community. It is rare to find a project that can do that.
4. The TV station would be doing what it does best—advertising, outreach, education, setting the public agenda and selling.

Who to See

- Send a letter to the station manager with an overview of the project and outline what it can do for the community and the station.
- Make an appointment with the gen-

eral manager, public affairs director and promotion director. Key volunteers, as well as directors of involved Volunteer Centers, should attend, but not more than four people.

What to Ask For

- 1. To guarantee an amount of gross rating points (the measure of the value of advertising time):** Higher ratings will be needed at first and then a minimum amount for maintenance can be established. Suggested level is 300 points for the first month and 100 points during the maintenance. The announcements should be distributed throughout the day including prime time. A good average is three to five PSAs a day.
- 2. To produce PSAs.** A minimum of three topics with 10-, 20- and 30-second versions of each are needed per month. This level is needed so that the spots don't become stale from over use.
- 3. To assign an experienced member of the station management to work with the project** (generally from the Community Affairs Department).
- 4. To air a special to introduce the project,** possibly a mini-series on the news each night of the first week to explain the project.
- 5. To provide in-kind services** such as project-related art work, staff time, public relations, promotion.
- 6. To assist project Steering Committee in raising funds** by attending meetings and, if necessary, giving on-air recognition to the contributors (in accordance with FCC Regulations and management discretion).
- 7. To participate in the project for a set length of time.** A year is recommended.
- 8. To air a special wrap-up of the project.**

What the Station Will Receive

1. The exclusive right in the area to have the Volunteer Center involved in the project.
2. A committee of qualified community leaders capable of executing the project and willing to work on it.
3. Equal partnership on the steering committee that runs the project.
4. An assurance that the Volunteer Center is capable of handling the increased level of referrals that is anticipated.
5. Their name on all project materials.

—Also from *The Volunteer Connection manual*. See details in Tool Box.

TULSA'S TWO-HOUR 'SPIRIT OF OKLAHOMA' VOLUNTEER TELETHON

Five months before the Memphis telethon, the Tulsa Volunteer Center went on the air for two primetime hours (7 to 9 p.m.), netting 116,501 hours of pledges by more than 700 volunteers.

"The telethon created an attitude of how volunteering is a part of all of our lives," said Mary Finley, Center director. "It definitely raised community awareness."

As in Memphis, who consulted with the Tulsa Volunteer Center, this was the city's first volunteer telethon. The Center was also approached by a local TV station (CBS affiliate KOTV), and it, too, worked closely with the local Corporate Volunteer Council in developing the program.

The two-hour format included videotapes of local volunteer programs and live interviews with volunteers, which were divided into seven categories of volunteering. There were also live appearances by local celebrities and agency directors and taped messages from the governor and business leaders. Each CVC member also appeared to announce his or her company's pledge of volunteer hours.

The telethon was organized by the following committee chairs:

1. Publicity/Promotion Chair, whose committee placed newspaper stories, obtained coverage in newsletters and by radio stations, and succeeded in promoting the telethon on the TV guide cover.
2. Telethon Recruitment Chair, who recruited the volunteer phone operators from the group of 1985 Volunteer of the Year nominees. The committee felt this would add caliber to the phone bank volunteers and provide an opportunity for an on-air interview if time permitted.
3. Telethon Supervisors Chair. This group was recruited from the Tulsa Association for Volunteer Administrators, who were available during the program to answer all questions and make appropriate referrals.
4. Refreshments Chair.
5. VIPs Chair, who was responsible for getting key people in the community (e.g., mayor) to come on the show.

A key player, Finley stresses, is the data manager, who ran the computer program that churned out the totals of hours pledged while the program aired. Also, the three computer operators keyed in the organizations in which the callers expressed interest so that a cover letter and computer print-out of names could be sent to that agency the next day.

Viewers were urged to call in during the telethon (and they continued to do so for one-and-a-half hours after the program went off the air, Finley said), but the program also let them know they could call the Center in the following days to volunteer.

This year the Tulsa volunteer telethon is scheduled for March, once again in cooperation with KOTV.

■ The Tulsa Volunteer Center will loan a 15-minute demonstration tape, moderated by KOTV's general manager, of its successful telethon. See listing in Tool Box near back of this issue for price and ordering information.

As I See It

William Aramony, President, United Way of America



United Way's mission is to increase the organized capacity of people to care for one another. Volunteer Centers help us achieve this mission by involving the hundreds of people in every community who wish to help, but aren't sure how. We have to work at making it easier for people to volunteer and Volunteer Centers to work with nonprofit organizations to ensure that volunteers' talents and energies are used in the most meaningful way possible. This crucial support strengthens not only voluntarism but our communities as well.

Brian O'Connell, President, INDEPENDENT SECTOR

Americans have a long tradition of helping people, communities and causes. More Americans of more diverse ages and backgrounds volunteer today than ever before. But in modern society, people who want to help don't always know where their help is needed. Volunteer Centers play a vital role in connecting people with opportunities for voluntary action, and everyone benefits.



19 SLOGANS TO RECRUIT VOLUNTEERS

The following slogans appear on brochures, flyers, ads and other materials developed by Volunteer Centers to recruit volunteers:

- A Better World Begins with You, Right Here. Someone in Bay County Needs You.—*Volunteer Action Center of Bay County, California*
- Helping the People of Marin Help the People of Marin—*Volunteer Center of Marin County, California*
- If You Help People, We're Here to Help You!—*Volunteer Center of Sonoma County, California*
- Our Bank Pays No Interest—Only Dividends (skillsbank brochure)—*Voluntary Action Center for the Capitol Region, Hartford, Connecticut*
- Volunteer—The Gift That Comes Straight from the Heart.—*Volunteer Clearinghouse of the District of Columbia*
- It all begins with a phone call—putting people who care in touch with people who need—*Voluntary Action Center of Dalton, Ga.*
- Show Your Care...Share Your Care...through CVS—*Community Volunteer Service of the St. Croix Valley Area, Stillwater, Minnesota*
- Volunteering Builds a Better You—*United Way of Greater St. Louis Voluntary Action Center*
- We Know Someone Who Needs You—*Monadnock Volunteer Center, Keene, New Hampshire*
- Somebody Out There Needs You and We Know Who—*Voluntary Action Center of Morris County, New Jersey*
- Busy People are Working Miracles (skillsbank brochure)—*Volunteer Center of Albany, New York*
- Make a Difference—Volunteer!—*Volunteer Service Bureau of Westchester County, New York*
- Volunteer—It's the Natural Thing to Do—*Voluntary Action Center of Summit County, Akron, Ohio*
- You May Work for Free, But You Won't Work for Nothing!—*Community Information Volunteer Action Center, Cleveland, Ohio*
- Say 'Yes,' Volunteer!—*Volunteer Center of Nashville, Tennessee*
- Something Ventured, Something Gained. Volunteer.—*Volunteer Action Center of Greater New Haven, Connecticut*
- Some of the World's Most Valuable People Have Never Been Paid a Cent. Volunteer. Somebody Needs You.—*United Way of Spokane County's Voluntary Action Center*
- When We Share, We Show We Care.—*Voluntary Action Center of the Minneapolis Area, Minnesota*
- Have A Heart—Give A Hand.—*Volunteer Center of the United Way of the Capital Area, Jackson, Mississippi*

As I See It

Marlene Wilson, Volunteer Trainer, Consultant, Author



I have a very personal commitment to Volunteer Centers, as I began my career in this field serving as the first director of the Volunteer Center in Boulder, Colorado. I honestly believe that there is no other single organization that has quite the same opportunity to impact the quality (as well as quantity) of volunteerism in any community. This is because an effective Volunteer Center is in a unique position to bring about creative networking between public and nonprofit agencies, churches and the corporate world. It becomes the logical connection between need and resources for all of them and therefore has its finger on the very pulse of the community. This is possible because the role of a Center is to "be everybody's and nobody's!" What an incredibly valuable and needed role in today's complex world! Best of luck to all of you in 1986!

ADDING A NEW TWIST TO YOUR MEDIA RECRUITMENT CAMPAIGN

In September 1982, the Voluntary Action Center of the Council of Community Services in Roanoke, Va., established a Volunteer Needs Study Committee to survey the community's volunteer needs. Its recommendation: To upgrade the image of volunteering through a media packet that would emphasize "skills and talents" rather than "hands and hearts." Other criteria:

- The ads should be "clean," "tidy" and "generic," so that any volunteer organization could use them.
- They should show a diversity of role models and a variety of tasks.
- Volunteering should be presented with a new twist.

Out of these recommendations, the "Volunteer, It's Worth Every Minute" multi-media campaign was born. One-and-a-half years later, during National Volunteer Week 1983, the VAC launched the campaign. The slogan and logo appeared on billboards, radio spots, TV public service announcements, in newspaper ads and articles.

The results were tracked through telephone calls to the VAC from potential volunteers during a one-and-a-half-month period. Calls were tallied into categories of volunteer time and interest and client interest. The callers were asked how they heard about the VAC and through which media.

Results

- Newspaper ads and articles received the highest viewing percentages.
- Television, especially a noon-time spot, came in second.
- The rest of the responses were evenly dispersed among radio, billboards and friends.
- Most volunteers who responded were interested in the highest needs categories determined by a 1983 agency survey.
- Most of the callers had no client preference and were willing to be flexible with their time.
- The number of VAC callers increased five-fold as a direct result of the new multi-media campaign.
- The "Volunteer—It's Worth Every Minute" multi-media kit is available for \$10. See listing in Tool Box near back of this issue. The logo is featured as the Poster on the inside back cover.

Involving SPECIAL GROUPS Meeting SPECIAL NEEDS



The Unemployed

AKRON'S DEMONSTRATION PROJECT YIELDS HIGH BACK-TO-WORK PERCENTAGE

Most volunteer programs emphasize the benefits volunteers can provide to other groups, but for specific types of volunteers, that goal must be shifted toward the volunteers themselves. Such is the case when developing volunteer programs for unemployed persons, particularly if many are among the chronically unemployed.

In the past year, the Volunteer Center of Akron, Ohio, placed 53 unemployed persons in volunteer positions at various non-profit organizations. The main goal of the project is to replenish the volunteers' self-esteem while providing needed community service, according to Akron Project Director William Blake.

"It also helps the participants develop job skills, references and contacts, which they can use in obtaining employment," Blake added.

The Center served as the pilot program for VOLUNTEER's Unemployment Project funded by the Charles Stewart Mott Foundation. One reason for its selection was the Akron area's high unemployment rates: 11 percent among the general population and 16 percent among the black population. But that figure does not reflect continued plant closings and erosion of the local economy, Blake notes. In the last two months, for example, 250 top-level workers lost their jobs at the B.F. Goodrich tire company.

In helping the unemployed make the shift from the production line to the service sector, the Volunteer Center has placed the unemployed in such volunteer pro-

PROJECTS RESULTS

The Volunteering and Unemployment Demonstration Project in Akron was based on two assumptions:

1. That volunteering by unemployed people can help them cope with their unemployment and to return to the paid workforce.
2. That in most communities, the future of paid work lies in the service sector rather than in traditional manufacturing jobs and that volunteering is an appropriate way to introduce workers in the latter industries to networks in the service sector.

The results of the Akron project were quite positive: Of the 53 participants to leave the program, 32 "graduated" by finding paid employment. Of the balance, only 4 "dropped out." Of the remainder, 8 were students who returned to school; 6 relocated out of town; and 3 had completed an alternative sentencing requirement.

At the end of the year, an additional 57 unemployed were enrolled in the program, bringing the total number of participants to 110. Of this total, 86 were black, 24 white; 33 were high school graduates, 16 college graduates; 10 had a ninth-grade education or less. The vast majority had held some form of paid job within the past year.

The project demonstrated that

- Minorities *will* volunteer, particularly if recruitment efforts are specially targeted and designed and if there are a variety of job placements available to them.
- A new volunteer resource was available to the community.
- The community will join in a new initiative such as this.

grams as those administered by the Akron parks and recreation department and the local adoption agency.

Even though the volunteers are unemployed, Blake added, volunteering lets them know they are still a resource to their community. While the overall intent of the project is not to produce employment, if a volunteer obtains a job, the project naturally can count that individual as a success. Still, participants are cautioned that the program is not a "job-getting" or job training program.

The hoped-for result for participants, mainly minorities, Blake said, "is to produce a better job candidate—a person who has shown initiative, has gained additional work experience, displays a willingness to report regularly for a position, has demonstrated ability to handle responsibility, and who consequently feels better about himself or herself."

To enable them to volunteer, the unemployed participants are reimbursed 20 cents a mile if they drive or are given bus passes. The Center also made arrangements to provide them up to 50 free hours of child care, followed by a greatly reduced sliding fee scale for subsequent care.

Blake cautions other programs considering an unemployed project, however, to limit the amount of support for child care and transportation. In Akron, as some volunteers were working almost every day of the week, the project ultimately had to limit transportation reimbursement to three bus passes per week. The ultimate goal of the unemployed volunteer, after all, is to get a job and earn money, Blake said. He also advised reminding participants to keep the office informed of address changes, since many of the unemployed move a lot.

The experience of the Akron project,

however, indicates that the unemployed are willing to give of their time and that their response was immediate, in part thanks to area radio, television and newspaper publicity about the program.

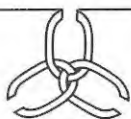
When setting up such a program, Blake counseled, care must be taken that the plan will not conflict with state regulations on unemployment benefits that may interfere with volunteer involvement by the unemployed. Organizers should check with the local unemployment bureau to protect volunteers from unnecessary or unintentional problems.

"In most cases volunteering poses no threat to unemployment benefits," Blake said.

In Akron, the project director interviews the potential volunteers and gives them information about the program. Then he considers their interests, skills and experience to make an appropriate match. Although the unemployed volunteers are treated the same as regular volunteers up to a point, they are also offered free group counseling at the University of Akron and are strongly encouraged to attend a workshop series on job-seeking skills and self-exploration.

An unemployed individual "very often feels tossed around by outside forces, that no one really understands his or her predicament or even cares," a project report noted. The program also offers interaction among the out-of-work so that they can form a network to share feelings, thoughts and promote action. It alleviates the sense of isolation and restores a sense of control over external and internal forces.

Teens CAREER-LINKS



The transition from full-time school to full-time work can often be jarring to both students and employers, but the Career-Links project of the Valley Volunteer Center in the suburban San Francisco area has been easing that transition since 1981. About 60 "average" and high-achieving high school students complete employability seminars each semester and go on to provide volunteer services through "hands-on" internships in area corporations, businesses, law and medical offices and a wide range of social service agencies.

This career assessment and internship program also involves 10 to 20 students with social and behavioral difficulties, plus others with physical, learning or de-

velopmental disabilities. Another 10 or so participants are school age mothers.

Marilynne Moyers, Career-Links director, notes that students with special needs have significant barriers to overcome to make a positive transition from school to work. Because of its flexible and individualized nature, Career-Links provides the chance for career education and exploration to every type of high school student. Students' interests range from highly professional careers to skilled trades and "blue collar" occupations.

Before the students begin their volunteer work, the Volunteer Center and the local high school district provide an academic curriculum of seven hours of instruction on requirements for completing the seminar, job search, interview and resume techniques as well as what employers look for in employees.

Staff members make all placement arrangements for the internship and accompany the students to the placement interview. A mid-semester meeting of interns and sponsors is held where experiences and concerns are shared. Each student completes 80 hours of volunteer work, in addition to another 10 hours of seminars, interviews and meetings.

In addition to such tangible benefits as the academic credit, letters of recommendation, development of career-related skills and intensive "hands-on" exposure to a career field, the student volunteers gain valuable intangibles.

"The internship experience often helps students develop self-confidence," Moyers said. "They quickly learn the standards and expectations of the working world and the importance of preparing for them and often return to the classroom more motivated to learn because the class work seems more relevant."

But the community benefits as well, as Career-Links provides four avenues of involvement:

1. A business or agency may sponsor a student for an internship of 80 hours.
2. Community professionals may provide instruction or share their career experience through group presentations, Career Faire and other special programs.
3. A community advisory committee of students and representatives from the academic, business and nonprofit sectors meets regularly to assist with planning, resource sharing, public relations, evaluation of the program's progress and funding development.
4. Local businesses or organizations may provide a financial contribution or finan-

cially sponsor a student's internship.

There is a national trend towards educators and businesses working together, so Volunteer Centers are effective intermediaries, Moyers said. She cautioned others, however, to be careful in assessing the needs of the community and students and warned against duplicating services. There has to be a genuine need, she said, rather than just a great idea for a project.

EL PASO'S TIPS NOW 10 YEARS OLD, STILL GOING STRONG

What may be one of the largest and oldest volunteer efforts involving teens is the Teens in Public Service (TIPS) project in El Paso, Texas. About 1,000 students from nearly every junior and senior high school in the area take part in the decade-old



program, according to project head Jeanne Massey. The teens volunteer in nursing homes, hospitals, churches, school playgrounds and tutoring programs.

The project is a joint effort of the Volunteer Bureau of the United Way and the Newspaper Printing Corporation, publisher of the two area newspapers. The latter organization publishes the names and school affiliations of all the volunteers who have demonstrated a regular, on-going commitment to volunteerism.

TIPS awards Certificates of Appreciation to the students in recognition of their efforts, although one-time activities such as benefit car washes, do not qualify a student for a certificate.

The Volunteer Bureau recruits the students by encouraging school personnel to announce the program over school public address systems and providing posters and sign-up sheets to the schools.

TALLAHASSEE'S VOLUNTEERS RECRUITS THROUGH SCHOOL SERVICE CLUBS

Using school service clubs to recruit teen volunteers is the focus of a program underway since June in Tallahassee, Florida. Sponsored by the Volunteer Center of Leon County, Inc., VOLUNTEENS provides an avenue for local agencies and nonprofits to involve high school students in a variety of community projects.

This year, for example, teen volunteers decorated and later took down Christmas trees for senior citizens who still live in their homes, yet are too frail to do the task themselves. Washing vans used by agencies for the handicapped is another example of involvement, project director Meg Guyton said.

Some of the more than 100 volunteers are also peer counselors at Someplace Else, a shelter for runaways. It is this group that is considering appointing a teen to its board of directors—a process that the Volunteer Center is working on, although a student has not been placed yet on the board.

The Volunteer Center recruits the students by contacting members of the school-affiliated service clubs and placing announcements in school papers.

"We worked purposefully and very slowly in setting up this program," Guyton said, "in order to avoid any pitfalls along the way."

The Disabled

VOLUNTEERS IN SPECIAL EDUCATION IN L.A. AND D.C.

Students with disabilities in Los Angeles schools receive benefits as varied as the volunteers who provide them through the Volunteers in Special Education program cosponsored by the Los Angeles Volunteer Centers and the Unified School District's Division of Special Education. Initiated by VOLUNTEER two years ago, the VISE concept—to provide support to disabled youths through new and challenging roles for volunteers—has taken hold in many cities across the country.

In Los Angeles, VISE volunteers range from those sent from court referrals because of outstanding parking tickets to a couple of Los Angeles Raiders who make planned visits to schools.

Beneficiaries of the program are students who require special education due

to physical, emotional, intellectual or learning disabilities. Most of the physically handicapped are in wheelchairs, although that population includes the deaf and hearing impaired, according to West Los Angeles Volunteer Center Director Tony Angel.

Many of the volunteers have teaching backgrounds, Angel said. The 40 or 50 people referred from the court system usually provide maintenance and gardening

work at the schools, most of which are so financially hard pressed because of education budget problems that they cannot earmark money for such work. VISE volunteers also perform clerical and cafeteria tasks, in addition to accompanying the handicapped on field trips.

High school students are also a source of volunteer help, particularly those enrolled in private schools in Beverly Hills, West Los Angeles and Venice, where 15 to 20 hours of community service are often mandatory for seniors. The Volunteer Center's "We Care Too" program has uncovered a "tremendous response" on the part of the high school students, Angel noted, because many high school students are very enthusiastic and particularly enjoy working with children.

"'We Care Too' is one of our major recruitment tools for VISE," Angel said. "It involves face-to-face communication by students and agency representatives within the classroom. Directors from the many handicapped schools go to their classes with information pamphlets, ready to answer all questions. It has proved to be very effective; the students' interest in working with these children has been overwhelming."

Statistics prove the program's appeal and success.

"Up to 45 percent of the handicapped students themselves join the volunteer program after they graduate from high school," Angel said. "In addition, many of the court-referred volunteers come back voluntarily after fulfilling their community service requirement."

While the Los Angeles program has been in existence for about two-and-a-half years, a Washington, D.C. program just getting underway will also target groups similar to those benefiting from the Los Angeles VISE project. Here, the D.C. Volunteer Clearinghouse has received a \$6,000 grant from the city government to administer a mentor and tutoring program for students in juvenile detention facilities.

"The main problem with these students, who are also in special education classes, is not having good role models," said Clearinghouse Director James Lindsay. "With this grant, we plan to involve local celebrities and sports figures such as former Washington Bullets basketball star Phil Chenier."

Starting such a project has been complicated by requirements of the city social services office, Lindsay admitted. The city government, which asked the Volunteer Clearinghouse to do the work, wanted it to

HOW TO INVOLVE A NEW SPECIAL EDUCATION STUDENT INTERN

- Give simple instructions, and demonstrate the way to do a job. Assign one task, and when completed, assign another. Some students can follow only one- or two-step instructions.
- Train the intern to perform regular routine responsibilities. When ability is demonstrated, train for more complex tasks.
- Monitor the student's work carefully to ensure that your standards are being met. Frequent guidance, re-training and reminders may be necessary.
- Discuss with the student immediately any attitudes or behaviors that are inappropriate to the work site. Positive social skills are important for this and future work experience.
- Give positive feedback for work well done. When constructive criticism is necessary, help the student see the problem in a positive way. Give the student the opportunity to offer suggestions to correct the work done improperly.
- When a problem arises, discuss it with the student immediately, and contact the program staff. The staff and Special Education teachers are working as a team with you to make this internship a rewarding experience for both you and the student.
- Share what your business and other employers look for in good employees. Give "pointers" to help the student's vocational growth and development.
- Share your ideas on what steps the student could take when the internship ends to continue to prepare for his/her career goal.

From materials for employers who involve special education students in Pleasanton's Career-Links program for teens.

administer the program out of its offices. The Clearinghouse had intended to operate the program in the schools. It also took time to do the administrative work required by the proposal and to get a clear definition from the government on its requirements for the project.

In cooperation with the administrators of the detention centers, Lindsay hopes to involve about 100 students in the project and will recruit volunteers from the Clearinghouse's skills bank.

KALAMAZOO'S HANDI-ABLE PROJECT ATTACKS ISOLATION

Being disabled, either emotionally, physically or mentally, can often mean isolation for such persons. So a project of the Voluntary Action Center of Kalamazoo, Michigan, that offers training and volunteer opportunities for the disabled, also serves another crucial purpose—to get them involved with other people.

"What you see in the schools sometimes is horrifying," said Project Coordinator Kathy Klein. The kids are very often physically set apart in the school itself, they have no friends many times and no way to become an active part of the community.

The Kalamazoo VAC, through its Handi-Able project, places these disabled students in a variety of volunteer positions after they complete a five-unit curriculum on volunteering. That curriculum, "the re-

sult of three years of labor and love," is used by teachers in various Kalamazoo schools.

Ten members of the Handi-Able Volunteer Program Committee gave more than \$4,268 worth of their time and expertise in 1984 to further develop the curriculum and make volunteer recognition plans. The current roster consists of eight classes of 125 students and some adults. About 50 have been placed in volunteer posts recently, Klein said.

Some of the volunteers' projects include agency newsletters, reading at the Library for the Blind and taking care of animals at the zoo. The teachers determine which disabled person is ready to go out into the community. Each student is asked to work at least once a week, two to three hours per session for as long as they feel they can commit to volunteering.

"It is important to realize that persons with disabilities have the same hopes and emotions as persons without disabilities," Klein notes. "Likewise, they progress or atrophy according to their environment and opportunities. For instance, much of retardation that is due to deprivation is reversible and also preventable through changes in the social conditions that contributed so heavily to its occurrence."

The Kalamazoo project has been so successful over the years that it will serve as the blueprint for other Michigan Volunteer Centers in a new W. K. Kellogg Foundation-funded VOLUNTEER project called "The Next Step: Mobilization of Dis-

abled Youth." This program will provide opportunities for leadership skills development to high-achieving disabled youths. A follow-up to the original Kellogg-funded Disabled Youth as Volunteers Project in which the Kalamazoo and Lansing Volunteer Centers participated, The Next Step will involve United Community Services of Detroit, Volunteers in Action of Grand Rapids, Voluntary Action Center of Greater Lansing and Volunteer Action Center of Saginaw. The Lansing Volunteer Center will coordinate its efforts with the Michigan School for the Blind.

Their hardest job, according to Klein, will be to get teachers in the schools involved in the curriculum. Those teachers often say that they have enough work to do already with the students, and are hesitant at first about taking on any more. It is also important to work closely with the agencies where the disabled volunteers will be placed, Klein said. She recommended setting up a task force that would include people in the field.

SAVE PROMOTES SKILLS SHARING

The goal of involving individuals with disabilities in volunteering has met with success in the Volunteer Service Bureau of Orlando, Florida's SAVE (Share Able Volunteer Effort) program.

The Volunteer Bureau recruited more than 40 volunteers last year and currently has 30 active participants. They work in such agencies as nursing homes and the Orlando police department and join the effort for the same reasons most people volunteer—to become involved in constructive activity, improve self-worth and keep employment skills polished.

"Some are looking for jobs and all but one or two are unemployed, but many of these volunteers have been the beneficiaries of community services and want to reciprocate," said SAVE Director Virginia Hilty.

The program started as a VISTA project and two VISTA volunteers continue to help administer it, providing support and follow-up. They recruit volunteers through presentations to disabled groups and public service ads, although these efforts are aided by referrals from the state Department of Vocational Rehabilitation.

"One of the most successful compo-



Westlake School students sign up at volunteer fair.

Judy Haberek, a writer in the Washington, D.C. area, developed the material and wrote the articles for this section.

When You Meet a Person with a Handicap . . .

IDEAS FOR COMFORTABLE FEELINGS

1. Remember a person with a handicap is a person and is like anyone else EXCEPT for the handicap.
2. Delay making up your mind about a person with a handicap. First impressions are limiting.
3. Show friendly interest when you first meet a person with a handicap. Between friends, a disability can be recognized and discussed openly.
4. Be yourself when you meet.
5. Talk about the same things you would with anyone else.
6. Help only when it is requested. When a person with a handicap falls, he or she may wish to get up alone and a person who is blind may prefer to move without assistance. Offer help, but wait for an okay and do not be offended if the person declines your offer of assistance.
7. Be patient. Let the person with a handicap set the pace of walking or talking.
8. Laugh with him or her.
9. Give the person the same courtesy you would to anyone else.
10. Stop overprotective or oversolicitous actions. Showers of kindness are usually resented.
11. Remember that pity or charity are not needed nor appreciated. People with handicaps want to be regarded as equals.
12. Keep a person with a handicap within reach of the wheelchair or crutches, should he or she become separated, unless otherwise requested.
13. Remember, when dining, a person with a handicap will ask you or the waiter for assistance if needed.

—One of the handouts at a SAVE Awareness Seminar, compiled by the Center for Independent Living in Central Florida, in Orlando, Fla.

nents of the program is the awareness seminars," Hilty said, "which we conduct for the staffs of agencies that place the disabled volunteers. Participants sit in wheelchairs, for example, to become more aware of the needs and problems of the disabled."

SAVE's first year concluded with a recognition luncheon on October 1, at which 24 disabled citizens were honored with certificates of appreciation "for their commitment to improve the Central Florida community through volunteerism."

CONTRACTING TO INVOLVE TRANSITIONAL VOLUNTEERS

A project to ease the transition for those with mental health problems who have been deinstitutionalized began operating last fall in Portland, Maine—under a contract between the Center for Voluntary Action and Shalom Apartments, a local mental health agency.

"The contract spells out the funding arrangements and also each party's expectations of the other," said Anita Murray, the Center's executive director.

The funds enabled the Center to hire a half-time person who holds a weekly meeting for those who want to volunteer their services. Participants learn about social skills and discuss topics that will help them on their volunteer job such as proper dress and how to be assertive so that they can let the agencies know their needs, rather than just quit. The group also adds structure to their lives, Murray said.

The first three from the group should be placed in volunteer jobs soon, she predicted, working, for instance, in a hospital flower shop and cooking at the Maine Center for the Blind. Most of the volunteer placements will be task oriented such as clerical or kitchen jobs.

"But what matters," Murray said, "is that the volunteer jobs do not involve a lot of pressure."

The weekly group meeting, in addition to giving the clients more hope and enthusiasm, also furthers the project's goal of helping local agencies handle the clients' unique problems. The staffer who conducts the weekly sessions also helps the Center train the staffs of the nonprofit agencies on how to deal with these special volunteers.

As I See It

Governor George Romney, Chairman, VOLUNTEER



The strength and adequacy of community problem-solving depends essentially on a separately structured Volunteer Center with its own leadership board, committed skilled director and community identity. There is no substitute for problem-solving by caring volunteers in all the ways in which volunteer programs have proven effective. Learning of such programs anywhere and encouraging their effective local replication with enough competently managed, dedicated volunteers, are fundamental, distinct functions of a Volunteer Center.

Barbara Mandel, President, National Council of Jewish Women

The hungry are fed, the illiterate taught, children's rights are championed, and the aged helped to live with dignity. These and other programs are what



make NCJW Sections, and the Volunteer Centers they work with, life forces in their communities. They serve to improve the quality of life for those in need around them. They offer opportunity for individuals to enrich themselves by volunteering: to give of themselves, to learn new skills, to make new friends and to give new meaning to their lives.

Edward I. Koch, Mayor of New York City



The Mayor's Voluntary Action Center is celebrating its twentieth anniversary of service to the citizens of New York. It started as a pilot effort to promote voluntarism in city government and the private sector and has grown steadily—initiating new volunteer programs, mobilizing hundreds of thousands of volunteers, and providing information and referrals to those who call, write, or visit the Center. Last year, in fact, it handled more than 83,000 calls. It may have been a pilot program 20 years ago; today, it's an essential part of city government.

Tools for Training VOLUNTEERS



The following material is excerpted from the New Orleans Volunteer and Information Agency's Volunteer Program Management Manual, submitted by Joan Renton, director of the VAC for Greater New Orleans. See Tool Box listing near back of this magazine for description and ordering information.

An exciting part of volunteer management is the opportunity to assist in the volunteer's development. The challenge is how to enable the volunteer to do the best possible job while enjoying the experience. The solution is carefully planned growth through the acquisition of the necessary knowledge and skills while in a supportive work climate. Volunteer development is accomplished in stages through introduction to the job, orientation to the agency, training for specific jobs and on-the-job support and supervision.

Between the time of selection and assignment of responsibility, motivation to learn and willingness to give time for the learning process run high. The volunteer is eager for information and guidance. Therefore, development should start at once.

Introduction to the Job

Introduction to the job takes place during the interview or on the volunteer's first day at the agency and should include

- The job's relation to the total program
- The agency's volunteer policy (e.g., on insurance, reimbursement of job-related expenses, etc.)
- Training necessary prior to beginning the job
- The roles of the volunteer, supervisor and director of volunteers, and how they interrelate
- General agency and department procedures.

A visit to the area in which the volunteer will work and introductions to support and supervisory staff are in order. Before the first day is over, an agreement should be drawn up clarifying the role of the agency and volunteer. The volunteer's side of the agreement will be based on the job description, while the agency's will be based on its volunteer policy.

Orientation

Orientation follows the introduction to the job as soon as possible, on the first day if time and circumstances permit. While training applies to the specific job and is geared to the individual, orientation concerns the agency as a whole and is geared to all new recruits. To establish a sense of belonging, the volunteer needs to be as knowledgeable about the agency as

possible. Orientation content should include information about the agency's program, goals, clients, policy and its expectations for volunteers (e.g., punctuality, confidentiality, accountability, etc.). It is also important to know how the agency fits into the larger picture locally, regionally and nationally in its field of service. The volunteer should understand the necessity for training sessions and make a commitment to attend.

Presentation of orientation material may be formal or informal. A formal presentation is a better way of conveying information; an informal one is better for building constructive relationships among paid and unpaid staff. The orientation may be held for one or a number of volunteers, depending on time and resources available. In preparing the agenda, staff members should be involved in determining content and presentation methods. Not only do they have the expertise that is needed, but they will feel more a part of and responsible for the volunteer program as a whole. Consider using visual aids in the presentation. Entertaining as well as educational visual aids are often more productive than a speech.

Training

Having become familiar with the total agency, the volunteer is now ready for specific job information. Job training should be aimed at both preparation for and on-going development in a specific position. By matching the requirements listed on the job description with the skills and knowledge the volunteer brings to the position, the missing requirements can be identified and established as the training goals. Three important types of training are pre-service, in-service and technical assistance/advanced workshops:

Pre-Service: Training from the time of recruitment to the beginning of the volunteer's actual work for the agency. Some ways of conducting preservice training are identified as follows:

- Structured observation, tours of the agency and its program sites, attendance at staff meetings, informal talks with other staff in which the volunteer meets a cross-section of staff to become familiar with the various components of the agency.
- "Apprenticeship observation" in which the volunteer is assigned varied but brief work responsibilities with experienced staff as background for a decision regarding placement.
- Role-playing during which the volunteer builds confidence in meeting new situations.

In-service: Training that begins with the job inception and builds continually. Most inservice training happens informally,

but structured sessions should be planned by the Director of Volunteers as the situation warrants. Ways of providing structured training include

- Co-volunteer meetings
- Input sessions to advise volunteers of new job information
- Use of resource materials or persons, or problem-solving clinics.

Technical assistance and advanced workshops: Sessions that provide for in-depth training of volunteers with some job experience. Three possible ways of giving technical assistance are

- With a technical expert who can consult with the volunteer on a particular problem
- Through a technical resource information unit that provides technical information and resources
- Through technical resource articles focused on various program areas.

The emphasis of advanced workshops is on strengthening old skills, learning new skills and preparing the volunteer for new responsibilities.

Innovative training opportunities include "exchange of practices" institutes for people with similar jobs from different agencies, "mini-sabbaticals" to visit other program sites or attend training seminars, and courses pertaining to the volunteer's job offered by outside organizations.

In planning a specific training session, there are many formats to choose from. However, each session will be unique

ORIENTATION CHECKLIST

An orientation session can often be useful as a screening tool. Such a session can help people realize that the situation is not exactly what they wanted and screen themselves out before too much time is invested.

Include members of the staff in the orientation as well as top administrator and volunteers. Allow one to two hours for the session.

The following format can be used for both your volunteer handbook and orientation session:

- The importance of volunteer service to the agency
- Philosophy, purpose and history of the agency
- A glossary of terms and definitions applicable to the agency's services
- Profile of the clientele served by the agency
- Organizational structure (a chart is helpful)
- Services provided by agency
- Relationship of volunteer program and role of volunteer to total agency program
- Relationship of agency to other agencies and community
- Policies and procedures; rules and regulations
- Board and staff list
- Information about insurance, expenses incurred by volunteers, reimbursements, and other subjects related to volunteers
- Floor plan of agency.

(Excerpted from the Kansas City Volunteer Management Handbook for Effective Development of Volunteer Programs, Ann Jacobson, editor and VAC director. See listing in Tool Box near back of this issue for description and ordering information.)

because the whys, whats, whos and hows lend their own distinctiveness. The subject matter needs to be relevant, thorough, open to group input, carefully paced, action-oriented and individualized. Other important considerations are scheduling, location, instruction, learning climate, materials and evaluation.

As Marie MacBride in her book *Step-by-Step* points out, evaluation can be useful during a session to determine "if the training is on track" and following a session to provide input for planning future sessions.

Volunteers want to perform their responsibilities competently. They want to experience success in their jobs. The agency that carefully provides opportunities for volunteer growth and development will greatly increase the probability of volunteer satisfaction and excellence of performance.

TRAINING BOARD VOLUNTEERS IN SEATTLE

In Seattle, Washington, the Volunteer Services Department of the King County United Way has honed its board training skills since participating in a Kellogg Foundation-funded pilot in 1979.

Today, 30 volunteer trainers, trained and certified by Volunteer Services, conduct three-hour workshops for board volunteers based on any of the following curriculums:

1. Essentials of Successful Boards
2. Operational Strategies for Boards
3. Planning and Goal Setting
4. Legal Issues
5. Managing Change
6. Cooperative Action in the Community
7. Personnel
8. Financial Decision-Making
9. Fundraising
10. Public and Community Relations
11. Marketing
12. Evaluation

Nonprofit agencies may request any of the modules, which Volunteer Services is willing to offer in a retreat setting, or board members may attend the open registration workshops held twice each year. Individuals may take the complete series or register for single workshops. A registration fee, ranging from \$10 to \$20, is charged for each training workshop. Through a grant from Faithco Insurance Company, Volunteer Services also offers partial and full scholarships.

Boards also may take advantage of Volunteer Services' Training Needs Survey, a free service available upon request of a board or executive committee. Board members and key administrative staff complete the survey, which provides assessment in five key areas of board responsibility. Results are matched to specific board training workshops.

There are four primary benefits of this board training program, Volunteer Services Director Jan Knutson says:

1. The board-experienced certified volunteer trainers offer a peer relationship with volunteer board member participants.
2. The copyrighted curriculum has been tested, distributed and evaluated nationally.
3. Special training and development needs can be determined and met.
4. Volunteer board members and the agencies they serve profit from improved communications and decision-making skills.

STEPS TO TAKE IN DEVELOPING A TRAINING PLAN

- Identify the specific tasks you want the volunteer to do in the job assigned.
- List the skills that will be needed to perform these tasks.
- List the attitudes and specific behaviors that will be needed to perform the tasks adequately.
- Determine which skills, attitudes and behaviors the volunteers need after reviewing their experience and background.
- Design a training program that will enable the volunteers to achieve the needed skill/attitude level by the end of the training program.
- Develop a form to evaluate the training program.
- Decide what content is needed to teach the skills and attitudes; for example: background and history, reference books, philosophy, written rules and procedures.
- Decide what methods you want to use to achieve the training objectives; for example: lectures, role play, films, discussions, etc.
- Estimate the amount of time necessary to carry out the training program.
- Decide whether the training should be pre-service, in-service, OJT (on-the-job), or a combination.
- Determine what training materials will be needed (including audio-visual equipment).
- Identify the people you need to carry out the training program.
- Implement the training program.
- Evaluate the volunteer based on the pre-established learning objectives.
- Evaluate the effectiveness of the training program.

(From the Kansas City Volunteer Management Handbook for Effective Development of Volunteer Programs, Ann Jacobson, editor and VAC director. See listing in Tool Box near back of this issue for description and ordering information.)

Can You Answer 'Yes' to These Questions about ORIENTATION AND TRAINING*

- Are time and personnel for volunteer orientation included in your planning for the involvement of volunteers?
- Do all individuals and group volunteers working in your program understand why the assignment they are doing is important and how it fits into the total program picture?
- Are volunteers given a place to work and keep their belongings?
- Are volunteers introduced to the paid staff members and volunteers with whom they will be working?
- Do your volunteers, both individuals and groups, know what is expected of them to do as to:
 - performance? confidentiality?
 - appearance? attitude toward clients or patients?
 - conduct? acceptance or supervision?
- Can they differentiate between the role of the volunteer and that of paid staff?
- Have you prepared manuals or other printed material to help volunteers keep in mind the things they need to know?
- Do you acquaint all volunteers with the program's total facilities and with the names of its various department heads?
- Are your volunteers sufficiently informed as to the agency's purpose, program and philosophy to discuss these intelligently with their families and friends?
- Do you give volunteers an opportunity to acquire the skills needed for a particular assignment through:
 - informal instruction?
 - formal training programs?
 - consistent on-the-job training?
- Have you explored community resources, including the Volunteer Center, for the types of training that your program is unable to provide?
- Do you keep the orientation process from becoming static through:
 - periodic volunteer meetings?
 - discussion sessions?
 - invitations to pertinent workshops?
 - suggested reading materials?

**From the Volunteer Management System Course of CALLVAC Services, Inc., Columbus, Ohio. List developed by Bunny Cosimati, Volunteer Coordinator, Mt. Carmel Hospital. Submitted by Kitty Burcsu, CALLVAC Services.*

VOLUNTEER TRAINING SELF-ASSESSMENT FORM

	YES	NO
Orientation		
*1. Orientation is required and provided for all volunteers.	_____	_____
*2. Top management and paid staff are involved in orientation.	_____	_____
*3. Our organization provides each new volunteer with a written orientation manual.	_____	_____
4. Our orientation includes:		
a. Information on the organization's purpose, programs and philosophy.	_____	_____
b. Role of the volunteer in the organization and how it differs from paid staff.	_____	_____
c. Role of the paid staff member in the organization.	_____	_____
d. A tour of the organization.	_____	_____
e. Opportunities to meet paid staff, volunteer staff and top management.	_____	_____
f. An explanation of volunteer policies/procedures.	_____	_____
g. An explanation of what is expected of the volunteer.	_____	_____
h. Information on what the organization provides for the volunteer.	_____	_____
i. "Logistical" information (where to park, where to hang coats, etc.)	_____	_____
Pre-Service Training		
5. Pre-service training is required and provided for all volunteers.	_____	_____
*6. Concepts of adult learning are incorporated into training methodology.	_____	_____
*7. Training is planned and coordinated with supervisory staff.	_____	_____
8. Our pre-service training:		
a. Is based on an assessment of volunteer's skills.	_____	_____
b. Is based on an assessment of volunteer's training.	_____	_____
c. Addresses the specific responsibilities/activities of a given position(s).	_____	_____
d. Provides for the development and/or refinement of skills related to the position.	_____	_____
e. Addresses values clarification.	_____	_____
f. Provides for information and discussion on issues and trends in our field.	_____	_____
g. Provides a bibliography or reading list related to the position.	_____	_____
9. Our pre-service training includes opportunities to observe real-life situations and/or work under close supervision.	_____	_____
In-Service Training		
10. Regular in-service trainings are held and volunteers are encouraged to attend.	_____	_____
11. Some in-service events are held and volunteers are <i>required</i> to attend.	_____	_____
12. The staff-development sessions held for paid staff are also open to volunteers.	_____	_____
13. Our organization also encourages volunteers to attend staff development sessions.	_____	_____
14. Our organization invites volunteers to attend relevant workshops, seminars, etc. outside of the organization.	_____	_____
15. Our organization sometimes pays for volunteers to attend relevant workshops outside of the organization.	_____	_____
16. In addition to in-service training related to our specific volunteer positions, we provide training on:		
a. Goal setting	_____	_____
b. Documenting and using volunteer skills	_____	_____
c. Incorporating volunteer experience in resumes	_____	_____
d. Skill assessment	_____	_____
e. Stress management	_____	_____
f. Time management	_____	_____
*Contained in Volunteer Action Center's <i>Standards for Volunteer Programs</i> .		
From the <i>Volunteer Management System Course of CALLVAC Services, Inc., Columbus, Ohio</i> . Submitted by Kitty Burcsu, CALLVAC Services.		

VOLUNTEER *Recognition*



Recognizing Volunteers on a Large Scale

MINNESOTA'S FIRST STATEWIDE VOLUNTEER APPRECIATION EVENT

By Kristin Tillotson

During National Volunteer Week, saying "thank you" to those who freely give their time, brainwork and elbow grease to improve the lives of others traditionally has been done on a small scale by individual agencies and volunteer leaders. Last year, a coalition of volunteer resource organizations in Minnesota went a giant step further by creating and coordinating the first statewide volunteer appreciation event.

On Sunday, April 28, thousands of Minnesota volunteers capped off "their week" at the Minnesota Zoo in Apple Valley. Sponsored by the Minnesota Volunteerism Network—Recognition '85, the celebration was complete with entertainment, celebrity greeters and awards ceremonies. The success of this project, achieved through much collaborative effort, will hopefully provide an incentive for volunteer organizations in other states to stage similar events.

This ambitious undertaking was the result of some good concepts that began on a smaller scale. A task force made up of Twin Cities area volunteer groups and corporations met to design a local promo-

tion of National Volunteer Week, with two goals in mind: (1) to increase the visibility of volunteerism in the metro area, and (2) to educate the public about the diversity and benefits of available volunteer opportunities.

At the same time, the Minneapolis United Way's Voluntary Action Center (VAC) was planning its annual volunteer recognition event, which was designed to recognize volunteers en masse as well as increase public awareness about the large number of current volunteers, thereby motivating more people to jump on the bandwagon. During a brainstorming session, the VAC thought of the new Minnesota Zoo as a possible site. Zoo officials

were receptive to the proposal, and agreed to admit all volunteers free, with a special discount rate for their guest.

Since the Zoo is a state agency, a new idea was generated—why not widen the parameters so more Minnesotans could join in the fun and find out about volunteering at the same time? VAC task force members thought this had exciting potential. They invited other volunteer groups around the state to join in the plans, and Minnesota Volunteerism Network—Recognition '85 was born.

Lorna Michelson, director of the Minneapolis United Way's VAC, stressed that the new idea "was not meant to be a replacement for any activities planned separately by each agency involved, but as an additional bonus to volunteers." The Minnesota Zoo remained a perfect site for the occasion—it was still large enough, and zoo officials expanded the free admission policy.

Realizing that a project of this size and scope could only be a success with clearly defined responsibilities and extensive publicity, the network's steering committee members set up internal committees in charge of one of the following: facilities, PR/marketing, development, entertainment and program, invitations/ticket distribution, and transportation. A time line was also devised to make sure deadlines were met and nothing was overlooked. The Minneapolis United Way's VAC acted as the lead organization to ensure a minimum of confusion and provide central coordination. The sponsors for Minnesota Volunteerism Network—Recognition '85 included

- Community Volunteer Service of the St. Croix Valley Area
- Corporate Volunteerism Council of Minnesota
- Junior League of Minneapolis, Inc.



Young participant in day's activities exchanges greetings with a corporate mascot at Minnesota Zoo.

Kristin Tillotson, a free-lance writer and editor in Minneapolis, is a volunteer for United Way of Minneapolis' Voluntary Action Center and edits a city newspaper column called "You Can Help," which describes volunteer opportunities available in the Minneapolis area.

- Junior League of St. Paul, Inc.
- Minnesota Office on Volunteer Services, Department of Administration
- Minnesota Zoo
- Retired Senior Volunteer Program of Greater Minneapolis
- Retired Senior Volunteer Program of Greater St. Paul
- United Way's Voluntary Action Center of the Minneapolis Area
- Voluntary Action Center of the St. Paul Area

A communications blitz to create public interest in National Volunteer Week was the next step. Press releases and human interest articles were distributed for promotion by local media as well as publication in company newsletters. Sponsorship of display ads, billboards, flyers and other advertising vehicles were solicited from area businesses. Even Minnesota's Governor Rudy Perpich pitched in by proclaiming April 22-28 Minnesota Volunteer Week in conjunction with the observation of National Volunteer Week. In the proclamation, the Governor called Minnesota a "nationally recognized leader in the innovative and inventive development of effective volunteer programs," adding that "voluntary giving of time and donations of money have an economic impact of over one billion dollars each year in Minnesota."

One of the biggest challenges facing the committee lay in getting sufficient amounts of information out to state volunteers to ensure that enough would respond to make it worthwhile. Media coverage and news releases to agencies throughout the state were very wide-reaching. Each umbrella organization had its own mailing list and sent out letters with a specially developed logo to all members. Buttons bearing this logo were also distributed to 15,000 persons. Channel 11 W*USA, the local NBC affiliate, donated studio time for developing public service announcements. These announcements were then copied and given to all local TV stations.

The value of a concerted publicity effort can best be determined by the volume of return, and responses to "Volunteer Appreciation Day at the Zoo" were overwhelming. So overwhelming, in fact, that the zoo could not accommodate all the ticket requests for one day. Because over 30,000 tickets were requested, the zoo made extras available for Saturday, April 27. Unfortunately, some ticket reallocation was still necessary and not everyone who asked for tickets received them.



Garrison Keillor, host of Minnesota Public Radio's "Prairie Home Companion," welcomes guests to United Way VAC's 1985 awards presentations. Awards recipients are seated behind him.

When the big day arrived, busload after busload of volunteers rolled into the zoo to find beautiful sunny weather awaiting them. They were greeted by public officials (including Minneapolis's Mayor Don Fraser), sports and music figures, media personalities and minority representatives. Zoo volunteers were on hand to lead tours, and costumed corporate mascots like Dayton's Matthew Mallard provided sidewalk entertainment. Banners and posters thanking the volunteers for their contributions were displayed all over the zoo grounds.

A highlight of the day was the presentation of Minneapolis VAC's Community

Service Awards. The ceremony was hosted by public radio's Garrison Keillor and honored individuals, agencies, and corporations for outstanding volunteer accomplishments over the past year. The ceremony also included the presentation of the Lynn M. Nord Continuing Service Award, a silver sculpture commissioned by the Massachusetts Mutual Life Insurance Company that is given to an exceptional Minneapolis volunteer annually.

What words of advice do the members of Minnesota Volunteerism Network—Recognition '85 have for others intrigued by the possibility of their own statewide volunteer appreciation event?

As I See It

Mary Ripley, Chair, Los Angeles County Planned Parenthood and Board member, VOLUNTEER—The National Center



No statement on the value of Volunteer Centers can be made without some history. During World War II, there was the obvious need to recruit many volunteers to meet the crisis that the nation faced. That connecting the volunteer with the needed service was and is a major function and contribution of Volunteer Centers.

From those 1940's days, the volunteer movement has grown and become a vital force in the world. The Centers have responded by broadening their services to touch all segments of the community. They have expanded their contribution to offer expert training and outreach programs to serve corporations as well as human service agencies. The Centers are the leaders in linking the trained volunteer to meet the needs of the community.

"Start early," says Minneapolis VAC Director Lorna Michelson. "Have clear expectations of what your goals are from the beginning."

Michelson emphasized that, in order to avoid confusion about responsibilities, "one lead agency should handle central coordination."

According to Susan Walker, program coordinator for United Way's Voluntary Action Center, "Enthusiasm was the catalyst. What sparked the coalition was that the place and idea were established and the people involved just fell in line because they felt we had an accomplishable goal, and were excited about making it a reality."

"The day at the zoo brought us a lot of positive PR," said Michelson. "We reached over 10,000 this year as opposed to 500 the year before." Because the network obtained extensive media coverage of the event, they received the bonus benefit of increased public awareness of volunteering.

The challenge the network now faces is what to do for an encore. In any case, by pioneering a statewide volunteer appreciation day, Minnesota Volunteerism Network—Recognition '85 has proven that a large scale collaborative effort can work.

THE RED 'V'

From community to community, one idea is catching on. The idea is to create a public signature of support—support for volunteers and voluntary action. Wearing a red ribbon volunteer "V" in a lapel, on a collar or a coat for one week in April, will result in visual identification and appreciation of volunteers and their contributions to our community.

V's, V's, V's everywhere is the goal.

Celebrate! Wear the "V" to promote and recog-



The Greater New Haven Volunteer Action Center kicks off its Red V campaign during National Volunteer Week as Board President Kathryn Merchant (left) and Director Dorothy Ventriglio prepare to unveil a giant 8' wooden V on the Center's lawn.

nize our Vital, Valued, Vigorous, Vibrant, Virtuous, Vivacious Volunteers!

—From the 1985 Volunteer Recognition Kit prepared by the Volunteer Action Center of Greater New Haven, Connecticut



Adapting the idea from the Huntington, New York, Voluntary Action Center, last year the Volunteer Action Center of Greater New Haven launched a massive "Red V" campaign during National Volunteer Week. The Center assembled and distributed a volunteer recognition kit that included the Red V ribbon stapled to a promotional card (see sample).

Guidelines for replication simply state that the ribbon is one-half-inch wide and is available at most florists and fabric shops. Each "V" uses about two-and-a-half inches of ribbon. It is folded to form a V and stapled to hold its shape. The ribbon costs about 50 cents a yard, so that each "V" averages 3 cents.

Anticipating a demand for 3,000 to 4,000 ribbons, the Volunteer Center was elated at the Greater New Haven volunteer community's show of strength, as 15,000 citizens proudly displayed their Red V symbols during Volunteer Week. According to Volunteer Center Director Dorothy Ventriglio, "The idea caught on like wildfire. This year, Volunteer Centers throughout the state are promoting the Red V, and we have heard from civic organizations and other groups outside Connecticut whose volunteers will wear the red ribbon during National Volunteer Week."

The Simple Gesture—It Counts Just as Much!

JACKSON, MISSISSIPPI'S 'HEART OF GOLD' PROGRAM

In Jackson, Mississippi, the Heart of Gold Program is a year-round recognition effort that honors one volunteer a month with a certificate and write-up in the local newspaper's "Good News" column.

Cosponsored by the Jackson Volunteer Center of the United Way of the Capital Area and the Clarion Ledger/Jackson Daily News, the program works like this:

1. The Volunteer Center invites volunteer programs to submit nominees by the 10th of each month. It provides forms for the convenience of the nominators.
2. If a nominee doesn't win the first time, his or her name may be submitted again.
3. A panel of three independent judges selects the monthly Heart of Gold winner. Recent judges have included a newspaper reporter, college chaplain and director of an arts organization.
3. Each monthly winner is eligible for the top award—an engraved plaque—which is presented at a luncheon during National Volunteer Week.

As I See It

Joyce M. Black, Co-Chair, Mayor's Voluntary Action Center of New York City, and Vice President, VOLUNTEER—The National Center



Volunteer Centers/Voluntary Action Centers should be an integral part of every community just as volunteering is an important aspect of our American heritage. This spirit of involvement has been passed from generation to generation and, if properly channeled, can make each community a better place in which to live.

Volunteer Centers should be used as a bridge between community needs and the citizen volunteer who has the interest, skills and commitment to meet those needs. If this is properly carried out, everyone benefits, including the volunteer.

Great Fundraising Ideas to Support Your **VOLUNTEER** Program



The Special Event

TIPS FROM THE SONOMA COUNTY VOLUNTEER CENTER

The Volunteer Center of Sonoma County in Santa Rosa, California, has discovered some unique ways to attract volunteers to help raise money for the Center.

According to Sheila Albert, the Center's executive director, "We used to have an auxiliary organization composed mainly of local housewives. But as many went to work, we realized we needed to involve more and different segments of the community."

Albert credits Dee Richardson, volunteer chairwoman of the Center's Fund Development Committee, for their winning fundraising formula.

Richardson involved *couples* on the fundraising committee and created subcommittees to handle each of five special events. More than 50 volunteers serve on these subcommittees.

To acquire "worker bees" for the events, every fall the Center hosts a party at the home of a prominent local board member. For the past few years, Joyce Schulz, a notably active volunteer whose husband is the "Peanuts" comic strip creator, opened their home to the Center's guests.

"The idea is for friends to invite their friends," Albert explains, "so that pretty soon there is a big crowd of volunteers who may have no prior connection with the Center but who sign up to help on at least one event. They have so much fun at the party, they get excited about volunteering."

This fundraising volunteer recruitment method has worked so well that in five years the Center's annual revenue from special events grew from approximately

\$10,000 to \$50,000, and the number of volunteers increased from 30 to 300.

"The trick is," Albert says, "you have to have real good volunteer leaders in charge—not Volunteer Center staff members. Special events only work when volunteers do the work. Staff has to do the other day-to-day work at the Center. The volunteers have to think through and plan the events. We give them guidance and moral support."

The Center's five annual special events are

• **Symphony of Food and Wine**—Now in its twelfth year, this annual "extravaganza of fine music, tempting hors d'oeuvres



and the best in Sonoma County wine" takes place on a Sunday afternoon in the foyer of the Luther Burbank Center for the Arts. Tickets sell for \$20 each with proceeds split between the Volunteer Center and the Sonoma County Junior Symphony. Sponsored by the Restaurant Association of the Redwood Empire and the Sonoma County Wine Growers Association, who provide the food and wine, this sell-out event is administered by Volunteer Center volunteers.

• **Sweetheart Ball and Auction**—This new event replaces the Monte Carlo Night of dinner and gambling, which proved too labor-intensive to make it worthwhile. For the auction, volunteers solicit local companies to donate goods and services.

• **Christmas Party**—An annual event that takes place in all stores of a local shopping mall. Each business donates

\$200 to the Center, and volunteers make and serve hors d'oeuvres.

• **The Human Race**—The Center joins more than 20 other Volunteer Centers throughout the state as a sponsor and fund recipient of this coordinated marathon on a designated Saturday in the spring. (See description elsewhere in this section.)

• **The Love Cup**—Volunteers and local athletes pay to compete in this annual tennis tournament that benefits the Volunteer Center. While it does not generate a lot of money, people enjoy and look forward to it.

Though these events have been successful, Albert notes, "Special-events fundraising can be too labor-intensive and offers the lowest rate of dollar return.

"The most effective way to get money is to ask for it. Nothing beats direct, face-to-face contact. However, special events fundraising is great PR. It is very good for building a positive image in the community and involving volunteers."

VOLUNTEER PENSACOLA'S APPLE ANNIE

"Now is the time to purchase apples for personal use...gifts for Thanksgiving or Christmas...to donate to your favorite charity...to say 'thank you' to valued employees, customers or clients."—from *Apple Annie Time 1985 flyer*

The first Volunteer Center to sponsor an "Apple Annie" fundraiser, Volunteer Pensacola selected the apple for its emotional appeal—e.g., apple as wholesome, American "mom-and-apple-pie" symbol—as well for its ability to sell for reasons like those outlined in the sales flyer.

Coordinated and run by the Volunteer Center's Board of Directors, this year Apple Annie netted more than \$6,000. Here

are the program's vital operating statistics:

● **Sales Period.** The apples are sold once a year during the Thanksgiving-Christmas holiday season. The Volunteer Center selected this period because apples are in season, and they have great appeal as a holiday gift for many types of recipients.

● **Obtaining the Apples.** The Center sells Washington State Delicious apples, which it buys from a local wholesaler who provides either 50 or 100 apples a day during the delivery period. The Volunteer Center obtains the apples daily so it can assure that they are always fresh.

● **How They Are Sold.** The apples are sold in crates for \$30 or in decorated (reusable) baskets for \$15. Most buyers purchase the baskets as gifts, which are tax-deductible. If they keep the baskets, one-half of the cost is tax-deductible. The baskets, decorated by Board volunteers, yield the most profit. Four baskets can be assembled using one crate of apples. This year the Center sold 350 crates and 300 baskets of apples.

● **Delivery.** Board volunteers deliver the apples directly to the buyers or to their gift



recipients during specified periods before Thanksgiving (November 18-23) and Christmas (December 9-13). The buyer specifies day of delivery.

● **Promotion.** With every opportunity to announce Apple Annie sales, the Center includes a brief description of its purpose and encourages involvement. The back of the sales brochure, for example, urges readers in large, bold type to "Help serve the community through volunteerism." A description of Volunteer Pensacola services follows, concluding with the appeal: "We Need You."

● **New Ideas.** With seven years of experience in conducting this successful fundraiser, Volunteer Pensacola constantly seeks ways to expand the Apple Annie's appeal. This year, for example, it accepted VISA and MasterCard payments, having negotiated a helpful short-term, three-month agreement with its bank to offer

payment-by-credit to buyers. (The bank charged about \$30 for this arrangement.)

In past years, Center volunteers only delivered apples in the week before Thanksgiving. This year, they increased sales by adding the pre-Christmas week to their program, handling an equal number of orders in each period.

Since previous years' records indicated that basket sales have more potential for increase, this year the Center's Board members introduced several innovative twists to its marketing approach:

—They persuaded a local ad agency whose name contained the word "apple" to purchase baskets for each of its 35 clients.

—They found a corporate sponsor to donate one apple to 3,000 children in day-care centers.

—They sponsored an apple bake-off, in which the top two winners received a flight to the Big Apple, courtesy of Delta Airlines.

—In addition to the Apple Annie brochure, they included a flyer for preserves and chutney in the crates. By handling the orders, the Volunteer Center earned a percentage of the cost from the wholesaler.

● **Future Plans.** Continuing to build on its new ideas, next year the Board plans to charge an entry fee to the bake-off and sponsor a slogan contest—both primarily in the interest of increasing publicity for Apple Annie Time. It also plans to increase corporate support of the day-care program by sending home nutritional information (based on the apple) to the parents, and Board members might approach car dealers and real estate brokers to buy baskets to give every time they sell a car or home.

THE HUMAN RACE

"You're not a member of the Human Race, you know, unless you have run, walked, jogged, rollerskated, or guided your wheelchair around a certain course on a certain day that was designated by the Volunteer Centers of the State of California."—*Human Race appeal to participants*

"If your nonprofit organization is looking for an opportunity to raise money, and if you would like to increase your visibility among residents in your community while building ties with other nonprofits, then join the Human Race. You'll be helping your own cause and the sponsoring Volunteer Centers while treating yourself to a morning of healthful exercise."—*Human Race appeal to sponsors*

Now in its tenth year, the annual Human Race is a popular and visible fundraising

event that raises thousands of dollars for California nonprofits while both beneficiary and sponsor capture the public's eye. Here's how it works, according to Loyce Haran, director of the Volunteer Center of



San Mateo County and California Human Race coordinator:

1. This run-a-thon and walk takes place on the second Saturday in May, and is open to all ages. Participants earn pledged money for every lap up to 12 they complete, which is divided between the Volunteer Center and sponsoring nonprofit.
2. The Human Race must be coordinated by a Volunteer Center, which receives 25 percent of the funds raised. It must use the official Human Race sponsor forms and logo designed for a given year's race, and is responsible for locating a suitable course, promoting the race, securing prizes, refreshments and insurance; and organizing volunteers to work at the site.
3. Participating nonprofits—agencies, schools and churches—are responsible for signing up "racers" and sponsors as well as collecting the pledge money. (Checks are payable to the local Volunteer Center.) The Volunteer Center banks the money and gives the agency 75 percent of what it collects.

Last year, the Human Race was simultaneously held at 19 different locations throughout California, Haran said. More than 8,000 participants represented 789 agencies, raising pledges in excess of \$500,000.

In Torrance, California, the Volunteer Center of South Bay-Harbor-Long Beach selected California State University Dominguez Hills as the site for its third annual Human Race. The event raised \$53,000 for 45 groups, according to Carolyn Wolf, Human Race staff chairperson. (There is also a board member chairperson.)

Participating agencies included Carson Senior Social Services, who raised \$4,346 and earned an office typewriter for collecting the most pledges by the pledge money deadline. Federal Head Start, se-

cond-place winner (\$3,651 in pledges), received a telephone answering system. The Volunteer Center also awarded prizes to the top four individuals who raised the most money in pledges. First-place prize was a round-trip for two to San Francisco on PSA Airlines and two nights at the Hyatt

Regency Hotel.

Building on almost a decade of solid experience, this year the California Volunteer Centers added a corporate challenge to the race's fundraising capabilities.

"We gave corporations the opportunity to designate the recipient of the dollars

they raised by sponsoring walkers and runners," Haran said. "We also awarded prizes to the corporation that raised the most money and the one that had the most number of participants.

"Corporations like the option of raising money for a nonprofit of its choice."

88 WAYS TO FUND A VOLUNTEER CENTER

- | | | | |
|-----------------------------------------------------------------------------------------|--------------------|-------------------------------------------------------------------------------------------|--------------------|
| 1. Annual yard sale | State College, PA | 51. Legacies and bequests | Santa Cruz, CA |
| 2. Corporate underwriting of Christmas wish book | Mobile, AL | 52. Donations from service clubs | St. Cloud, MN |
| 3. County revenue sharing funds | Fairfax, VA | 53. State funding of volunteer transportation program | Santa Cruz, CA |
| 4. Direct mail charitable solicitation | Boulder, CO | 54. Mental health contract for transitional volunteers | Santa Cruz, CA |
| 5. Client fees for court referral | Ft. Lauderdale, FL | 55. County contract to recruit volunteers in government | Santa Cruz, CA |
| 6. Annual membership drive | Fullerton, CA | 56. Federal funding of I&R for elderly | Victoria, TX |
| 7. Food booth at local festival | Abilene, TX | 57. Used clothing shop | Winona, MN |
| 8. Designer home tour | San Rafael, CA | 58. Church contributions | Winona, MN |
| 9. County drug and alcohol commission funding of Self-Help Information Network Exchange | Scranton, PA | 59. Sales of donated goods | Stillwater, MN |
| 10. ACTION RSVP grant | Scranton, PA | 60. Corporate donations | Stamford, Ct |
| 11. Training fees for volunteer administration workshops | Gainesville, PA | 61. Foundation grant to purchase management-oriented computer software | Los Angeles, CA |
| 12. Fees for services to corporations | Milwaukee, WI | 62. Red Cross budget allocation | Elmira, NY |
| 13. Technical volunteers skillsbank fee | Milwaukee, WI | 63. Investment income | Syracuse, NY |
| 14. Agency affiliation fee | Milwaukee, WI | 64. Consulting fees | Columbus, OH |
| 15. Individual memberships | Milwaukee, WI | 65. Donated computer | Oakland, CA |
| 16. Celebrity services auction | Victoria, BC | 66. Sales of VAL | All VCs Eligible |
| 17. Thrift shop | Calhoun, GA | 67. National Endowment on the Humanities grant on Women and Volunteering Conference | Jacksonville, FL |
| 18. Wine tasting event | Torrance, CA | 68. Salute to Volunteers run | Hackensack, NJ |
| 19. City revenue sharing | Topeka, KS | 69. Sale of computer-produced banners and recognition items | Petersburg, VA |
| 20. Lobster and steak sale | Topeka, KS | 70. Contract with U.S. Corps of Engineers for volunteer docents | San Rafael, CA |
| 21. Corporate dinner | Santa Ana, CA | 71. Sale of commissioned historic city views art prints | Tallahassee, FL |
| 22. Board training fees | Ft. Lauderdale, FL | 72. Sale of volunteer recognition items | Cleveland, OH |
| 23. County office on aging funding for senior program | Rome, NY | 73. Young Volunteers in Action grant from ACTION | Durham, NC |
| 24. Hole-in-one golf tournament | Rome, NY | 74. "World of Work" vocational education program funded by regional technical high school | Hyannis, MA |
| 25. Junior League grant | Red Bank, NJ | 75. Senior boutique funded by Area Agency on Aging | Canton, OH |
| 26. Theater party | Red Bank, NJ | 76. "Bowl for Kids' Sake" to support VC-sponsored BB/BS program | Owensboro, NY |
| 27. Foundation grant to operate education and training program | Flint, MI | 77. J.C. Penney "Golden Rule Award" support for volunteer recognition program | Ft. Lauderdale, FL |
| 28. Gracious Gourmet fundraiser | Knoxville, TN | 78. Paid advertising in newsletter | Green Bay, WI |
| 29. Skills co-op funded by school district | Pleasanton, CA | 79. Fees for membership in council of volunteer coordinators | Jacksonville, FL |
| 30. Sales of resource directory of local clubs | Pleasanton, CA | 80. Fees for membership in agency executive director roundtable | Jacksonville, FL |
| 31. Mini-triathlon | Beloit, WI | 81. Foundation grant for transitional volunteer program | Palo Alto, CA |
| 32. Sale of I&R resource directory | Beloit, WI | 82. "Greek Party" dance to benefit youth volunteer program | Gainesville, FL |
| 33. Sale of "So You Serve on a Board" book | Pasadena, CA | 83. Client fees for homemaker/handyman program | Kokomo, IN |
| 34. Dunk Your Fearless Leader event | St. Cloud, MN | 84. Title XX Social Service Block grant | Kokomo, IN |
| 35. Creation of fundraising auxiliary | San Rafael, CA | 85. Foundation grant to establish computer system | Rome, NY |
| 36. Corporate underwriting of newsletter | Orlando, FL | 86. Foundation grant to operate Holiday Bureau | Milwaukee, WI |
| 37. Computer training workshops for nonprofits | Roanoke, Va | 87. University contract for internship placement | Pensacola, FL |
| 38. Sponsorship of arts and crafts fair | Blacksburg, VA | 88. Student fees for college volunteer administration courses | Jacksonville, FL |
| 39. Client fees for home-delivered meals | Fullerton, CA | | |
| 40. In-kind donation of rent | Abilene, TX | | |
| 41. State health and rehabilitative services department contract | Gainesville, FL | | |
| 42. Board member donations | Santa Rosa, CA | | |
| 43. City government allocation | Boulder, CO | | |
| 44. Phone answering service for nonprofits | Portland, OR | | |
| 45. County contract for court referral | Pasadena, CA | | |
| 46. Corporate funding for awards program | Ft. Lauderdale, FL | | |
| 47. U.S. Dept. of HHS grant on corporate volunteering | Rome, NY | | |
| 48. Fundraising dinner during National Volunteer Week | Jacksonville, FL | | |
| 49. Start-up grant from Gannett Foundation | Wausau, WI | | |
| 50. Contract with school system to provide technical assistance | St. Cloud, MN | | |

Using VCs to Tap the Workplace for **VOLUNTEER** Resources



As local nonprofits search for new ways to help meet community needs, many are looking to the workplace for help in providing volunteers and non-cash resources. However, they often find developing effective working relationships with corporations and businesses is time consuming and more work than they're ready for. What's needed is a source that can provide assistance to the nonprofit, which needs help, as well as to the company, which may be able to provide it.

Your local Volunteer Center is that source. Many can match nonprofits in search of volunteers and resources with companies who can provide them. The result is mutually beneficial programs designed to meet community needs and to involve "new" types of volunteers. Whether it is identifying qualified company personnel to sit on a nonprofit's board of directors or locating enough willing hands to refurbish a playground on a designated weekend, an increasing number of Volunteer Centers across the country are filling the vital role of volunteer/resource broker between the workplace and local volunteer programs.

Volunteer Centers work with large corporations as well as medium-size companies and small businesses to help them encourage their employees to volunteer and support them in their involvement.

Most Volunteer Centers begin to work with businesses that already have been involved with community projects. Whether the business has donated tee-shirts for a local marathon or encouraged employees to donate blood, the Volunteer Center uses those and similar efforts as a base to encourage it to expand employee volunteering and, at times, to launch a formalized employee volunteer program.

While some volunteer groups may al-

ready be working with individual businesses to get volunteers and other resources, Volunteer Centers can offer specific services both to the business and the nonprofit to supplement those arrangements or to widen the nonprofit's contacts with other businesses.

For example, some Centers handle volunteer recruitment campaigns for the businesses and coordinate referrals for the nonprofits. Others work with the nonprofits to develop projects specifically geared toward attracting and involving employee volunteers and then "sell" the business on encouraging and supporting involvement in such projects by their employees.

What Business Has to Offer

● **Concentrated Pools of Potential Volunteers to Work on Specific Projects.** One of the attractions of working with businesses to get volunteer help is the access to relatively concentrated numbers of potential or already involved volunteers among the company's employee population. However, as Joe O'Dell, corporate liaison coordinator for the Hartford, Connecticut Volunteer Action Center, points out, "Most companies that even have some type of volunteer activity do not have the time to develop their own project that fits the community. The Volunteer Center can go in and not only help create a specific volunteer corporate policy, but also market the concept to top brass.

"Corporations want to have a certain corporate-volunteer image. They want to know what others in the community are doing. And most of the time, they want a project that is unique to them and to be able to do it better than others."

● **A Source for Management Assistance.** "Everyone in a company has some specific skill that they use day in and day

out and many times do not realize it is something that nonprofit groups are seeking," says Bernie Katz, corporate volunteer liaison of the Volunteer Center of South Orange County, California. "It's simply a matter of informing the employees through the company that their services and skills are needed."

Some Volunteer Centers recruit these skilled employee volunteers—who could be lawyers, accountants, secretaries as well as company presidents, loading dock foremen and mid-managers—on an informal basis, while other Centers have formalized skillsbanks or Management Assistance Programs to meet the need.

● **A Source for Volunteer Board Members.** Specific programs to recruit directly from the corporate executive ranks to fill board positions are also in place at some Volunteer Centers. In some instances, the Centers recruit candidates, interview and match them with a nonprofit agency, performing the entire task quickly and professionally.

● **Retirees as Volunteers.** Some Volunteer Centers emphasize retired professionals as an additional source of volunteers. They encourage companies to look not only at their retiring employees' insurance and financial picture but also at their leisure time, which can be valuable to volunteer programs.

"What has been super is the fact that retired corporate women have been calling and offering their services, where in the past they simply quit and cleaned the house," says Debbie Walsh, Hartford, Conn. Voluntary Action Center director.

Retirees also have been recruited to fill agency board of director positions, since

Danny Macey, freelance writer in the Washington, D.C. area, researched and wrote the articles in this section.

many times they have both a flexible schedule to make meetings and the expertise to contribute significantly to an agency's activities.

• **An Organized Way for Communicating Community Needs.** In some 30 communities, companies and businesses, in cooperation with the local Volunteer Center, have formed Corporate Volunteer Councils (CVCs). CVCs are loose coalitions of companies that either have formalized employee volunteer programs or participate in a variety of community volunteer activities without a formalized program inside their company.

Through a CVC, member companies exchange information about implementing employee volunteer programs and learn about community needs for volunteers and non-cash resources from the local Volunteer Center. Although the CVC is led by corporate volunteer administrators, the Volunteer Center serves as the CVC's coordinator.

The Mutual Benefits

Corporations involved in local volunteer projects offer their employees the opportunity to build new skills, establish new relationships and feel more responsible for their paid jobs. In addition, research shows they benefit from lower absenteeism rates and increased productivity among employees who volunteer.

And the benefits to a participating volunteer program are equally numerous. A nonprofit agency receives additional skilled volunteers while gaining an entire new service population and source of technical and training personnel. It also will learn more about the world of corporations, how to approach them successfully and become more familiar with the needs of the employees.

Increased community visibility and publicity for both parties in the service partnership are also guaranteed through most Volunteer Center-assisted corporate programs.

Keeping in mind the findings of a 1985 VOLUNTEER survey, in which 67 percent of the Volunteer Centers polled responded that they "regularly work with corporations and local businesses to encourage the involvement of their employees in community volunteer activities," volunteer programs should first seek out their local Volunteer Center for assistance in tapping corporations for human resources.

The following examples show some of the innovative ways Volunteer Centers have involved companies and businesses.

INTRODUCING MINORITY STUDENTS TO THE WORK WORLD IN NEW YORK CITY

In New York City, high school teachers and counselors are learning to teach minority students exactly what to expect once out of the academic environment and into the "real world" through workshops offered by local companies and businesses.

The Mayor's Voluntary Action Center coordinates this federally funded program to orient minority students to the attitude, manner, dress and policies businesses expect of their employees. While no company is offering the students a job, the on-site exposure to entry-level positions lets teachers better understand the business climate.

Called "Corporate Volunteer Involvement in Improving Job Marketability of Minority Youth," the program consists of a one-day workshop to orient 80 teachers, counselors and administrators from 10 schools to 30 different businesses. On the second day, it's the students' turn. Both minority and disabled youths get the opportunity to meet with representatives of the companies.

The \$79,000 awarded the project by the U.S. Department of Health and Human Services also will provide for substitute teachers to enable teachers to participate in the program during school hours.

The project's emphasis is on showing students that the entry-level positions are not going to be dead-end jobs and that through job performance, it is possible to work up the ranks, according to Kim Miller, project director.

The program will be offered in most of the participating schools through an "Introduction to Occupations" class within the career awareness departments.

RECRUITING EXECUTIVES TO SERVE ON CHICAGO'S NONPROFIT BOARDS

In Chicago, the Voluntary Action Center of United Way/Crusade of Mercy pairs company executives with local agencies to fill board positions.

This Board Leadership Resource Program began in 1982 in response to agency needs for new leadership skills in the midst of federal budget cuts, according to Robert Adams, VAC director and project manager. During the project's first year, the Chicago VAC placed 160 executives on 75 city and suburban social service boards of directors.

The volunteers are corporate personnel with expertise in such areas as public relations, marketing, long-range planning and fund raising. The board leadership program gives them the opportunity to apply their leadership, stewardship and trustee skills in nonprofit agency programs, Adams explains.

The program operates through a governing committee of volunteers from community service groups and business and agency executives working with VAC staff. Two committee task forces are responsible for recruiting corporations and nonprofits for the program.

Each participating corporation is asked to appoint an official liaison person to work with the VAC on recruitment and placement of volunteers from the company. The liaison then publicizes the program within the company and provides the VAC interviewing staff with names of senior and mid-level management executives who are interested in serving on agency boards. Interviews, according to Adams, take place most often at the corporation's offices.

"It fills a certain personal need for involvement," notes one executive volunteer. "It fills some undefinable desire for both career diversification on the one hand, and perhaps the ability to provide some level of experience that your career might not allow you to do."

The task force responsible for recruiting

As I See It

Julie Washburn, Executive Director, Volunteer Service Bureau, Orlando, Fla. and Chair, Volunteer Center Advisory Council



A Volunteer Center plays a vital role in the community by serving as a centralized clearinghouse for volunteer recruitment, training and promotion. It synergizes community resources, maximizing the contribution of volunteer skills, time and money to respond to community needs and problems. In the future, Volunteer Centers must recognize and utilize their power to empower and enable the citizens to respond creatively and effectively in molding their community and providing the best quality of life.

the nonprofit groups holds orientation sessions with interested agencies. Task force members offer them assistance in analyzing their boards and then require them to submit formal applications for participating based on the analysis. A profile of agency needs and requirements is prepared, and the task force reviews it and approves participation after it is apparent that the agency can utilize skilled business executives, Adams said.

The actual placement process is similar to the "executive search" approach utilized in the business world where the pairing takes place on the basis of an intensive interview with the volunteer, followed by meetings and visits with the agency nominating committees.

Adams notes one recent success.

"At an Esmark Foundation award presentation, one of our local nonprofit agencies was cited for improved management and board leadership," he said. "The agency credited our board leadership program as the key to its turnaround. Four of its board members were recruited through the program."

An intricate part of the program, Adams adds, is its emphasis on the recognition of the contributions of individual volunteers, their corporate sponsors and the agencies that have utilized these skilled volunteers.

HOUSTON COMPANIES CHOOSE FROM FIVE SERVICE PACKAGES

No matter the size of a business, its scope of desired involvement or any time constraints, The Volunteer Center of the Texas Gulf Coast in Houston has the exact project to fit each company's structure and needs.

Treating its entire corporate project as a business, the Volunteer Center offers five different types of "service packages" to a company—or "client"—who wants to participate in the program. In turn, the Center's nonprofit constituents are matched according to the type of involvement each company desires.

"One type of package we offer consists of a single special event," explains Volunteer Center Director Carrie Moseley. "The corporate client gives us the number of employees who will be involved, the amount of money it wants to spend and the type of project it desires. We develop the project and match it with a community agency."

Besides working with large corporations, the Houston Volunteer Center does

WORKPLACE IN THE COMMUNITY

Workplace in the Community (WIC)—a partnership involving VOLUNTEER, Levi Strauss Foundation, CBS Inc., Honeywell Inc. and the Aetna Life and Casualty Foundation to improve the quality and increase the quantity of workplace-based volunteering—has targeted six Volunteer Centers to focus on initiating or improving business and volunteer interaction in their respective communities.

VOLUNTEER staff who administer the project provide Volunteer Center staff with technical assistance in expanding communication networks among corporations as well as increasing the effectiveness of local corporate volunteer councils.

The six Volunteer Centers are Volunteer DeKalb, Atlanta; Voluntary Action Center of United Way/Crusade of Mercy, Chicago; Volunteer Action Council, Philadelphia; Volunteer Center of South Orange County, Santa Ana, Calif.; Volunteer Center of Santa Clara County, San Jose; and the Voluntary Action Center of Southwestern Fairfield County, Stamford, Conn.

considerable work with small businesses and medium-size companies.

"These types of businesses many times feel lost in a big event and feel their contribution is left out, but they still want to do something meaningful for their community," Moseley says.

One example is where a small area bank with no more than 20 employees took those involved in a women's crisis center out for a picnic.

"It was a nice, one-day project where everyone involved enjoyed themselves," Moseley said. "They may not do it again, but it was a project where the bank felt recognized and like it was doing its own small part for the community."

Other packages include special events that can be run more than once a year and a "community box" in which evening and weekend volunteer jobs in neighborhoods are listed and updated each week. The projects are innovative and try to shy away from the average walk-a-thon or bake sale, Moseley said. And since most companies are computer oriented, the Center hopes soon to have the community box on some type of computer disc or accessible to the corporation via phone hook-up.

"Our service package program is a link to resources both parties always wanted but did not know where to go," she said.

HARTFORD, CONN. VAC SHOWS BENEFITS OF CLOSE WORKING RELATIONSHIP

One Hartford, Conn. company is so committed to volunteering that it arranged with the local Voluntary Action Center to have a full-time VAC staff person work in its corporate headquarters.

For the past year, Evelyn Herrman-Keepling of the Voluntary Action Center for the Capitol Region has worked with the employees of CIGNA in their own workplace to initiate a volunteer recruitment campaign and organized recognition activities. In addition, she is working with CIGNA on a retiree volunteer program and released-time policy. In return for her assistance, CIGNA contributed \$34,000 to the Volunteer Center.

"While it may seem like an ideal situation," she says, "it is sometimes a difficult position to be employed by the VAC while working at CIGNA. Agencies and volunteers must be sensitive to a company's culture and its policies and attitudes toward volunteering."

To cultivate such awareness, the VAC publishes a listing of Hartford area companies and their policies toward employee volunteering and non-cash contributions. The directory lists the corporation's contributions policy and in-kind services offered to agencies as well as a contact person within the company.

"It is a very useful tool for nonprofits who want specific help but do not know who to go to," says Joe O'Dell, VAC corporate liaison coordinator.

OBTAINING DONATED EQUIPMENT AND SUPPLIES

A van, 170,000 pencils, several copying machines and a pile of running shorts have all been donated to the Southwestern Fairfield County, Connecticut Voluntary Action Center in the past year through its Corporate Resource Program.

Businesses, corporations and some individuals in Stamford donated almost \$100,000 worth of goods last year, according to VAC Director Marilyn Murphy, who explained that the donations are solicited to meet community agency resource needs.

"Nonprofit agencies give us a wish list of materials they need," she said. "When companies and businesses call us, we tell them about the requests."

Agencies then arrange to pick up the items. While many of the donated goods are from large companies changing to more advanced equipment, many doctors' offices and small businesses have donated a good share of their surplus goods.

The VAC also operates a Volunteer Management Assistance Program that channels the expertise of business employees and individuals into social service and civic agencies. The volunteer can either choose to operate on a short-term consultant basis or serve on agency boards.

The VAC acts as a liaison, placing the volunteers, seeing that a consulting project solves an agency's problems practically, and evaluating the project six months after its conclusion.

Examples of technical assistance projects involving corporate employees include improving an agency's billing system, upgrading food services for a halfway house, developing a comprehensive filing system for a health agency, and designing workshops to address common agency problems.

INVOLVING EMPLOYEES IN GROUP PROJECTS IN SANTA ANA, CALIFORNIA

In Santa Ana, California, corporate employees may have no time to "monkey around" but this spring more than 250 volunteers from 13 companies will do just that.

Recruited and coordinated by the Volunteer Centers of Orange County, California, the corporate volunteers will spend one day this March improving the grounds and facilities of the Santa Ana Zoo for the Friends of the Santa Ana Zoo.

Twelve different projects, including renovating the monkey exhibit, replacing chain-link fence along the wallaby and alpaca yards, constructing a gazebo for animal rides and sandblasting and painting a facility building, will be completed on the first Saturday in March.

This one-day event will be the second corporate-volunteer effort involving more than 200 employees. Last year, such a group renovated and maintained the Explorative Learning Center, an authentic turn-of-the-century village.

While the zoo project has no operating

budget, businesses and participating companies have donated about \$20,000 worth of supplies. The estimate of donated people power "is too staggering to put a price on," said Bernie Katz, South Orange County Volunteer Center project coordinator.

The county Volunteer Centers act as clearinghouses not only for recruiting volunteers but also for organizing each company to research a group project, determining the exact number of people and supplies needed, and estimating the time involved. An ad hoc group of Orange County corporations selected the zoo pro-

ject from numerous agency requests.

In addition to the one-day project, the South Orange County Volunteer Center has selected six companies to help increase and enhance their volunteer programs. The program also will identify and form an employee steering committee to select the best suited type of volunteering for that corporation.

"The Workplace in the Community program is enabling us to give exceptional tools to companies to easily involve their employees in community projects," said Katz. "It has produced a running record that will give our program credibility."

As I See It

Hugh H. Jones, Jr., Chairman and Chief Executive Officer, Barnett Bank of Jacksonville, N.A.



Three years ago, the 900 employees of Barnett Bank of Jacksonville [Fla.] agreed to participate in ongoing volunteer projects with human service agencies in our community. Their efforts have brightened the lives of literally thousands of people and, as one office manager phrased it, "Their reward has been the gift of self-esteem and the smiles on the faces of our new friends."

Barnett Bank is only one company in the Jacksonville area whose employees are actively involved in volunteer work. Our efforts are enhanced by the assistance we constantly and consistently receive from Volunteer Jacksonville, our Volunteer Center.

While we have long known that good corporate citizenship positively affects the bottom line, Volunteer Jacksonville has taught us that involvement through volunteering goes beyond that to create a real sense of excitement...excitement that has spread throughout the bank. Dividends for employees come in the form of increased psychic income and productivity and a renewed feeling of pride in themselves and in Barnett.

We have an exceptional volunteer program, all made possible because Volunteer Jacksonville taught us how to stop and help when help is needed.

Dr. Ira S. Hirschfield, Executive Director, Evelyn and Walter Haas, Jr. Fund, and Board member, VOLUNTEER—The National Center

Volunteer Centers can strengthen an individual's relationship and commitment to his/her community, as well as improve the overall health and vitality of that community. My experience in working with Centers throughout the U.S. and in several other countries highlights three major areas in which they provide substantial contributions to their communities: (1) involvement with a broad spectrum of community issues; (2) outreach to a diverse pool of volunteers; and (3) harnessing the corporate community.



Centers that have made special efforts to recruit the unemployed, community elders, minority ethnic and racial groups, the handicapped, youth and other special target populations as volunteers, contribute a social and cultural richness to their community.

Many successful Volunteer Centers have found that once established, relationships with corporations and individuals who are employed by them produce substantial cash, non-cash and human resource contributions. Particularly through increased corporate employees' participation as board members and in a variety of other community-based volunteer activities, Volunteer Centers have created beneficial opportunities for the community, corporations and Center programs.

Tool Box

All of the following resources are available from Volunteer Centers, who collaborated in their development or compiled the information based on the collective experience of the volunteer programs they serve.

Volunteer Program Management Handbook. Voluntary Action and Information Center, 605 W. 47th St., Kansas City, MO 64112, (816) 531-1945. Three-ring, hard-cover notebook format. 100+ pages. \$25 + \$2.50 shipping/handling (payable to: Voluntary Action Center).

A comprehensive, easy to follow handbook for total volunteer program planning. Presented in step-by-step outline format, topics include volunteer job development, recruitment, orientation, interviewing, placement, supervision, record keeping, evaluation and more. Includes sample forms and worksheets as well as a copy of *Standards and Guidelines for the Field of Volunteerism* published by the Association of Volunteer Bureaus in 1978.

Volunteer Recruitment PSAs. Volunteer Action Center of Broward County, 1300 S. Andrews Avenue, Ft. Lauderdale, FL 33316, (305) 522-6761.

These one-minute and 30-second public service announcements (PSAs) were created to recruit volunteers through television. Professionally produced in September 1985, the tapes can be edited to include your program's name and phone number. Preview tape available. Call the Volunteer Center for details.

Upbeat Manual. Volunteer Jacksonville, Inc., 1600 Prudential Drive, Jacksonville, FL 32207, (904) 398-7777. \$10.

Based on Jacksonville's successful Upbeat program, this handbook explains how to set up a community volunteer program for singles. (See description of Upbeat in Voluntary Action News section of this issue.)

Volunteer Career Development Portfolio. Minneapolis Voluntary Action Center, 404 S. 8th St., Minneapolis, MN 55404, (612) 340-7532. 8 pp. \$1.

Designed to help volunteers document their paid and unpaid work experience and to record their training experiences, this work-booklet contains forms to fill out and brief outlines of skills examples.

Guidelines for Recruiting Volunteers. Minneapolis Voluntary Action Center, 404 S. 8th St., Minneapolis, MN 55404, (612) 340-7532. 10 pp. \$2.

A comprehensive outline of ways to recruit volunteers and volunteer sources to tap. Major topics include Recruitment Planning, Recruitment Efforts, Who to Recruit, Recruitment of "Hard to Involve" Groups, Cooperative Recruiting and Media Recruitment.

Guidelines for Evaluation of Volunteer Programs and Services. Minneapolis Voluntary Action Center, 404 S. 8th St., Minneapolis, MN 55404, (612) 340-7532. Five-part series. \$8 (individual booklets: \$2 each).

This series contains guidelines for Volunteer Application Forms and Volunteer Performance Reviews (Parts I and II, \$2); Evaluating Volunteer Positions (Part III, \$2); Documenting the Total Volunteer Program (Part IV, \$2); Determining the Cost Effectiveness of Volunteer Programs (Part V, \$2). Each booklet contains appropriate forms to fill out.

Guidelines for Volunteer Recognition. Minneapolis Voluntary Action Center, 404 S. 8th St., Minneapolis, MN 55404, (612) 340-7532. 8 pp. \$2.

Developed by a special task force, this booklet explains the whys and hows of volunteer recognition. The guidelines include ideas and examples of recognition events in various settings such as a nursing home and corporation.

Skillsbank Software. CALLVAC Services, 370 S. Fifth St., Columbus, OH 43215, (614) 221-6766.

CALLVAC Services, Columbus, Ohio's Volunteer Center, offers skillsbank software in dBase II (2.4), which also will be available soon in dBase III (1.1). Software includes a volunteer skillsbank system with 22 fields and an agency needs system for listing agency volunteer job descriptions. Systems may be purchased separately. Items available include data collection forms and sample reports; user manuals and source-code listings; and program diskettes. Items may be purchased as a package or separately. To receive a price listing and further information, contact Ellen Bernhard at CALLVAC Services.

Step By Step To a Successful Volunteer Program. Volunteer Center of Metropolitan Tarrant County, 210 E. Ninth St., Fort Worth, TX 76102, (817) 335-3473. 1985. \$3.

This "outline guide with supplementary aids" is divided into seven sections—preparing for volunteers, recruitment, placement, supervision, training, evaluation and recognition. The table of contents notes that research indicates success if all steps are followed. Nineteen appendices provide sample forms, checklists, agreements, policy statements, and more.

From Here to There. Management Techniques for Volunteer Programs. Voluntary Action Center of the United Way, 184 Salem Avenue, Dayton, OH 45406, (513) 225-3067. \$8.50 + \$1.00 shipping/handling. (Make check payable to: United Way of Dayton Area.)

This manual is designed to assist in putting together a volunteer program from development through supervision. It provides a checklist of supportive materials to complement chapters on program development, directing the volunteer program, recruitment, interviewing/ placement, student volunteers, volunteer development, recognition, evaluation, firing volunteers.

Boardsmanship: Taking the Job Seriously. Voluntary Action Center of the United Way, 184 Salem Avenue, Dayton, OH 45406, (513) 225-3067. Videotape package, \$750; five-day examination, \$50. Brochure available.

A comprehensive videotape training package for volunteer board members that is based on a live boardsmanship workshop. Five videotapes present training modules on (1) board relationships, rights and responsibilities; (2) legal aspects and obligations; (3) the nominating process; (4) motivation; and (5) training the facilitator. Each module highlights actual audience participation and comes with a participant packet.

How to Calculate the Dollar Value of Volunteer Services. Volunteer Action Center, 200 Ross St., Pittsburgh, PA 15219. \$4.00.

A new practical booklet based on the model in Neil Karn's article, "Money Talks." Contains a worksheet and corresponding step-by-step instructions to

provide "a quick and accurate way to determine the monetary value of volunteers to your agency."

Volunteer Program Management Manual. Revised edition. Volunteer and Information Agency, Inc., 4747 Earhart Blvd., Suite 105, New Orleans, LA 70125, (504) 488-4636. \$30 + \$2 shipping/handling (prepaid).

A 1983 Gold Award winner for best agency publication in the nation, this manual was compiled to assist individuals in setting up and maintaining an effective volunteer program. Keeping narrative to a minimum, Part One contains considerations prior to establishing a volunteer program. Part Two includes practical material to aid the volunteer administrator.

"Volunteers in Lauperland" Music Video. Volunteer Center of Dallas, 2816 Swiss Avenue, Dallas, TX 75204. 1/2"-VHS or Betamax cassette: \$35; 3/4"-cassette: \$40.

Gold-medal winner of the 1985 International Film and TV Festival of New York Awards in the public service category, this six-minute video promotes volunteering by portraying a Cindy Lauper-type character in several humorous, generic volunteer situations.

"Brother, Can You Spare the Time" Videotape. Volunteer Center of Dallas, 2816 Swiss Avenue, Dallas, TX 75204. 1/2"-VHS cassette: \$35; 3/4" cassette: \$40.

Another Dallas Volunteer Center-produced videotape of short vignettes of people in different kinds of volunteer settings with original music and lyrics. Can be used for volunteer recruitment and promotional purposes.

The Morris County Media Directory. PRO BONO, Inc. Order from: Voluntary Action Center of Morris County, 36 South St., Morristown, NJ 07960, (201) 538-7200. \$5.00 + \$2.00 shipping/handling for nonprofits; \$10.00 + \$2.00 shipping for other organizations/individuals. (Make check payable to: PRO BONO, Inc.)

While the majority of pages contain vital local media listings to aid Morris County users, the guide also contains good basics on public relations, working with newspapers, "dealing with radio" and making videotapes for presentation purposes and cable TV programs.

Volunteer Media Packet. Voluntary Action Center/Council of Community Services, PO Box 496, Roanoke, VA 24003, (703) 985-0131. \$10.00 + \$1.50 shipping/handling.

Featuring the theme, "Volunteer—It's Worth Every Minute" (see Poster on inside back cover of this issue), this packet contains a bumper sticker, stationery sample, newspaper ad with coupon, certificate of recognition, six glossy print ads for magazines, flyers, a cassette tape of a volunteer jingle recorded in several different time lengths, transcripts of the tape, radio public service announcements (PSAs), and four button masters of original designs based on the theme. Also available: 30-second and 60-second TV spots on videotape @ \$25.

The Volunteer Connection Manual. Volunteer Center of Dallas, 2816 Swiss Avenue, Dallas, TX 75204, (214) 744-1194. 3-ring notebook format. \$10.

Based on The Volunteer Connection media pilot program to recruit volunteers in the Dallas/Ft. Worth area, this very complete handbook contains steps and samples for other groups interested in replicating the project. Contents, divided by 14 tabs, include publicity, research, media consultant, budgets and fundraising, and people to contact for further information.

The Volunteer Connection Videotape. Volunteer Center of Dallas, 2816 Swiss Avenue, Dallas, Texas 75204, (214) 744-1194. \$20. (Specify 1/2" or 3/4" tape.)

Narrated by Dallas' KXAS-TV weeknight anchorpersons, this tape contains 13-minute and 26-minute segments featuring The Volunteer Connection media pilot campaign to recruit volunteers. The tape shows how the logo was used on the air, some of the public service announcements, news stories and music seen and heard by the "Metroplex" viewing audience throughout the pilot's year.

"Spirit of Oklahoma Volunteer Telethon" Videotape. Tulsa Volunteer Center, 1430 S. Boulder, Tulsa, OK 74119, (918) 585-5551. Available on loan basis.

The Tulsa Volunteer Center will loan a videotape of its successful two-hour volunteer recruitment telethon or a 15-minute demonstration tape, moderated by the general manager of KOTV, the CBS affiliate that aired the telethon.

VOLUNTEER'S Volunteer Center Associates

The following Volunteer Centers have joined VOLUNTEER's Associate membership program for VCs.

- CANADA**
Winnipeg, Manitoba: VC
- ALABAMA**
Anniston AL: Vol. and Info. Ctr. of Calhoun Co. (205) 237-1800
Decatur AL: WAC of Morgan Co. (205) 355-8628
Fairhope AL: Vol. Action of E. Shore (205) 928-0509
Huntsville AL: WAC of Huntsville/Madison Co. (205) 539-7797
Mobile AL: Vol. Mobile (205) 479-0631
Montgomery AL: WAC (205) 284-0006
- ALASKA**
Anchorage AK: VC (907) 272-5570
- ARIZONA**
Tucson AZ: WAC (602) 327-6207
- CALIFORNIA**
Bakersfield CA: VC of Kern Co. (805) 327-9346
Fresno CA: VB of Fresno (209) 237-3101
Fullerton: VC of Orange Co.-N. (714) 526-3301
La Mirada: La Mirada VC
Lakeport: Lake Co. Comm. Resource Ctr. (707) 263-3333
Los Angeles: VC of L.A. (213) 736-1311
Midway City: VC (714) 898-0043
Monterey: Vol. In Action of Mont. Penin. (408) 373-6177
Napa: VC of Napa Co. (707) 252-6222
Oakland: VCs of Alameda Co. (415) 893-6239
Pasadena: VC of San Gabriel Valley (818) 792-6118
Pleasant Hill: VC of Contra Costa Co. (415) 934-0424
Pleasanton: Valley VC (415) 462-3570
Pomona: VC of Gr. Pomona Valley (714) 623-1284
Riverside: VC of Riverside (714) 686-4408
Sacramento: VC of Sacramento (916) 441-4357
San Mateo: VC of San Mateo Co. (415) 342-0801
San Rafael: VC of Marin (415) 479-5660
Santa Ana: VC of South Orange Co. (714) 953-5757
Santa Cruz: VB of Santa Cruz Co. (408) 423-0554
Santa Rosa: VC of Sonoma Co. (707) 544-9480
S. Lake Tahoe: WAC (916) 541-2611
Torrance: VC of South Bay Harbor-Long Beach Areas (213) 370-6393
Tulare: Tulare VB (209) 688-0539
Visalia: Visalia WAC (209) 738-3482
Whittier: Rio Hondo VC (213) 693-4023
- COLORADO**
Boulder: Vol. Boulder Co. (303) 444-4904
Denver: VC of Mile High United Way (303) 837-9999
Greeley: Vol. Resource Bur. of UW of Weld Co. (303) 353-4300
Littleton: Arapahoe VC
- CONNECTICUT**
Danbury: VB of Gr. Danbury (203) 797-1154
Hartford: WAC for Capital Region (203) 247-2580
New Haven: WAC of Gr. New Haven (203) 785-1997
Norwalk: WAC of Gr. Norwalk (203) 852-0850
Norwich: WAC of SE Conn. (203) 887-2519
Stamford: WAC of SW Fairfield Co. (203) 348-7714
- DISTRICT OF COLUMBIA**
Vol. Clearinghouse of D.C. (202) 638-2664
- FLORIDA**
Daytona Beach: Vol. Svc. Bureau (904) 253-0563
Ft. Lauderdale: WAC of Broward Co. (904) 522-6761
Ft. Myers: WAC (813) 334-0405
Gainesville: VC (904) 378-2552
Jacksonville: Vol. Jacksonville (904) 398-7777
Ocala: VSB (904) 732-4771
Orlando: VSB (305) 896-0945
Pensacola: Vol. Pensacola (904) 438-5649
Sarasota: Vol. Talent Pool (813) 366-0013
Tallahassee: VC of Leon Co. (904) 222-6263
Tampa: VC of Hillsboro Co. (813) 254-8657
- GEORGIA**
Albany: Vols. in Albany (912) 883-2313
- Atlanta: UW of Metro. Atlanta Vol. Resource (404) 522-0110
Dalton: WAC of NW Ga. (404) 226-4357
Macon: Vol. Macon (912) 742-6677
Savannah: WAC of UW (912) 232-4465
- HAWAII**
Honolulu: WAC of Oahu (808) 536-7234
- IDAHO**
Lewiston: Lewis-Clark VB (208) 746-0136
- ILLINOIS**
Chicago: UW/WAC (312) 580-2723
DeKalb: WAC of DeKalb Co. (815) 758-2160
Highland Park: Vol. Pool of Highland Park (312) 433-2190
Moline: WAC (309) 764-6804
Urbana: UW VC (217) 328-5151
Wheaton: DuPage Co. Vol. Development
- INDIANA**
Bloomington: WAC (812) 332-4615
Columbus: Vol. Svs./I&R (812) 376-0011
Evansville: WAC (812) 464-7820
Goshen: Window Community VC (219) 533-9680
Griffith: WAC of Lake Area (219) 923-2302
Indianapolis: WAC (317) 923-1466
Kokomo: Vols. in Comm. Svc. of Howard Co. (317) 457-4481
South Bend: WAC of St. Joseph Co. (219) 232-2522
Terre Haute: WAC (812) 232-8822
- IOWA**
Ames: VB of Story Co. (515) 232-2720
Council Bluffs: VB (712) 322-6431
Spirit Lake: WAC of Ia. Great Lakes (712) 336-4444
- KANSAS**
Kansas City: VC of Wyandotte Co. (913) 371-3674
Mission: VC of Johnson Co. (913) 432-0766
Topeka: WAC of Topeka (913) 272-8890
Wichita: UW of Wichita and Sedgwick Co. (316) 267-1321
- KENTUCKY**
Lexington: WAC (606) 278-6258
- LOUISIANA**
Baton Rouge: VB of UW (504) 383-2643
Lafayette: Jr. League of Lafayette
Monroe: UW WAC (318) 325-3869
New Orleans: Vol. & Info Agency (504) 488-4636
Shreveport: UW of NW La. Vol. Svs. (318) 869-2352
- MAINE**
Portland: Ctr. for Vol. Action (207) 774-8433
- MASSACHUSETTS**
Boston: WAC/UW of Mass. Bay (617) 482-8370
Harwich: Comm. Ed. & Training Prog. (617) 432-8701
Northampton: Vols. in Hampshire Co. (413) 584-8887
Taunton: VSB of Taunton (617) 824-3985
Worcester: UW of Central Mass. (617) 757-5631
- MARYLAND**
Glen Burnie: Comm. Svs.
Riverdale: Prince Georges WAC (301) 779-9444
Rodville: VC (301) 279-1666
- MICHIGAN**
Battle Creek: VB (616) 965-0555
Bay City: WAC (517) 893-6060
Detroit: WAC of United Comm. Svs. (313) 833-0622
Flint: WAC/I&R Svc. (313) 767-0500
Grand Rapids: VC/UW of Kent Co. (616) 459-6281
Kalamazoo: WAC (616) 342-0233
Lansing: WAC (517) 371-4894
Midland: WAC of Midland Co. (517) 631-7660
Niles: SW Mich. WAC (616) 683-5464
Saginaw: WAC (517) 755-2822
- MINNESOTA**
Duluth: WAC (218) 726-4776
Minneapolis: UW's WAC (612) 340-7532
- St. Cloud: UW's WAC (612) 251-5150
St. Paul: WAC of St. Paul Area (612) 227-3938
Stillwater: Comm. Vol. Svc. of St. Croix Valley Area (612) 439-7434
- MISSISSIPPI**
Jackson: VC of UW of Capital Area (601) 354-1765
Pasadena: Vol. Jackson Co. (601) 762-8557
- MISSOURI**
Columbia: WAC (314) 874-2273
Independence: WAC of E. Jackson Co. (816) 252-2636
Kansas City: Vol. Action & Info. Ctr. (816) 531-1945
St. Louis: UW of Gr. St. Louis WAC (314) 421-0700
- MONTANA**
Great Falls: WAC (406) 761-6010
- NEBRASKA**
Omaha: VB/WAC (402) 342-8242
Scotts Bluff: VB (308) 632-3736
Sioux City: UW Vol. Svs. (712) 255-3551
- NEW HAMPSHIRE**
Keene: Monadnock VC (603) 352-2088
- NEVADA**
Grass Valley: VB of Nevada Co. (702) 272-5041
- NEW JERSEY**
Hackensack: VB of Bergen Co. (201) 489-9454
Morristown: WAC of Morris Co. (201) 538-7200
New Brunswick: WAC of Middlesex Co. (201) 249-8910
Red Bank: WAC of Monmouth Co. (201) 741-3330
Somerset: VC for Somerset Co. (201) 725-6640
Trenton: WAC of Delaware Valley UW (609) 896-1912
- NEW MEXICO**
Albuquerque: VC (505) 243-2288
- NEW YORK**
Albany: VC (518) 434-2061
Binghamton: WAC (607) 729-2592
Glenn Falls: WAC (518) 793-3817
Jamestown: UW of S. Chautauque Co. VSB (716) 483-1562
New York: Mayor's WAC (212) 566-5950
Rochester: UW of Gr. Rochester (716) 454-2770
Rome: WAC (315) 336-5638
Schenectady: VC of Human Svs. Plan. Council (518) 372-3395
Syracuse: VC (315) 474-7011
Troy: VB of Mohawk-Hudson Area UW (518) 274-7234
Utica: WAC of Gr. Utica (315) 735-4463
White Plains: VSB of Westchester Co. (914) 948-4452
- NORTH CAROLINA**
Charlotte: UW WAC (704) 372-7170
Durham: WAC (919) 688-8977
Greensboro: WAC (919) 373-1633
Winston-Salem: WAC (919) 724-7474
- NORTH DAKOTA**
Bismark: VC (701) 258-7335
- OHIO**
Akron: VC (216) 762-8991
Canton: WAC of UW (216) 453-9172
Cincinnati: WAC (513) 762-7171
Cleveland: CIVAC (216) 696-4262
Columbus: CALLWAC (614) 221-6766
Dayton: WAC of UW (513) 225-3066
Medina: Medina Co. Org. on Vol. (216) 723-3461
Sandusky: WAC of Erie Co. (419) 627-0074
Springfield: VSB (513) 322-4262
Toledo: WAC (419) 244-3063
- OKLAHOMA**
Oklahoma City: Vol. Action Committee (405) 842-0135
Tulsa: VC (918) 585-5551
- OREGON**
Eugene: WAC/YMCA (503) 686-9622
Portland: VB of Gr. Portland (503) 222-1355
Salem: Vol. Resource Ctr./Salem Schools (503) 581-8535
- PENNSYLVANIA**
Bethlehem: WAC of Lehigh Valley (215) 691-6670
Erie: Vol. Div./COVE (814) 456-6248
Harrisburg: Tri-County WAC (717) 238-6678
Lancaster: Vol. Svc. Ctr. (717) 299-2824
Philadelphia: Vol. Action Council (215) 568-5678
Pittsburgh: WAC of UW (412) 261-6010
Scranton: WAC of NE Pa. (717) 347-5616
State College: WAC of Centre Co. (814) 234-8222
Wilkes Barre: WAC/UW of Wyoming Valley (717) 822-3020
- RHODE ISLAND**
Providence: Vols. in Action (401) 421-6547
- SOUTH CAROLINA**
Columbia: WAC of Midlands (803) 765-2375
Greenville: Vol. Greenville (803) 232-6444
Sumter: Vol. Sumter (803) 775-9424
- SOUTH DAKOTA**
Sioux Falls: Vol. & Info. Ctr. (605) 339-HELP
Yankton: Contact Ctr./Yankton VC
- TENNESSEE**
Chattanooga: WAC (615) 265-0514
Johnson City: Vol. Johnson City (615) 926-8010
Kingsport: Vol. Kingsport (615) 247-4511
Knoxville: VC (615) 523-9135
Memphis: VC (901) 452-8655
Nashville: VC (615) 256-8272
- TEXAS**
Abilene: Vol. Clearinghouse (915) 672-5661
Austin: VC (512) 451-6651
Corpus Christi: VC of Coastal Bend (512) 887-4545
Dallas: VC of Dallas County (214) 744-1194
El Paso: VB of UW (915) 532-4919
Ft. Worth: VC of Metro. Tarrant Co. (817) 336-1168
Gainesville: WAC/Cooke Co. Courthouse (817) 668-6403
Longview: VC (214) 758-2374
Odessa: VC (915) 332-1262
Texarkana: VSB (214) 793-4903
Victoria: VIVAC (512) 575-8279
Waco: VC (817) 752-8357
- UTAH**
Logan: WAC (801) 752-3103
Ogden: Weber Co. VC (801) 399-8848
Salt Lake City: WAC of Comm. Svs. Council (801) 486-2136
- VIRGINIA**
Alexandria: VB (703) 836-2176
Blacksburg: WAC (703) 552-4909
Charlottesville: UW VC (804) 972-1705
Fairfax: WAC of Fairfax Co. (703) 691-3460
Hampton: WAC of Virginia Penin. (804) 838-9770
Lynchburg: WAC of Central Va. (804) 847-8657
Norfolk: WAC (804) 624-2400
Richmond: UW of Gr. Richmond (804) 353-2000
Roanoke: Council of Comm. Svs. WAC (703) 985-0131
- WASHINGTON**
Bellingham: WAC (206) 676-8777
Chehalis: Lewis Co. I&R (206) 748-0547
Everett: UW of Snohomish Co. VC (206) 258-4521
Kennewick: VC Benton/Franklin Co. (509) 783-0631
Mt. Vernon: Skagit Co. CAC WAC (206) 336-6627
Olympia: State Ctr. for VA (206) 753-0548
Renton: S. King Co. VB (206) 226-0210
Tacoma: UW VB (206) 597-7499
Vancouver: VC of Clark Co. (206) 694-6577
- WISCONSIN**
Green Bay: VC (414) 435-1101
Madison: VSB of UW of Dane Co. (608) 246-4373
Milwaukee: Gr. Mil. WAC (414) 933-4224
Wausau: Vol. Exchange (715) 845-5279
- WYOMING**
Cheyenne: Vol. Info. Ctr. (307) 632-4132

POSTER



This poster is the multi-media volunteer recruitment campaign logo of the Voluntary Action Center of the Council of Community Services, Roanoke, Virginia. See the section on volunteer recruitment in this issue for details on the campaign and Tool Box for ordering the VAC's multi-media kit that includes a cassette tape with original jingle, camera-ready newspaper ads and lots more. You may reproduce this logo for your own volunteer recognition and recruitment purposes.

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Return to: Voluntary Action Leadership, 1111 N. 19th St., Suite 500, Arlington, VA 22209, ATTN: Subscription Dept.

Calendar

- Mar. 19-21 **Orlando, FL:** *National School Volunteer Program National Conference*
An opportunity for directors of volunteer programs, volunteers, teachers, school administrators and business and community leaders to exchange ideas, receive training and consider challenges. Two major forums will feature corporate executives discussing business-school partnerships and chief state school officers discussing educational reforms. Workshops and panels will focus on developing the potential of the individual, the child, and the school volunteer movement.
Contact: NSVP, 701 N. Fairfax St., Suite 320, Alexandria, VA 22314, (703) 836-4880.
- May 8-9 **Dayton, OH:** *Volunteer Venture 1986*
The sixth annual statewide conference for volunteers, volunteer administrators, nonprofit and government staff will offer workshops on a variety of topics. Keynote speaker: Neil Karn.
Contact: VAC of United Way, 184 Salem Avenue, Dayton, OH 45406, (513) 225-3066.
- May 14 **Pleasanton, CA:** *Managing for Excellence: A Day with Marlene Wilson*
Cosponsored by the Community Volunteer Council and Valley Volunteer Center of Pleasanton, Calif., this one-day workshop features Marlene Wilson. Topics will include motivation, leadership styles, power and empowerment, and creativity.
Contact: Valley Volunteer Center, (415) 462-3570.
- May 26-29 **Baltimore, MD.:** *1986 AIRS Conference*
The eighth annual conference of the Alliance of Information and Referral Systems (AIRS). Workshops and lectures will focus on new technology, the public's new awareness and the increased need for I&R.
Contact: Jan Baird-Adams, (301) 396-5768.
- June 4-6 **Toronto, Ontario:** *Founding Conference—Ontario Association for Volunteer Administration*
"Connections 86" is the theme of this conference for professionals and workers in the volunteer administration field. They will share ideas and resources and form a professional working group association.
Contact: Robert Cole, OAVA Founding Conference Chair, c/o Probation & Community Services, 2195 Yonge St., 3rd floor, Toronto, Ontario, Canada M7A 1G2, (416) 965-6944.
- June 8-11 **Dallas, TX:** *1986 National VOLUNTEER Conference*
VOLUNTEER's annual conference will be held on the Southern Methodist University campus. See ad on inside front cover.
- June 26-28 **Pittsburgh, PA:** *1986 Pennsylvania Association for Volunteerism Conference*
Held on the Chatham College campus, this conference is open to volunteer administrators and volunteers with two-hour workshops available for both. Daily rates available. Susan Ellis will deliver closing address.
Contact: Ann Mason, PAV Conference Chair, c/o Friends Indeed, 5604 Solway St., Pittsburgh, PA 15217, (412) 421-1840.
- July 13-18 **Boulder, CO:** *First-Level Volunteer Management Workshop*
A one-week course for individuals who are relatively new to the profession that offers the "nuts and bolts" of volunteer management. Specific skills instruction in computerized resource matching, interviewing, recruiting, training.
Contact: Office of Conference Services, Campus Box 454, Boulder, CO 80309, (303) 492-5151.
- Oct. 19-22 **Buffalo, NY:** *AVA National Conference*
"Silver Reflections, Golden Visions" is the theme of the 1986 meeting of the Association for Volunteer Administration, which will be celebrating its 25th anniversary. Education program details available soon.
Contact: AVA, 1540 30th St., Room 356, Boulder, CO 80303, (303) 497-0238.



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