

voluntary action
leadership

FALL 1975



Rural Volunteerism

Energize
CREATIVE CONSULTANTS AND TRAINERS



As I See It

RURAL VOLUNTEERISM

**By Sue Beard
State Director,
Volunteer Program
W.Va. Dept. of Welfare**

A puzzling situation confronted me when I was offered the opportunity to share some of my ideas about volunteerism in rural areas through this column. I felt pure joy at being able to discuss some of the significant contributions being made by volunteers throughout our state; but my excitement was tempered by a feeling of claustrophobia at being confined to the printed word, since I am more accustomed to multimedia techniques.

As I pondered this curious predicament, the loud clamor of a small stampede abruptly shifted my attention. Five cows and two horses were running down the land and heading directly into my garden patch. I instantly assessed the need for immediate action, identified the problem, designed an action plan, and began recruiting some volunteer resources. All these important planning components were completed as I ran toward the telephone.

After simultaneously recruiting and matching (due to time limitation, no interview was conducted), I ran outside to survey the damage. Much to my surprise the onery critters (target population) had bypassed the garden, forded the creek and disappeared up over the hill. Oops, the target population had shifted position—and I still had volunteers on the way to help. Now what would I do with the marvelous plan and those enthusiastic volunteers who were all ready to help?

Sound familiar? How frequently do those of us who work with volunteers or serve as volunteers develop an ingenious plan but accidentally lose sight of the target population in the process.

Those of us who have the unique opportunity to enjoy the challenges of organizing volunteer programs in rural areas find ourselves addressing a wide variety of shifting needs. The stampeding cow incident is really not as far out as many of you folks in urban areas may be thinking. Our coordinators receive requests for volunteers to help with everything from constructing outdoor toilet facilities (commonly referred to as "outhouses" or "privies") to organizing youth opportunity camps, meals on wheels, activity programs for nursing home residents, directing traffic, and staffing an emergency ambulance service—to mention just a sampling.

In reviewing the notes from the Second National Conference on Volunteers in Rural Areas, I was intrigued by

how quickly the professional jargon used in the comments triggered a mental image of the related agency setting. It seems to me that one of the most basic requirements of volunteer program administration and coordination in rural areas is a simple, convenient and mutually understandable vocabulary. For instance, the person who receives a service from an agency is referred to by a variety of "labels." These "labels" are an outgrowth of the jargon necessary to provide a common basis for communication within a particular agency setting. The volunteer coordinator in a rural area or small town has the often monumental task of translating jargon from sun-up through well past sun-down during the process of linking volunteers with service opportunities.

The task becomes monumental in rural volunteer programs more because of diversity of services needed than volume of requests. During a rather typical day a volunteer coordinator may be involved with eight to ten different types of service settings with a wide spectrum of age distribution. One day's activities may range from day care for children to meals-on-wheels to family planning to home repair for the elderly, plus a meeting on interagency cooperating among the minister, the extension agent, the school principal and the welfare department.

Accompanying one of our area volunteer coordinators during a typical day is a fascinating experience. The skillful and unassuming manner which is so characteristic of their helping style is a study in rural service delivery. A volunteer coordinator from one of our most rural areas neatly summed up this person-oriented style when I asked her how they had managed to accomplish a complex project in a very short time span: "We decided it really needed to be done—so we did it!"

I really think the ability to accomplish the impossible is a universal ingredient of all successful volunteer programs, regardless of their geographic locale. In fact, if pushed to admit it, I would even concede there are probably more similarities than differences among volunteer programs in rural and urban settings. However, we are discovering a variety of characteristics which seem to be more related to rural settings.

(Continued on p. 32)

comment

We are pleased to have received so many favorable comments on the first two issues of the new *Voluntary Action Leadership*. We welcome suggestions as well as compliments—if there is a particular topic or theme you would like to know more about, please let us know.

In keeping with our promise to continue developing Voluntary Action Leadership according to your needs and wishes, we are initiating two new regular features with this issue. "Feedback" (see p. 6) is designed to give you, our readers, a chance to talk back. If you would like to comment on any of the articles appearing in this magazine or express your opinion on any topic related to the world of voluntarism, please write to The Editor. We will publish as many of your letters as space permits.

Our second new feature, "Communications Workshop" (see p. 14), introduces to the pages of VAL the Emmy-award winning television producer, Len Biegel. In each "Workshop" Mr. Biegel will present specific, "how-to" ideas that will enable you to present your organization's message to the public in the most effective manner possible.

This issue also introduces Mr. Charles Menagh, who will now be writing the "Local Fund Development" department. As you can see from his treatment of the topic of community trusts on p. 29, Mr. Menagh brings a fresh approach to the subject. We hope you will begin to keep a file of his articles, and that they will stimulate you to think more creatively in finding solutions to your particular funding problems.

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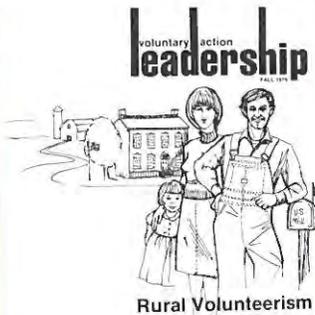
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voluntary action leadership

FALL 1975

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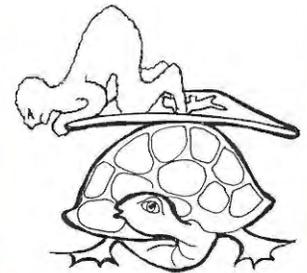
Why is a target population in a rural area like a herd of cattle? Because they keep shifting position. **Sue Beard** explains as she surveys the unique problems and rewards of "Rural Volunteerism."

	Inside
AS I SEE IT	Front Cover
UPDATE	1
FEEDBACK	6



Eugene Goldman outlines the provisions of the Conable Bill and urges support for its passage, reveals the personal comments of IRS Commissioner Alexander on current "volunteer" bills, and explains provisions of new bill to raise mileage allowances for charitable organization volunteers.

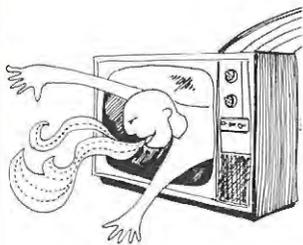
LEGISLATION/ REGULATIONS	7
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"Don't be a 'flat-worlder,'" warns **David Horton Smith**. His survey of volunteerism around the world shows that there is much to be learned from a study of what other countries are doing.

RESEARCH	9
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Volunteer leaders in rural areas have a potentially invaluable tool at hand which is not available in metropolitan areas—Cable TV. **Len Biegel** explains what Cable TV is, how it works, and how you can make it work for you.

**CABLE TV—
MAKING IT
WORK FOR YOU** 12

**COMMUNICATIONS
WORKSHOP** 14



Recruiting male volunteers can be a big problem anywhere, but particularly in rural areas. A special report by the **Kalamazoo, Michigan, VAC** shows how they have successfully solved this problem by using a "man to man" approach in their labor recruitment drives in local business and industries.

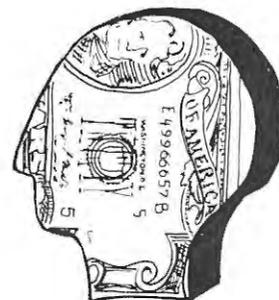
**HOW TO
GET A MAN** 17



Just getting clients to and from human service agencies is a big problem in rural areas. **Alice E. Kidder** surveys the problem and offers some possible solutions.

**GETTING
THERE** 23

BOOKS 27



Community Trusts have more to offer than just money. **Charles M. Menagh** illustrates his point with a closer look at some of the varied activities of the New York Community Trust.

**LOCAL FUND
DEVELOPMENT** 29

THE TOOL BOX 30

CALENDAR Inside
Back Cover

update

Title XX Handbook

A handbook of program options and public participation under Title XX of the Social Security Act is being distributed free by the Social and Rehabilitation Service of the Department of Health, Education and Welfare.

Title XX provides a greater opportunity for individuals and organizations to determine the allocation of federal funds for social service programs in each state. Under Title XX states will authorize what services will be available, who will be eligible to receive those services, and where the services will be provided. Previously programs were required to provide the same service in all parts of a state regardless of varied need for that service.

Social Services 75 briefly explains the history and significance of Title XX and suggests specific programs that can be implemented under the new plan. The booklet includes sections on social service goals, funding, regional differences, changes in eligibility, income and fees, costs not covered by Title XX, the role of citizen organizations in planning and how to inform state agencies of your opinions and suggestions.

To order the handbook write SRS Publications, Room G115B, 330 C Street, S.W., Washington, D.C. 20201. The order number is SRS 75-23038.

The Child Welfare League of America, Inc. has published a handbook that pinpoints how Title XX should be applied to programs for children and their

families. Single copies of the handbook, *Using Title XX to Serve Children and Youth*, is available free on a limited basis from the Office of Child Development, P.O. Box 1182, Washington, D.C. 20013.

Giving USA

In 1974 Americans contributed more than 25 billion dollars for the public good, according to *Giving USA*, the annual report by the American Association of Fund-Raising Counsel, Inc. That represents an increase of 7.4 per cent over 1973.

The report includes a summary of sources of philanthropy, including a list of the largest donations (with donor, amount and recipient), and a table of foundations ranked by payment of grants.

A chapter on voluntarism based on an AAFRC survey of twenty-one national agencies reports a total number of volunteers of more than forty-two million, a higher figure than the Bureau of the Census survey. Thirteen million of those volunteers are involved in fund-raising activities.

The report is an invaluable tool for anyone involved in fund raising. It is available for \$3.50 per copy and bulk rates will be used for more than 25 copies. To order, write the American Association of Fund-Raising Counsel, Inc., 500 Fifth Avenue, Suite 1015, New York, NY 10036.

Certification Seminars

The University of Delaware, through its Continuing Education Division, is sponsoring a certificate seminar program for volunteer coordinators. The eight day-long seminars, co-sponsored by the National Center for Voluntary Action, will be conducted on a one-per-month basis beginning October, 1975. Persons participating in at least six of the seminars will be awarded a University of Delaware certificate and 4.2 Continuing Education Units (CEU).

Topics for the seminars include Goal Setting in Volunteer Programming, Developing Volunteer Training Programs, Enhancement of Supervision Skills, Office Management, Evaluation of Volunteer Programming, Effecting Sound Staff-Volunteer Relations and Recruitment Techniques.

A series of two-day seminars leading to a Certificate in Advanced Volunteer Administration will be conducted for those experienced coordinators who wish to upgrade and increase their skills. These seminars will also be held monthly from October, 1975 through June, 1976. Persons who attend seven of the nine seminars will be awarded the certificate and 9.8 CEU's.

For additional information or registration contact Jacob Haber, Professional Programs, University of Delaware, 2600 Pennsylvania Avenue, Wilmington, DE 19806. Phone (302) 738-8427.

Announcement

VOLUNTARY ACTION NEWS BEGINS SUBSCRIPTION

Like many publications, *Voluntary Action News* has been caught in an economic squeeze. Rising production and mailing cost prevent us from continuing to produce VAN from our general operating funds as we have in the past. For this reason, the National Center For Voluntary Action must now convert VAN to a subscription publication.

Beginning January 1, 1976, a one year subscription—six bimonthly issues—to *Voluntary Action News* will cost \$4.00. At this time, VAN will be offered to the general public through a stepped-up advertising campaign.

SUBSCRIBE NOW AND SAVE!

To be fair to our present readership, some of whom have been with us since the first VAN went to press in September, 1970, an introductory subscription price of \$3.00* per year is available to those who act before January 1. All subscription orders received prior to this date become effective with the January/February, 1976 issue.

*\$4.00 per year for foreign subscribers.

WHAT'S IN IT FOR ME?

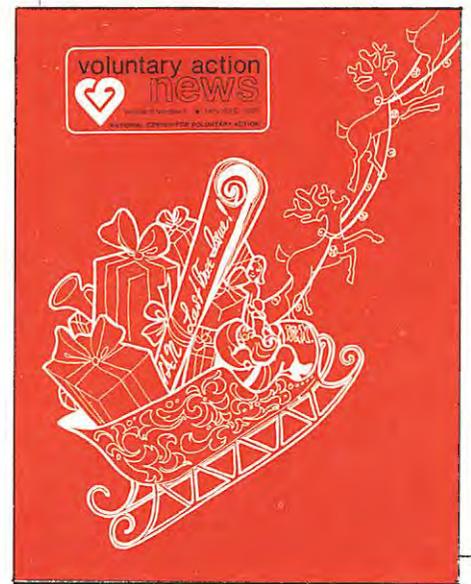
Voluntary Action News is the only publication for and about the entire voluntary sector. Our goal is to report on "what's happening" in volunteerism as it happens. If you are a volunteer or if you work for an organization involved in voluntary action, you may be interested in the following areas featured regularly in *Voluntary Action News*:

- profiles of individual volunteers and local and national volunteer programs;
- reports on conferences and workshops;
- news on current legislation and regulations affecting volunteers;
- editorial comments by volunteer leaders on current major issues;
- book reviews and announcements of literature and materials available;
- announcements of forthcoming events;
- and news from the National Center For Voluntary Action including:
 - National Volunteer Awards Program
 - Volunteer Week
 - National Ad Campaign
 - materials and services available

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- 4 Other

B. Volunteer Activity

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- 5 Government (city, county)
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- 7 Health/Mental Health
- 8 Recreation
- 9 Religion
- 10 Senior citizens
- 11 Youth
- 12 Welfare/Family Services
- 13 Other

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feedback

To the Editor:

Maybe I'm dreaming—but there certainly seems to be a distinctly ho-hum attitude on the issue of tax benefits for volunteers . . . even though on one hand, we know there are growing numbers of people who cannot afford the cost of volunteering and on the other, we are confronted with several possible responses to the problem.

This is an issue sure to affect all aspects of voluntarism, especially volunteer recruitment and placement and even the quality of volunteer work. Yet the mountain of words written and spoken and presumably digested on the subject over the past months has yet to produce either a consensus or a sense of urgency.

There are bills in Congress; there is debate; there is a Cause—but where is the support? Where is the groundswell? Are we waiting for the prospective beneficiaries—the volunteers themselves—to show a solid front of support?

If so, we may wait forever because a constituency of volunteers simply does not exist. For one thing a person who volunteers wears other hats that demand as great or greater priority as the role of volunteer, i.e. family and job. For another thing, most volunteers—whether direct service or administrative or “change agents”—become so successfully integrated into an agency or service area that the fact of their volunteering is secondary to their service.

And finally, as a pressure group, volunteers have never made financial demands for themselves. For others who are handicapped or abused—yes; but never for themselves. We see auto-workers and teachers and consumers consolidate around a particular issue for their own self-interest—but not volunteers as volunteers. Their concerns may be as much for themselves as for others, but the fact remains they

have obviously no financial reason for volunteering and thus no financial self-interest in their roles as volunteers. (Yes, of course there are countless numbers who have a financial reason for *not* volunteering, but there is even less reason to expect support from people as yet unidentified.)

Rather, it is more practical to look for support for volunteer tax benefits from those of us who administer volunteer programs and favor the concept of tax relief for volunteer service. That umbrella is a nice wide one and covers local VAC's and other volunteer clearinghouses; it takes in State volunteer coordinating centers and Governors' Councils on Voluntary Action; it even includes NCVA which has the capacity to articulate a position with as much strength as we want to give it.

Is this issue really so complicated and controversial that it can't be resolved by leaders in the volunteer field—people of good will who represent volunteers on all levels?

To be put off with arguments of “too much paperwork” or even “too much chance for abuse” is to lose the forest for the trees. After all, if we can adapt to the new requirements of accountability mandated by the United Way, we can surely adapt to a simple form that verifies volunteer hours. Also, the flagrant abuser does not do volunteer work!

Right now sandwiched among the hundreds of pieces of pending Congressional legislation are 6 bills aimed at making volunteering less expensive. It hardly seems right that we treat these bills with ambivalence and all the urgency of a yawn.

Many of us have witnessed a decrease in numbers of volunteers in 1975; we have seen volunteers wrestle with the dilemma of cost vs commitment; and we have hoped for an incentive that was both true-spirited and

meaningful. And we believe it's there among all those bills.

In considering the need for action, let's remember the overriding issue is that *many people cannot afford to volunteer*. If it's true that adequate volunteer service is essential to the health and vitality of the community, then the only practical solution is to cut the cost of volunteering. What better way than to offer the person who donates time the same kind of tax relief we offer the person who donates money? Certainly there would be no requirement for this giver of time to take advantage of such a benefit any more than the giver of money. Moreover, acceptance of the offer by the time-giver no more “contaminates” his spirit of giving than does acceptance by the money-giver. In other words, a tax benefit for a gift of time is every bit as legitimate and appropriate as it is for a gift of money. And at last the time-giver gets the same tangible recognition as the money-giver.

As a practical course of action, a flood of letters concerning volunteer tax relief from local VAC's, State coordinating centers and NCVA will have an impact on individual Congressmen; copies most definitely should go to the Hon. Al Ullman, Chairman of the House Ways and Means Committee which is currently harboring most of the bills under consideration. In addition, it seems appropriate at this juncture to look to NCVA to muster additional support within Congress and to be the national rallying point for VAC's and other affiliates.

It's not a ho-hum issue—it affects us all and, for the sake of present and future volunteers, it's time we moved forward with it.

Betsy Rich
Executive Director
VAC of Southwestern
Fairfield County
Stamford, CT



legislation regulations

By Eugene Goldman

Conable Bill Backed

In June 1975, more than a majority of the House Ways and Means Committee, led by Representative Barber Conable of New York, introduced legislation which would clearly define and moderately expand the extent to which public charities may act to influence legislative policy development. According to Representative Conable, the bill (H.R. 8021) represents "an effort to remedy the uncertainty and vagueness presented by the Internal Revenue Code's prohibition of 'substantial' lobbying activities by charitable organizations."

Under section 501 (c)(3) of the Code, "no substantial part of the activities" of a charitable organization may consist of "carrying on propaganda, or otherwise attempting, to influence legislation." Although this "substantial" test has been in effect for approximately 40 years, neither the courts nor the Treasury has been able to derive a universally acceptable definition of "substantial." In fact, it is the policy of the Internal Revenue Service not to define the term clearly, leaving charitable organizations engaged in influencing legislation at the mercy of subjective determinations which may threaten their tax deductible status.

Eugene Goldman is NCVA's special assistant for legislative and regulatory Affairs.

Businesses Favored. The significant problems which arise from the chilling effect of section 501 (c) (3) are compounded by the disparate statutory treatment afforded businesses which engage in lobbying activities. In 1962, Congress granted to business entities the right to deduct as ordinary and necessary business expense amounts paid or incurred in connection with direct lobbying before governmental bodies with respect to legislation of direct interest to the business entity. The legislative history of this provision suggests that Congress felt it desirable governmental policy to have available information concerning the impact pending legislation would have on American businesses.

It is the position of several major national voluntary organizations that this tax treatment of business discriminates against section 501 (c) (3) charitable organizations whose activities are predicated upon serving the public interest. The "Coalition of Concerned Charities," a group of more than 50 major national voluntary organizations supporting the Conable bill, maintains that these business deductions enable businesses to present a distorted picture of a bill's environmental, social or economic impact.

Clearer Guidelines. The Conable Bill provides clearer guidelines for public charities on the extent to which they may influence legislation. It eliminates the "substantial" test. In its place is a provision which permits a certain per-

centage of expenditures for lobbying dependent upon the charity's total expenditures. The amount spent on lobbying is restricted to a downward graduated percentage of the total disbursements: 20% of the first \$500,000; 15% of the next \$500,000; 10% of the next \$500,000; and 5% of the excess over \$1,500,000. Thus, an organization with a budget of \$200,000 might expend \$40,000 on lobbying activities.

The following is a description of the bill's other main features:

- Charitable organizations could freely communicate with their *bona fide* members on legislation of direct interest to the organization and such *bona fide* members.
- The bill places no restrictions on the extent to which unpaid volunteers may lobby for their charitable organization.
- The bill would also codify and exempt from the reverse graduation scale the existing exceptions to the "substantial" test. These exceptions include: making available the results of nonpartisan analyses and studies; providing invited expert testimony; and influencing the drafting and implementation of regulations.
- Public charities would be able to engage in unlimited lobbying with respect to legislation affecting its existence, powers and duties, tax exempt status, or the deductibility of contributions to it.
- The bill would eliminate the "substantial" test only for those organizations electing to come under the bill. One reason given for the election is

that compliance with the expenditure test would require more frequent and comprehensive audits for some organizations than are required under existing law.

Support Needed. The House Ways and Means Committee will consider the Conable bill and other charity-related legislation in November. NCVA supports the Conable bill and encourages volunteers and other voluntary organizations to do the same.

Letters or phone calls to your national representatives (including Senators) would be most helpful to the efforts of the Coalition of Concerned Charities.

IRS Commissioner Comments on Volunteer Bills

Donald Alexander, Commissioner of the IRS, has offered certain observations about two bills which would provide a tax deduction for volunteer time under certain conditions. The observations are contained in a letter to Virginia Knauer, Special Assistant to the President for Consumer Affairs, who called Alexander's attention to the bills.

The legislation, H.R. 4466 (to allow individuals who have attained age 65 a deduction for volunteer services performed for certain charitable organizations) and H.R. 6792 (to allow individuals a deduction for volunteer services performed in Veterans Administration hospitals), would permit the individuals performing such specified services to deduct an amount equal to the greater of \$2 per hour or the prevailing minimum hourly wage rate. Under existing law, donations of services do not qualify as charitable contributions.

While Alexander's "view in favor of or in opposition to those bills do not necessarily reflect those of the Department," they may serve as an indication of the IRS's attitude toward this type of legislation. Alexander's letter included several specific considerations. The letter, in pertinent part, reads:

Social Considerations. *It appears that a primary purpose of the bills is to encourage the growth of volunteer services. While it seems clear that public benefits would probably be derived from the proposals, the use of the Internal Revenue Code for the promotion of*

social policy has contributed to its present complexity and the average citizen's lack of understanding of it. In the case of proposals of this kind, the convenience of using the Code as a vehicle for social policy must be weighed against the desirability of maintaining the primary purpose of the Code which is the collection of revenue.

Taxpayer Considerations. *In order to benefit from either of the deductions proposed in these two bills, the taxpayer must itemize his deductions. Since most taxpayers do not itemize deductions, the proposed deductions would not be available to many. This lack of availability would be particularly true in the case of H.R. 4466 which limits the deduction to persons age 65 and over because persons in this age group generally are not making large interest payments on home mortgages that so often lead taxpayers to itemize their deductions. Thus, the proposed deductions may have less impact on taxpayers than would initially appear.*

Administrative Considerations. *Substantiation of the number of hours that a taxpayer claims he performed volunteer services, which number of hours support the claimed deduction, would be the principal administrative problem posed by the bills. Regulations establishing standards for such substantiation would have to be promulgated. Individuals claiming deductions for volunteer services might be required to produce certification that the services were, in fact, performed over the claimed number of hours. The burden of providing the certification to the individuals for furnishing to the Internal Revenue Service would necessarily fall upon the charitable organizations and Veterans' Administration hospitals benefiting from the services.*

Revenue Considerations. *While an estimate of the revenue impact of these bills has not, to my knowledge, been made, clearly each bill would have some adverse effect on revenues. Such effect would probably be relatively minor, particularly if the proposed deductions are limited to a statutorily stated value of services performed only by individuals age 65 and over or for Veterans' Administration hospitals. The deductions even so limited would obviously constitute precedent for*

allowing similar deductions to other persons performing services for other charitable organizations whose eleemosynary merits are scarcely distinguishable from the merits of Veterans' hospitals. The allowance of more such deductions would erode the tax base and seems contrary to the legislative trend of recent years to limit deductions allowable for charitable contributions.

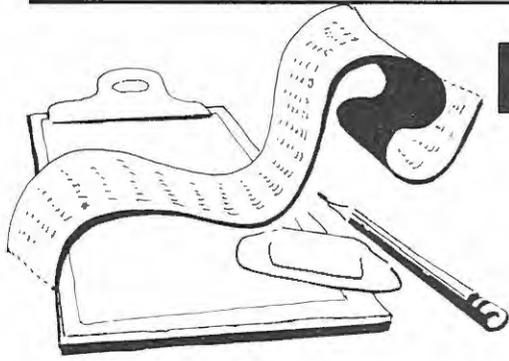
Bill Would Raise Mileage Allowance

Rep. Richard Ottinger of New York has introduced legislation (H.R. 8895) which would "equalize the mileage allowances for charitable organization volunteers with the amount already set for private industry." The bill would raise the standard deduction mileage allowance for people who travel for charitable organizations from 7 to 15 cents a mile.

Under existing Internal Revenue Service rulings, volunteers are permitted to deduct out-of-pocket expenses for gas and oil at a standard rate of 7¢ per mile to determine the volunteer's contribution. The 7¢ per mile rate became effective in September 1974. The costs of auto insurance and normal depreciation are not deductible. A pro rata portion of the general repair and maintenance cost of a volunteer's auto which is used occasionally for volunteer work is not deductible. Costs for auto insurance, normal depreciation, general repair, and maintenance are factored into the 15¢ rate for private industry.

Ottinger sees "no reason why the present distinction should exist in light of the fact that the costs of operating a vehicle are the same whether the owner is being paid or not." Ottinger recognizes that "recent increases in the price of fuel along with the higher operating costs of automobiles have made it harder and harder for volunteer organizations to recruit people. These agencies provide helpful services that benefit the community and I believe Congress should acknowledge this fact."

Changes in the standard mileage rate for volunteer driving have been set administratively by the IRS. The Ottinger bill would amend the Internal Revenue Code to increase the mileage deduction rate.



research

By David Horton Smith

Previous Research articles in *Voluntary Action Leadership* by the author have emphasized the relevance of research to the *practice* of voluntary action leadership. This time, we shall step back a bit to focus instead on a broader issue that is important mainly as *background* for day-to-day leadership activities, though still having major practical implications. We shall be asking and answering a U.S. Bicentennial-related question: How does U.S. voluntary action compare to voluntary action elsewhere in the world? Are we the only or principal "volunteer-inhabited" continent?

Many voluntary action leaders still have the equivalent of a "flat-world" picture of voluntarism in their minds. Well, the world of voluntary action is as round and far-flung as the world we live on. A "flat-world" view of voluntary action can have the same negative impact on a leader as a "flat-world" view of geography had hundreds of years ago. Namely, it can keep you from exploring other areas of the world for the further accomplishment of your basic goals and for the mutually beneficial sharing and exchange of resources.

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As far as we can tell from research, there are some forms of voluntary action present in every country in the world. For instance, there is *informal* voluntary action everywhere—helping other people outside the family when they need or ask for help, but not as part of some formal organization or program. Everywhere in the world there are some people who help their neighbors and friends, who stop for hitchhikers, and who play the "good samaritan" for strangers in need. All of this is voluntary action just as much as the more organized kind that is connected with a formal program or group.

All right, you may be saying, but what about organized (or formal) voluntary action? Here, too, research shows that there are some people involved in some kinds of *organized* voluntary action everywhere in the world. There are wide variations in how many people participate and wide variations in the kinds of voluntary action involved, but voluntary groups and volunteer programs—like businesses and government agencies—occur in every nation and in nearly every city, town, and village on the globe. Volunteer groups and programs are thus a fairly common way of accomplishing goals for people in general.

Let us take a few countries around the world and give examples of the kinds of voluntary groups that are found there.* Many Americans, for

instance, would be surprised to learn that voluntary action has a long history in Africa. In Nigeria there are thousands of volunteer religious groups, both Christian and Muslim; there are a variety of voluntary health organizations, including the Nigerian Red Cross (founded there in 1917); numerous sports associations—e.g., the Amateur Athletic Association; as well as unions, trade guilds and other occupation-related voluntary associations. Most distinctive, however, are the *tribal unions* or tribal associations formed in most cities by migrants from a given village, clan or tribal area. These groups play a major role in helping the rural, back-country Nigerian migrant adapt to city life and problems, with the voluntary help of people who have come from the same origins some years earlier.

Research on Ghana and Togo in Africa suggests similar conclusions, adding information on the presence of many Western origin youth organizations like the YMCA, YWCA, Boy Scouts, Girl Guides (Scouts), etc., as well as arts and culture voluntary groups, voluntary adult education groups, voluntary credit unions, mutual benefit societies (for emergency

*The principal source used for this article is the (edited by the author) volume *Voluntary Action Research: 1974, The Nature of Voluntary Action Around the World*, available from A.V.A.S., Box G-55, Boston College, Chestnut Hill, Mass. 02167. This 323 page hardcover volume costs members \$14; non-members pay \$16.

aid in case of death, disease or other family emergency), plus a variety of overseas volunteer programs involving people sent to Africa from more advanced and industrial countries. Most African countries tend to have one-party rule politically, but whatever the system, the political parties involve thousands of volunteer groups also.

Perhaps most striking of all is the "human investment" type of program being run by the governments of Guinea, Togo and other African nations. This approach involves the support of "animateurs," indigenous local leaders who receive special training in volunteer leadership and economic development skills, and who then stimulate their fellow villagers or townspeople to work voluntarily on the great variety of public service and public works projects that every developing country sorely needs done.

There are organized voluntary groups of a similar range of types in Latin America, the Middle East, and South and East Asia. In some countries, perhaps most or all, indigenous voluntary political and religious movements of a voluntary sort were instrumental in bringing about the independence of the country from some kind of colonial power, just as was the case 200 years ago in our own country. For example, a variety of nationalistic movements stimulated by Gandhi and others were instrumental in bringing about the independence of India in 1947.

In Japan it was necessary not too many years ago to invent a new word "borantia" to have the appropriate connotations of our English word "volunteer". Although voluntarism (by other names) has long been a characteristic of Japanese society, recent years have seen a tremendous growth in voluntary action there. The Japan Red Cross alone has 3,000,000 volunteers scat-

tered in over 2,000 communities. And a national guide to volunteers lists over 20,000 organizations that in one way or another work with volunteers. An interesting Japanese variant on Volunteer Bureaus and Voluntary Action Centers is their "Goodwill Bank". A volunteer "deposits" his good will in a local Goodwill Bank and waits for someone or an organization in need to withdraw that deposit. Begun in 1962, this system has now spread to over 1,300 communities!

All of the foregoing may not be too hard for the reader to accept, but what about voluntary action in Communist China or Russia? Does it exist? In what forms or in what sense? The answer is a resounding "yes" to the first question—it does exist there, though in special forms. Voluntary associations may be defined as groups whose members "come together in order to promote common interests," having "a membership that has chosen to join rather than being forced to join by coercion or prescription," and lacking "a structure of rewards based on direct economic or political sanctions."^{*} In this sense, which is the generally understood meaning of "voluntary association," both China and Russia have hundreds of thousands of such groups and millions of volunteer participants. What is particularly distinctive about voluntary associations in a dictatorship, however, is that they are always controlled at their top levels by the larger political system—*i.e.*, the Communist Party and the State in China and Russia.

But even if their ultimate policy decisions and programs are controlled by the state (just as is the case with a few volunteer programs in the U.S.—*e.g.*, RSVP, 4-H), voluntary associa-

^{*}The definition is taken from p. 3 of the volume referred to in the previous note—a chapter by Allon Fisher.

tions and volunteers at the local level function much like they would anywhere else in the world. There are of course strict limitations on the kinds of voluntary groups and programs that are allowable, and in the kinds of programs that are necessary. In a small Chinese town studied in 1959 there were nearly 1,800 voluntary associations for the roughly 21,000 inhabitants (or a very high rate of about 86 groups per 1,000 population). This number included such groups as newspaper reading groups, art and literary teams, voluntary libraries, dancing teams, current affairs and propaganda teams, basketball teams, science societies, trade unions, etc. Nationally, there are several really huge types of voluntary associations in China, including the Communist Youth League (25 million in 1964), the Federation of Trade Unions (21 million in 1965), the Women's Federation (76 million in 1953), etc.

Similarly, in Russia, some 1959 figures for *one* of the several Republics of the U.S.S.R. show about 800,000 organizations and 8.5 million participants in such groups as library councils and clubs, parents' committees of schools (Russian equivalents of PTA in the US), street and housing committees, women's councils, volunteer fire detachments, councils of the aged, sanitation detachments, volunteer people's detachments, and comrades courts. Again the overall national figures are great, with 2.5 million of these kinds of amateur organizations (as they are called) and 17 million participants in 1961. The mass public organizations like the Communist Party, trade unions, cooperatives, youth organizations, sports and defense organizations, and cultural, technical, and scientific societies involve millions of additional groups and well over 100 millions of members.

The reader will note in reading over the types of groups mentioned that there are some that seem familiar—e.g., volunteer fire detachments, PTA-like groups, while others seem very different—e.g., comrade's courts, propaganda teams. Yet there are some broader differences as well. Note that there are relatively few of the voluntary health and welfare sort of groups that we so take for granted in the U.S. This is because so much in the way of health and welfare is handled directly by the government. Also, note that there are virtually no issue-oriented or advocacy groups. These kinds of activist groups are a small proportion of the voluntary sector in the U.S. and in Europe, but essentially do not exist in dictatorships. In fact, the first thing that dictators attempt to do is to eliminate or take over independent social action and advocacy voluntary associations, since they represent potential threats to total state control. We might all remember this next time we are about to complain heartily about some advocacy group that is bothering us. The presence of such issue-oriented, advocacy, and social action groups seeking changes in the *status quo* and doing so without government interference is the hallmark of freedom and democracy.

Finally, what about Western Europe? As anyone with some travel experience there might guess, most advanced industrial countries such as those of Western Europe have large numbers of voluntary associations and volunteers. In fact, many of the large, national voluntary associations we take for granted in the U.S. were actually founded in some European country—e.g., the Red Cross, the Boy Scouts and Girl Scouts, etc. It is also striking that the Western European democracies tend to have the *full range* of voluntary groups that we find in the U.S. and

Canada, including numerous advocacy and social action groups and voluntary social welfare and health groups. However, since many European countries have much more comprehensive national health systems than we have, it is not surprising that there are relatively *fewer* of the social service, health and welfare voluntary groups in Europe than here.

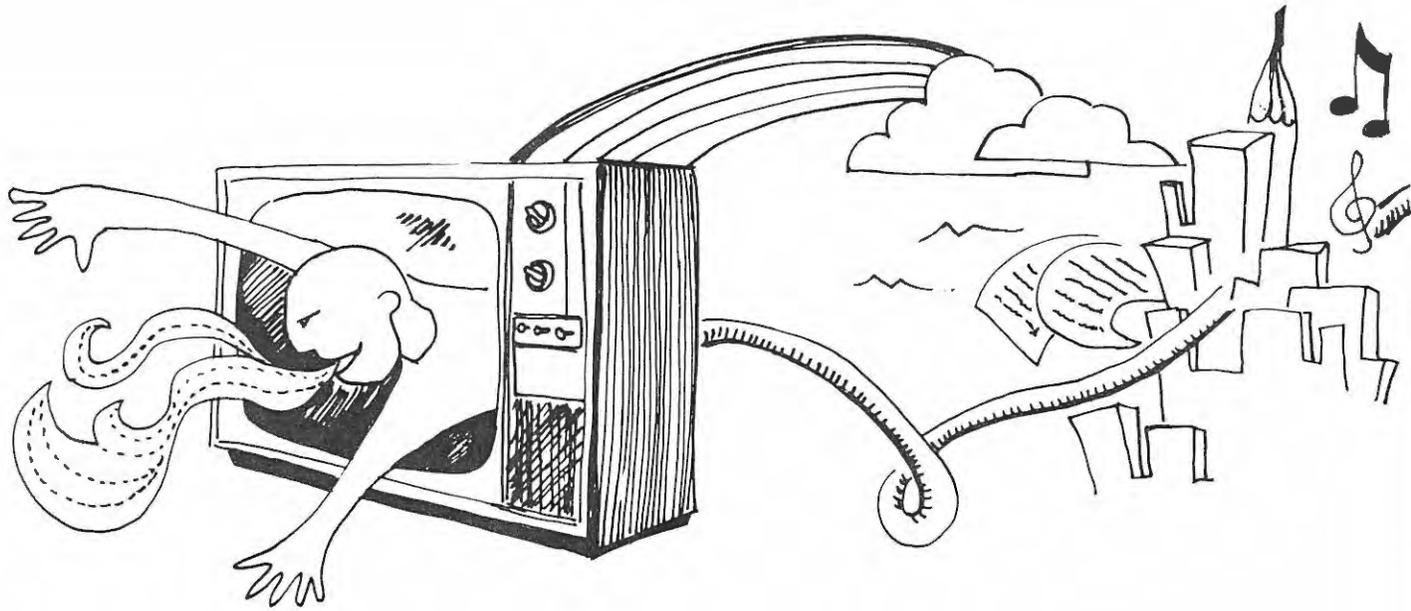
As for the *degree* of participation in voluntary action of an organized sort, available figures make it clear that some European countries are *more* active proportionately than the US. For instance, US national sample studies of voluntary association membership (of all kinds) tend to find about 60% of the adult population belong to voluntary groups, while studies in Scandinavian countries like Sweden and Norway find over 70% of their populations (adults) to be members. Hence, although we can say that the US and Canada are among the world leaders in proportion of the population active in voluntary action, we are not at the *top* of the list. This is true in a number of other areas as well, of course, whether we are talking about health statistics, education, or whatever.

In conclusion, it should be clear that the US does not have a monopoly on voluntary action. We have more of it proportionately than do *most* countries of the world, but we did not invent it and do not now stand at the top of the list in terms of certain measures of voluntary action (though the US might be at the top in certain other measures yet to be applied). "Such results do not reduce the importance of voluntarism in America, but rather serve to reinforce the conviction that we are but one large and highly industrialized nation among many others and that we share with those other nations many similarities as well as some important differences."^{*}

What does this mean to us in practical terms? It should mean a great deal. It means that with a "round-world" map of voluntary action, instead of a "flat-world" map, we should be able to seek confidently and eventually find many people and organizations in other countries (in Western Europe and elsewhere) who could be of great help and interest to us, and vice versa. It means that we should be seeking actively these kinds of contacts and channels for resource sharing, skills exchange, etc. It means that when we celebrate voluntarism as an important part of our American Bicentennial heritage—past, present and future—we should make a special effort to include representatives of non-US groups, both similar and different, whether from the place where a certain kind of voluntary action originated, where it spread from here or elsewhere, or simply where they are doing something interesting that we ought to know about.

In order to link into international networks, the interested reader might: write to the Union of International Associations (1 Rue aux Laines, Brussels 1000, Belgium) and inquire about their publications and activities; write to the international representative of *your* national organization (if your group is part of one); write to the International Secretariat For Voluntary Service (10, Chemin de Surville, 1213 Petit-Lancy/Genève, Switzerland); write to the International Council of Volunteer Agencies (7 avenue de la Paix, 1202 Genève, Switzerland); or write to the Association of Voluntary Action Scholars and request its free, brief reading list on "International and Non-North American Voluntary Action" (Box G-55, Boston College, Chestnut Hill, Mass. 02167).

^{*}Quoted from p. 301 of our principal source.



CABLE TV-MAKING

By Len Biegel

Cable TV—one of the new television media—has considerable potential for volunteers and communities throughout the country. What it is, why it exists and its potentials are worth examining.

Cable TV, if it already exists in your community, can mean a great deal for you now; or in the future, if your community is planning to develop a cable system. Consider the broad implications:

- (1) You can play an integral part in the production of programming for a system.
- (2) You can focus particular attention on a specific volunteer project in which you are active.
- (3) If your community does not yet have a system but is planning

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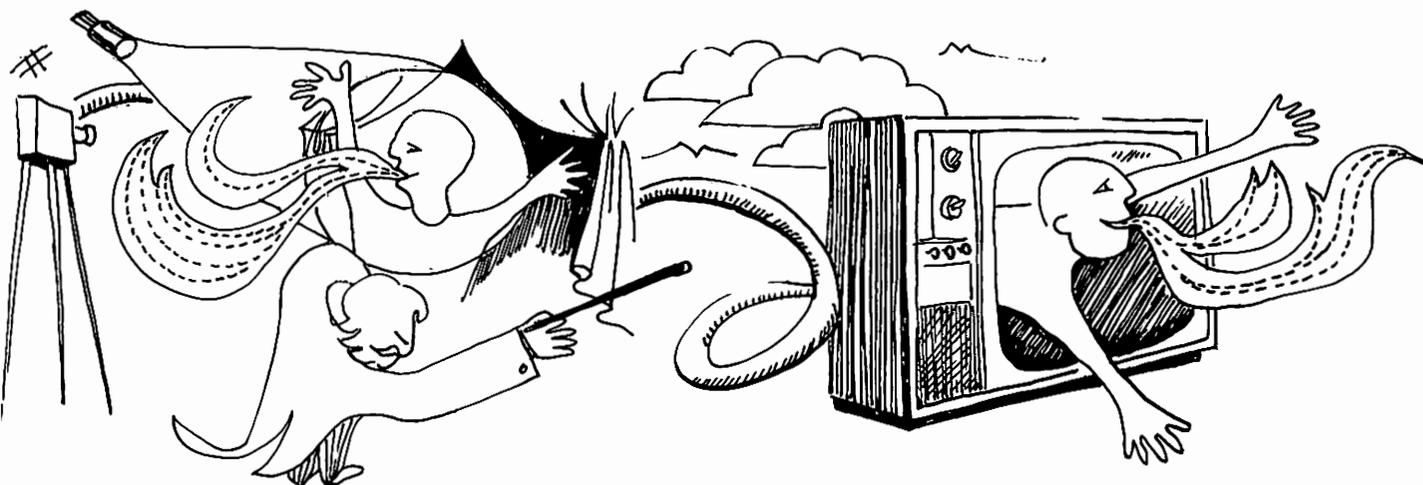
one, you can play an active role in the development by helping to assure the maximum advantages for voluntary group access.

But what, you ask, is Cable TV? Cable television (also referred to as CATV, for community antenna television) provides a combination of better signals and additional services and programming. This new television form, now in slightly more than 10% of America's television-owning homes, began in the 1950's as a technical means for bringing television to remote (frequently rural) areas which could not otherwise receive signals; or to areas which received signals so poor they could not be enjoyed. The system is based on the underground wiring of homes to a receiving re-transmitting point. This improves upon rooftop antennas which depend on good geography for quality reception. Heretofore, regular television signals reached the home directly through the airwaves. In cable operation, however, the signal is sent by the station through the airwaves and is picked up at a cable receiving point which then re-transmits the signals via underground cables directly to the subscribing homes. The service is available only to those homes or places (e.g.,

hotels, restaurants) which agree to a monthly subscription fee. Though the fees vary, they are generally around \$5. Cable TV entrepreneurs quickly recognized that this new type of service to homes could carry additional television information—in many cases, dozens of additional channels. The potentials have already been realized in a broad variety of ways, from sporting events to public forums to weather and stock market reports. In some communities, these experiments with two-way cable were adapted early and resulted in town meetings—and even medical examinations.

Cable systems are all community-based and vary in size from several hundred homes in the smallest systems to tens of thousands in the larger communities. Thus, the local nature of the systems and the ability to program and transmit on additional channels through these cables makes Cable TV a very important new medium for volunteer and civic groups.

Local governments, in most cases, are granting the franchises to commercial operators, and in some cases, to non-profit groups. Regardless of the nature of the franchise holder, the Federal Communications Commission



IT WORK FOR YOU

and the municipalities encourage and in some cases require certain public interest time for the airing of announcements and programs by the operators. Included among those provisions are specific channels for public access, government, education and local origination channels. This differs in concept from station broadcasting, where the amount of non-program, non-commercial time depends not only on the broadcaster's judgement, but on his sales level as well. In cable TV, the public interest channels are to a large extent prescribed.

Though the additional programming channels are commonly defined as public access, government, education, and local origination, their daily scheduling frequently finds new definitions for these channels. The public access channel, for example, is designed to provide free and open access for any group (and frequently individuals) to express themselves. The cable operator generally supplies minimal studio facilities. In some communities substantial public interest contributions have been made through information and discussion; in others, ego trips have prevailed. The government channel is frequently designed for explanation of municipal services, as

well as hearings and discussions. The education channel has broad possibilities—from formal university courses to general educational material. The local origination channel can carry material very broad in nature and can include externally-originated entertainment or public affairs material, commercials—or even pay-TV movies. Additional channels frequently focus automated cameras on news headlines or weather reports.

In all of the additional transmission opportunities available on Cable TV, one characteristic stands out: Unlike the traditional broadcast stations which frequently relegate community interest material to marginal time periods—and last-minute cancellations, dependent on sales—Cable TV has a wealth of time periods available for the asking. And, as the number of subscribers grows, so will your exposure.

Though Cable TV is still in its early growth stages, there are immediate rewards in many of the operations, and potential in virtually every community throughout the nation.

Cable TV has one major advantage in reaching interested audiences. And, though these may not be as large as the audiences for network originated

entertainment programs, Cable TV can provide the best time periods. Therefore, when the broadcast station can only afford to give marginal time periods—such as early Sunday morning—to community interest subjects, Cable TV can afford to give prime time periods such as 8:00 p.m. or on a week-night. When properly publicized, the opportunity and the response for people to watch is there. As Cable TV grows, the diversity of opportunities is sure to grow, and your leadership in the growth, both through encouragement of more opportunities and through actual examples and exchange of these examples can only play a positive role.

Opportunities and experiences abound, and the National Cable Television Association is replete with information on the experiences of local communities throughout the country. Consider some of the local experiences:

Twin County Cable Television, Allentown, Pennsylvania. The *Community Spotlight* talk show allows individuals and organizations to explain the functions of their club, charity, school and other community endeavors. Public issues are discussed.

(Continued on p. 16)

communications workshop

How to prepare a slide for television

The type of equipment available at cable TV systems for transmission of artwork varies considerably. While some systems can accommodate slides, others utilize art cards, still others use electronic print-out devices. Despite the specific technical transmission device, your artwork announcing a local event is critical; many opportunities for publicity have never materialized because the artwork was improperly prepared. Slides are one of the most frequently used forms and should be prepared with the following guidelines:

Television slides are 35mm, with an overall dimension of 2" x 2". The camera, scanning the slide in a 3:4 ratio, doesn't pick up the full image. Therefore, it's important that the message be confined to the center of the essential or safe area. Figure 1 shows the technical specifications for preparation of 35mm, 2" x 2" slides for television. Area A should remain blank. Essential information, most critically any written information, should be contained within Area C, the essential or safe area, with dimensions 5/8" high by 23/32" across. Area B, the scanning area, measuring 27/32" high by 1 5/8" across, may contain some design components but not vital text.

Keep the slide simple and attractive. The television screen is small, and the message is seen for only a short time. Figures 2 and 3 show examples of a poorly-designed slide (at the top) and a well-designed slide.

Have the artwork prepared in color, but remember to keep in mind that many people do not own color receivers. Contrast ratios between colors become paramount here, and your artist should use the standard gray scale as a guide. Although one-step variations on the scale will distinguish between colors on a color receiver, a separation of at least two steps is required for distinctions between colors on a black and white receiver.

Type faces with very thin horizontal lines present technical problems, and should be avoided.

Keep printed material to a minimum and confine it to the area to be scanned by the camera. It is commonly observed that lettering smaller than 20 percent of the vertical screen dimension is too small to be read clearly in most type faces.

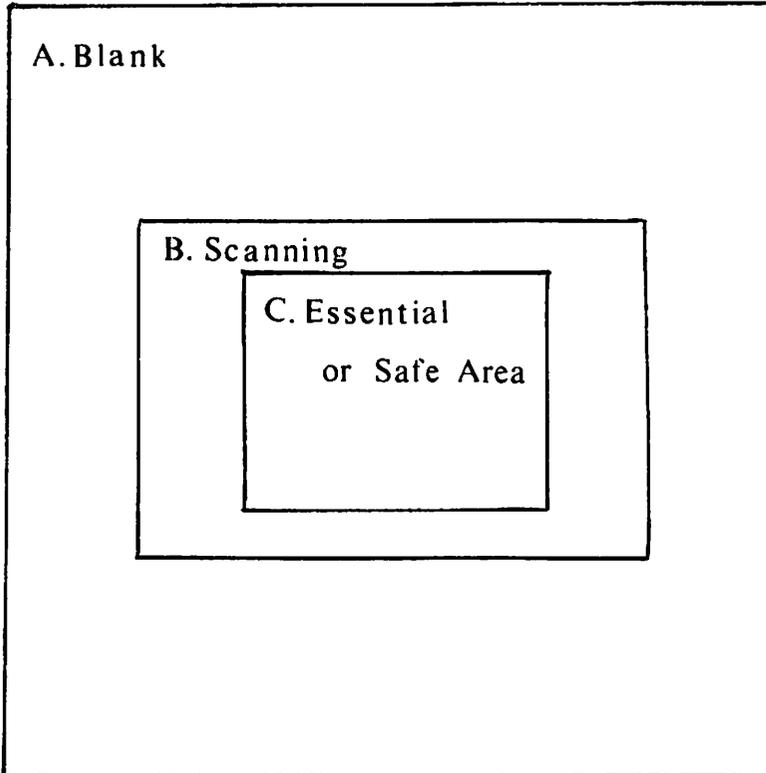
Television slides are normally produced by first preparing camera-ready artwork which can be shot and made into slides. For example, you might have a logo or symbol combined with a small message. This should be laid out on a white card measuring approximately 12" x 16", with lettering or other text material. A uniform background color frequently is added by using an acetate overlay sheet. It is then shot on 35mm film, taking special care, at this stage, that the important elements of the message do not spill beyond the essential or safe area.

Slides should be mounted in rigid frames with glass, taking care to use materials that won't shift within the slide mount. Most metal and plastic mounts can be used, but tape-bound glass mounts or cardboard mounts often can't. Be sure to ask local stations about their mounting standards.

An important consideration is who should do your artwork. While it doesn't take unique skill or talent to prepare proper artwork for television slides, you do want a sophisticated design and professional standards. There are exceptions to the professional approach, but they should be harmonious with the intent. For example, small children's drawings or paintings can be used as charming graphics if they meet the needs of your message.

Considering the limitations of your budget, it might be practical to enlist the aid of an art student at a nearby college or professional school. He or she may be accomplished in graphic design though lacking in exposure to television standards. For a modest fee, this person can serve you and also learn the techniques to turn out good graphics for television. If the artist has a 35mm camera and lights, he or she can do the entire job conveniently. If not, seek out a photographer through similar channels.

Figure 1



A. 2" x 2"

B. $2\frac{7}{32}$ " vertical x $1\frac{1}{16}$ " horizontal

C. $\frac{5}{8}$ " vertical x $2\frac{3}{32}$ " horizontal

Figure 2

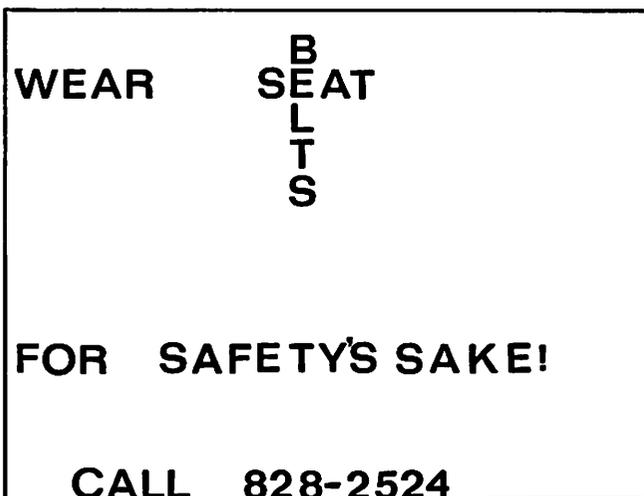
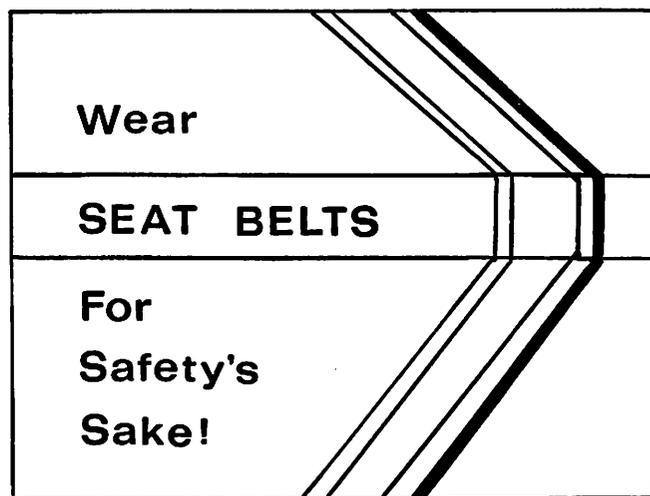


Figure 3



Artwork specifications quoted from *Mediability: A Guide for Non-Profits*, by Len Biegel and Aileen Lubin, copyright 1975.

Cable TV (Continued from p. 13)

Junction City-Fort Riley Cable TV, Junction City, Kansas. When the worst storm in the history of north central Kansas hit, Cable TV, putting forth emergency programming on four channels, gave important emergency information and up-to-the-minute reports from local officials.

Continental Cablevision, Jackson, Michigan. Two local women, Nancy and Kim Beaman, put together a regular series of community interest programs. Armed with a portable camera, they put together a magazine format program aimed at generating understanding, harmony, and a deeper level of accord within the community. Subjects range from a summer camp for girls to a visit to a retirement home to the county fair.

Jefferson Cable Corporation, Charlottesville, Virginia. This cable system reports local groups are a constant source of excellent program material. Some examples they cite as their local good contacts include: The March of Dimes, the Jaycees, the 4-H Club, and countless others.

Beloit Cable TV, Beloit, Wisconsin. Beloit is one of many reporting successful telethons for local charities. In their case, they report excellent results for their telethon for the Rock County Association for Retarded Children. Sixty volunteers were used in one recent telethon (or actually cablethon) and their goal of \$6,000 was surpassed, as they actually raised \$7,514.92.

GE Cablevision, Anderson, Indiana. *Close Up* is a weekly half-hour program produced through the cooperation of the city League of Women Voters. Each week members of the league discuss issues, referendums, or programs of local or state significance, along with current activities of the league. Guests have included state and local representatives, county and city officials, judges, and individual concerned citizens. The programs have been taped both in the studio and at remote sites, if possible, for more effective presentations.

Telecable, Overland Park, Kansas. *Book Bag* is a ten-minute daily program run several times each day. The program centers around children's books selected by the library staff. The format of the show has two basic

approaches: Some weeks, Mrs. Kaiser, the hostess, reads the story, with one camera taking an over-the-shoulder shot to allow the children to see the illustrations. At other times, she will utilize small hand puppets to help in telling a story. Whichever approach is used, the children love her.

One would hope these examples serve as concrete encouragement for doing the best job in your community. Implementation is the key, however, and for this it becomes important to consider the groundwork. Recalling the three important volunteer advantages for Cable TV insofar as volunteers are concerned, your groundwork is the key in any of these relationships, and so for each we should consider a "shopping list" in order to introduce you and the cable systems to each other and find out what is possible.

Some checklists can be handy, and in all cases, it is the personal contact that will make the difference.

(1) You can play an integral part in the production of programming for a system.

Most cable systems are quite small and operate on minimal program budgets and staffs. If you want to experience an involvement in community programming—and in television in particular—call the local system, introduce yourself and explore the opportunities.

Cable TV presents many opportunities for learning new skills and getting your hands and mind involved in technical or creative areas in which you never had experience before. Do not, however, presume it is as easy as it looks. If you wish to, and if the cable operator offers the opportunity, do it as well as the professional. Take the time and learn. The improved results will be that much better for the effort.

(2) You can focus particular attention on a specific volunteer project in which you are active.

Good publicity is indispensable to the success of your efforts, and Cable TV has several opportunities for good exposure. *Before* you prepare and submit material, contact the cable system and determine the opportunities and the ground rules. Be prepared with a list of questions, such as:

- A. What length announcements can be accommodated?

- B. In what form should the announcements be submitted? Written copy? Film? Video tape cassette? Art cards or slides?
- C. How many copies should be submitted?
- D. What are the regular deadlines?
- E. Does the cable system have any facilities available for production?
- F. Does the system have any community programs which afford discussion opportunities?

(3) If your community does not yet have a system but is planning one, you can play an active role in the development, helping to assure the maximum advantages for voluntary group access.

Cable franchises are awarded locally and guidelines for community service are major considerations in who should be the recipients of the franchises. As a community leader you are in a particularly strong position to help define the requirements of the community.

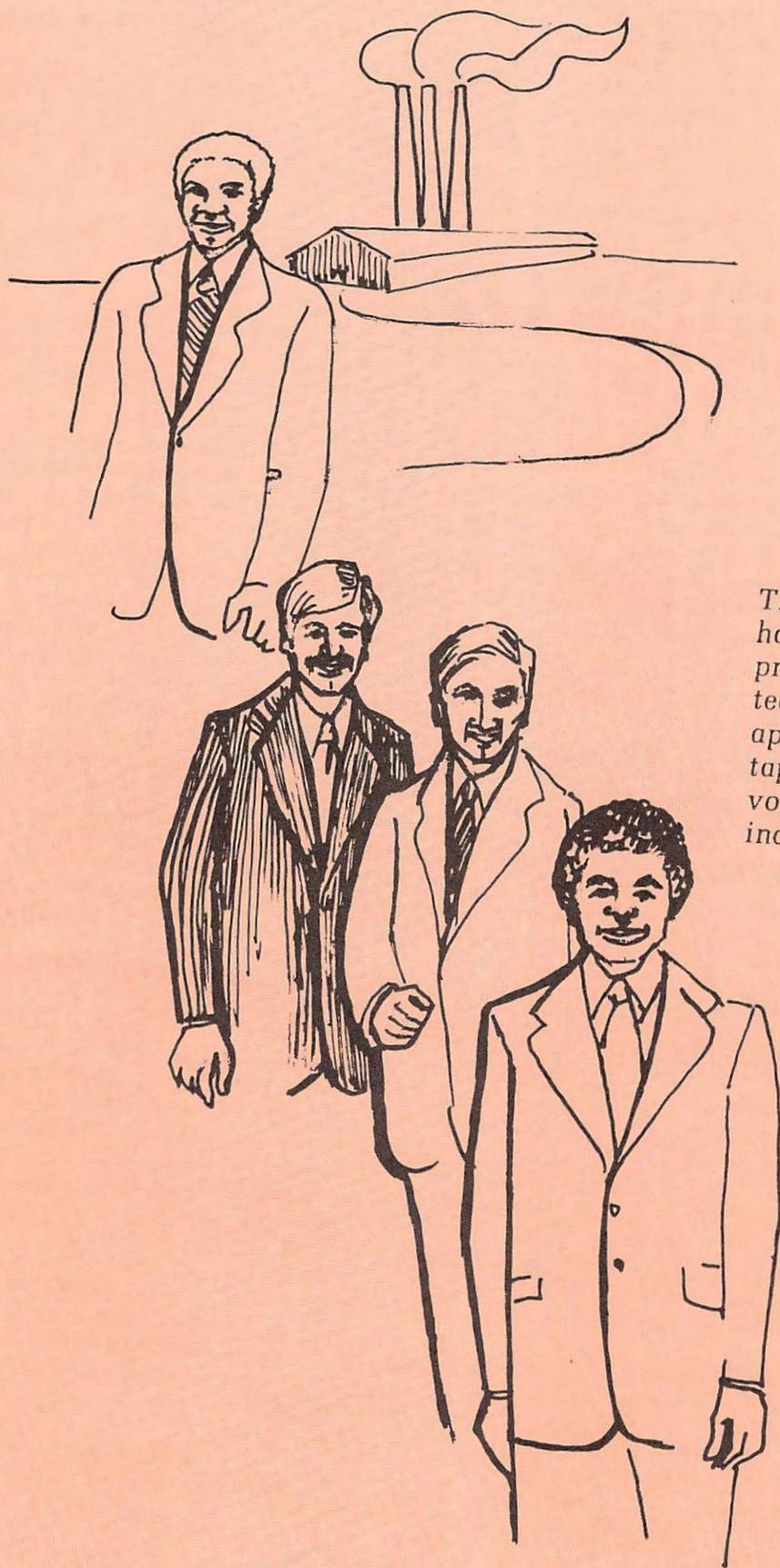
You may find that additional sources are useful. Some recommended include:

National Cable Television Association
918 16th Street, NW
Washington, DC 20006
202/466-8111

NCTA is the trade association for cable system owners and can frequently be helpful in giving information on specific cable systems and in disseminating information on program experiences.

Cable Television Information Center of the Urban Institute
2100 M Street, NW
Washington, DC 20037
202/872-8888

CTIC is a non-profit advisory group created to help local governments focus upon their own communities' requirements for a cable system. They not only provide general information through a variety of publications but also can assist in specific, analytical services in very specific ways. If you, as a community leader, become part of a cable TV planning commission in your community, CTIC is an indispensable contact for you.



HOW TO GET A MAN

The Kalamazoo, Michigan, VAC has a new approach to an old problem—recruiting male volunteers. Using a “man to man” approach, they have successfully tapped a mother lode of potential volunteers at local businesses and industries.

FOREWORD

The "Report of Labor Recruitment Efforts" (May, 1975) was written in response to a number of queries which the Kalamazoo VAC received concerning their labor recruitment drives. It is merely an interim report about the first two drives that were held. It is not to be considered a complete general plan for a successful volunteer recruitment drive for labor and industry. There are still many factors involved which are not presently recognized nor taken into account.

The two drives discussed in the report involved companies whose employee population was between 2,000 and 3,000 (medium size). Both were unionized—one company had one union, and the other had five different unions. Experience has shown that recruitment in a multi-union company was more involved and took considerably more time than recruitment in a single-union company. Before general statements can be made and conclusions drawn it will be necessary to experiment with labor drives in:

- small size* companies (with and without unions)
- large size* companies (with and without unions)
- medium size* companies (without unions)
- human service agencies (governmental agencies, schools, hospitals, departments of social services, etc.)

*Size relates to employee population.

Subsequent to the writing of this report, a drive utilizing the model described in the report was held at a small unionized company having 54 employees. This drive resulted in six new volunteers. Percentage-wise, this reflects a significantly higher recruitment rate than that achieved in medium size plants (4% as opposed to 2-3%). This increase seems to be due to a higher proportion of recruiters to the number of employees (approximately 1:6 as opposed to 1:120).

The ideal time for such a drive seems to be January. If the drive is held during the spring, a common response

that the recruiters heard from the employees they approached was to wait until after Labor Day or after the summer. This feeling was also voiced by the Labor Recruitment Task Force which chose not to meet during the summer. The Fall appears to be a good time. However, there is a concern (on the part of the local United Way as well as the companies) that holding a drive at the same time as the United Way does might cause a conflict. Holding the drive in late November or the beginning of December (as was done in the first of such efforts) seemed to be in conflict with the approaching holiday season. A number of those recruited during the first drive did not actually begin to work until after the first of the year.

Kalamazoo's VAC is presently involved in a drive with the employees of the city of Kalamazoo (professionally clerical/technical and hourly employees along with police officers, firefighters and transit workers). A drive with Michigan Bell Telephone Company is planned for January. In the negotiating stages are drives with the Upjohn Company (a large non-unionized company) and Consumers Power Company. There are also plans for five small companies (which are geographically near each other) to have one drive together.

When enough data is gained, a final report will be published. According to the plans of the Labor Recruitment Task Force this will not be until January, 1977. There seems to be little information available about the entire area of recruiting employees through their place of employment to volunteer (especially on a non-time-released basis.) If anyone has any experiences or information about this subject, the Kalamazoo VAC would appreciate hearing from them.

Dorothy Rozga
Director, Volunteer Services
Voluntary Action Center
Kalamazoo, Michigan

I. INTRODUCTION

Kalamazoo's Voluntary Action Center, along with five local agencies that utilize volunteers in their programs, has developed a model for the recruitment of volunteers, particularly males. The model is one where the recruitment takes place within local industrial plants which have labor unions. The agencies involved use volunteers on a one-to-one basis with their clients. For example, as: Volunteer Probation Officers, Big Brothers, Friends to the Mentally Impaired or to Recovering Alcoholics, and Counselors to First Offenders.

Background Information - Problem Definition

This model was developed based on the recognition that:

- Human service agencies have had a need for male volunteers and that in individual agency recruitment efforts for these volunteers they were competing with each other for a fixed supply resource.
- Recruitment efforts to date were, to a large extent, public relations activities aimed at developing a public awareness of the particular programs and their need for volunteers rather than at the actual recruitment of the volunteers.
- The mass media was already providing the agencies and the Voluntary Action Center with a high amount of coverage, but that even with this high degree of coverage recruitment needs for volunteers were still not being adequately met.
- Large numbers of potential volunteers were to be found working in factories. Individual attempts had been made in the past to recruit directly in local plants; however, such efforts were generally met with disfavor by management. Management felt that, if they allowed one agency to recruit in their plants, they would have to allow all other agencies who wished to do so.

With these facts in mind, a recruitment model was developed that could tap the potential volunteer resources available in industry, and, at the same time, be acceptable to and supported by management. The idea was to offer to the company a Recruitment Drive covering all agencies' volunteer needs in one mass effort. (To date there have been two successful drives using this model.) In one case, 53 volunteers and in another case 71 volunteers were recruited from plants with a population of between 2,000 - 3,000 employees.)

II. PROCESS

A. Planning

Prior to any recruitment effort, careful planning should be done to:

- Determine which companies should be asked to participate. Factors to consider include: the company's past record of community service involvement, the characteristics of its employee population (to the extent to which the employees have participated in volunteer programs before, and if so the type of volunteer work done, the suitability of the employees to certain types of volunteer experiences, and what types of programs would appeal to them), and the company's current economic situation.

- Determine the specific needs to be filled and the extent to which it can be assured that volunteers recruited will be readily used.

To accomplish this planning, it is helpful to have two task forces:

1. A Labor Recruitment Task Force made up of members of both labor and management from a representative group of local companies. This group has the knowledge of which is the best company to approach and how to do it.
2. A group comprised of representatives from local agencies who have a substantial need for volunteers. They should be willing to plan for labor recruitment efforts as a group while, at the same time, gearing their respective agencies toward such efforts.

B. Initial Contact

Any effort at volunteer recruitment in a company must have the support of both labor and management. Prior to a decision to have a Recruitment Drive in a particular company, the support of these two groups must be gained. Both should be actively involved in making decisions and in planning the Drive. In the two Drives held to date, the Voluntary Action Center met on separate occasions with the president of the unions and the public service directors of the particular company. In each case, an explanation was made of the VAC's role and function in the community, along with a detailed description of unmet human service needs in the area. Attention was paid to how these persons contacted felt the solution could be remedied. They were asked to talk informally to key co-workers to determine if they would be interested in helping to meet human service needs. First meetings with these individuals were purely informational. It was generally the case that these people contacted had little idea of the volunteer needs and opportunities that existed in the community, let alone an understanding of the VAC and how it operated.

C. Communication and Planning Meeting

Following the initial contact with labor and management and the gaining of their endorsement and willingness to help, a formal meeting was held involving those agencies in need of volunteers, the VAC, and labor and management representatives of the particular company. At that time, each human service agency explained its own need for volunteers. This was followed by a brainstorming session in which ideas were presented by all in attendance as to how volunteers could be recruited from this particular company. A chairperson or co-chairpersons for the effort were also selected. Perhaps the strongest point made at this meeting was that the agencies and the VAC would not be nearly as effective in recruiting volunteers as would the actual workers in the plant.

D. Identify Recruiters

The next step was to identify and approach those willing to serve as recruiters. Several of those in

attendance at the above-mentioned meeting offered to assume this responsibility. Others in attendance offered to find fellow workers that would be willing to serve in this role. It became the responsibility of the co-chairpersons to insure that an adequate number of recruiters were obtained and that those recruiters were representative of salaried and hourly employees and management on all shifts and from all departments.

E. Materials

Recruitment materials were developed by the VAC, the involved agencies and the company.

F. Training

After recruiters were selected, a training program for them was set up. This training was developed by the VAC and the participating agencies. It was held no more than one week prior to the actual Drive. All recruiters participated in training sessions.

G. Official Drive

Two weeks was designated as the time of the actual Drive. During this time the recruiters did the actual contacting of their fellow employees.

H. Contacting Potential Volunteers

As soon as the recruiters submitted the names of interested employees, these potential volunteers were contacted. Those interested in a specific program were referred directly to that program. Those unsure of what they wanted to do, but yet willing to help, were given an interview by the VAC to determine where best their time, talents, skills and interests could be used. After the interview they were referred to the volunteer job they had chosen.

I. Follow-up

Follow-up was extremely important to the Drive as well as to future efforts. Care was taken to insure that the potential volunteers had been contacted and were utilized by the agency to which they were referred. They were asked if they were pleased with their volunteer assignment (or, in the case that they decided not to volunteer for a particular agency, that they were advised of other volunteer opportunities). One month and three month follow-up was conducted. Follow-up on a yearly basis is planned.

III. RESPONSIBILITIES

For the success of this drive it was imperative that all involved parties had a clear understanding of their responsibilities. The manner in which these responsibilities were successfully defined and allocated is outlined below. This allocation of responsibilities was subject to change based on the nature of the industry and the agencies involved.

Voluntary Action Center or Volunteer Bureau's Responsibilities:

- To provide leadership to the effort
- To contact (upon the advice of its Labor Recruitment

Task Force) companies to determine their interest in having a Volunteer Recruitment drive

- To meet with representatives of labor groups and management of interested companies to give them a good view of the need for volunteers and how they can fill this need
- To meet with those agencies involved in the drive to:
 - A. Explain thoroughly how the drive will be coordinated
 - B. Insure that the agencies involved will have job positions available to potentially recruited volunteers and that they will contact recruited volunteers within a short time after they are referred to them
- To convene an organizational meeting between labor group and management representatives and the agencies involved in the drive
- To assist the company in the development of recruitment materials
- To develop and coordinate a training program for all of the drive's recruiters
- To send announcements of the drive to local radio stations
- To refer all those persons recruited to the program or agency of their interest. In cases where the potential volunteer is unsure as to what specifically he wishes to do, it is the VAC's responsibility to personally interview him. This interview assesses his time, talents and interests and matches them with a volunteer position in the community.
- Follow-up to:
 - A. Insure that each recruited volunteer has been contacted by the agency to which he or she was referred.
 - B. Find out if the volunteer is satisfied with the placement.
- To provide, to both the company's labor groups and its management, a report of the results of the overall drive.
- To thank all those involved in the drive for their assistance.

Participant Agency's Responsibilities

- To have available volunteer positions and descriptions for recruited volunteers.
- To provide the volunteers with orientation and/or training and supervision.
- To provide all written materials needed to develop recruitment materials.
- To contact all volunteers referred to them in a reasonably short period of time afterwards.
- To report to the VAC on the status ("active," "pending," "decided not to volunteer," "unable to contact," etc.) of volunteers referred.
- To participate in the development and the conducting of the Recruiter Training.
- To assist the VAC in organizing the overall drive.

Recruiter's Responsibilities

- To attend Recruiter Training Session.
- To contact their fellow employees and tell them about the need for volunteers.

- To refer those employees interested in volunteering to the Voluntary Action Center or Volunteer Bureau via the Interest Card (see "Recruitment Materials" Section for an explanation).
- To distribute volunteer pins and brochures to their fellow employees during the drive.

Chairperson (or Co-Chairperson) Responsibilities

- To coordinate the entire drive.
- To insure that all recruiters attend the training sessions.
- To communicate with the recruiters frequently during the drive to motivate them, keep them supplied with materials and help them with any recruitment difficulties they might be having.
- To make sure that the posters are displayed.
- To act as the communication link between management, labor groups, the recruiters, the Voluntary Action Center and the agencies involved in the drive.

Labor Groups Responsibilities

- To endorse the Drive and make certain that their membership is aware of their endorsement and support.
- To work with management, the Voluntary Action Center in the development of the drive.
- To get individuals from their membership to act as recruiters.

Management's Responsibilities

- To endorse the drive and make their employees aware of their endorsement and support.
- To work with labor groups and the Voluntary Action Center in the development of the drive.
- To get representatives from management to act as recruiters.
- To host the organizational meeting in which the drive is planned and developed by all parties involved.
- To help develop and obtain recruitment materials for the drive tailored specifically for their employees.
- To publicize the drive in the company.

Labor Recruitment Task Force

- To serve as advisors to the Voluntary Action Center in their labor recruitment efforts by assessing potential participating companies and planning approaches and methods of implementing and improving such efforts.

IV. TRAINING

Since a major share of the success of the drive depends on the recruiters, care should be taken to insure that they clearly understand their role in the drive and that role's responsibilities, and that they have the necessary knowledge, attitudes and skills to be successful as a recruiter. To accomplish these goals a Labor Recruiters training session was conducted. This session, which lasted two to three hours, covered the following:

Topic	Technique
1. The community's overall need for volunteers and the importance and role of volunteers in the human service delivery system.	1. Verbal explanation with charts to illustrate.
2. The role of the recruiter and the responsibility of that role and the procedures of the drive.	2. Verbal explanation with charts to illustrate and recruitment materials distributed.
3. The reasoning behind recruiting in various factories.	3. Verbal explanation.
4. The particular programs involved in the drive.	4. An explanation of each agency involved in the drive given a representation of that agency . . . how volunteers fit into their program and what kind of volunteer they needed (qualifications). This explanation was supplemented with written material.
5. Volunteer's Viewpoint and Experience	5. Presentation by a volunteer involved in one of the above programs.
6. Recruitment Skills (appropriate and inappropriate approaches)	6. Role playing
7. Goal Setting	7. Drive Chairperson asked each recruiter to set personal goals. The total of these individual goals represents the total goal of the drive.

V. RECRUITMENT MATERIALS

The following recruitment materials were utilized during this effort:

Recruiter's Handbook - A handbook was developed for the recruiters of the drive. This handbook provided:

- an explanation of the recruiter's role and responsibilities.
- suggestions, approach and guidelines on how to recruit potential volunteers.
- a thorough explanation of each of the particular programs for which they were asked to recruit.

Employee Brochures - A brochure was developed specifically for distribution to each of the plant's employees. This publication gave a brief, concise description of each of the particular volunteer needs of those agencies or groups involved in the drive (sample attached).

Interest Cards - These cards were the form on which the recruiters reported potential volunteers they have recruited. This card listed the potential volunteer's name, address, phone number and area of interest. The recruiter also signed these cards.

Volunteer Pins - Pins with the message "Volunteer" and the volunteer logo were worn by the recruiters during the drive. These pins were also distributed by them to their fellow employees. (Such pins can be purchased from the National Center for Voluntary Action.)

Posters - Posters were placed throughout the factory. These posters listed the specific volunteer needs that the drive placed an emphasis on meeting. Since the drive focused on the recruitment of males, most of the pictures on the posters were of men in volunteer roles. Racial minorities were also well represented in these pictures. (see sample)

In-house Newsletter - Many industries had in-house newsletters or publications. Such publications:

- a. introduced the need for volunteers to the employees prior to the actual drive.
- b. informed the employees as to who are their company's recruiters (this also is a good way to reinforce to the recruiter the fact that his role in the drive is important).
- c. promoted the idea of volunteering during the drive.
- d. reported the accomplishments of the drive.

Check Message - A message (such as "Someone Needs You - Consider Becoming a Volunteer") was printed on the employees' checks. Such a message was easily added to checks printed by a computer.

Other Possible Recruitment Materials:

- a letter from a recruiter to those employees whom he plans on contacting about volunteering informing them about the drive.
- marquees and bulletin boards in the factory displayed volunteer messages.

VI. OUTSIDE PUBLICITY

Publicity for each individual drive in the local newspaper was rather difficult to secure. The same held true for television spots. It was feared by representatives of both of these media types that this practice could become merely a "free" source of publicity for local companies. However, they both were willing to do a story about the overall effort.

Radio stations were willing to publicize the drive on an individual plant basis. The emphasis of their spots was on thanking or commending the *employees* of a particular company (rather than the company *per se*) for their concern and work in community service.

The media's willingness to publicize these events would have been much higher if there was a city-wide drive involving all companies, once each year.

VII. OBSERVATIONS TO DATE

- A. The idea of one Volunteer Recruitment Drive for many community agencies' volunteer needs is more acceptable to a company than many small individual drives for each human service agency because of the time and effort saved.
- B. These consolidated Drives are beneficial to management and the labor groups because they build a sense of unity among workers.
- C. Volunteer Recruitment Drives are excellent public relations events for participating companies.

- D. The training that the volunteer recruiter receives gives an introduction to the community's human service delivery system, thereby making them resource people for co-workers in need of human services.
- E. This approach to recruitment is a low cost and economical method for agencies to recruit large numbers of volunteers. At the same time it is a good way to make the community more aware of the participating agencies' programs.
- F. Volunteers who are recruited through such Drives are, to an extent, prescreened since the recruiters use good judgment and personally know those whom they approach.
- G. These Recruitment Drives enable agencies to plan in advance for a high influx of volunteers.
- H. Since this approach calls for a close working relationship between several human service agencies, it tends to increase cooperation between the agencies. It promotes a sharing of resources and ideas and gives agencies' staff an in-depth knowledge of other programs.
- I. This approach can be an effective way of recruiting racial minorities. By utilizing members of minorities as recruiters the success in recruiting minority members of volunteers is improved.
- J. After the drive a residual effect occurs. Some employees who were given information about the program but were not recruited decided that they would like to volunteer. Also, employees tell their family and friends about volunteering and they in turn volunteer.
- K. Labor Recruitment Drives can greatly increase the recruitment potential of the VAC. They also are helpful in promoting the idea that the VAC is the clearinghouse in the community for volunteers.

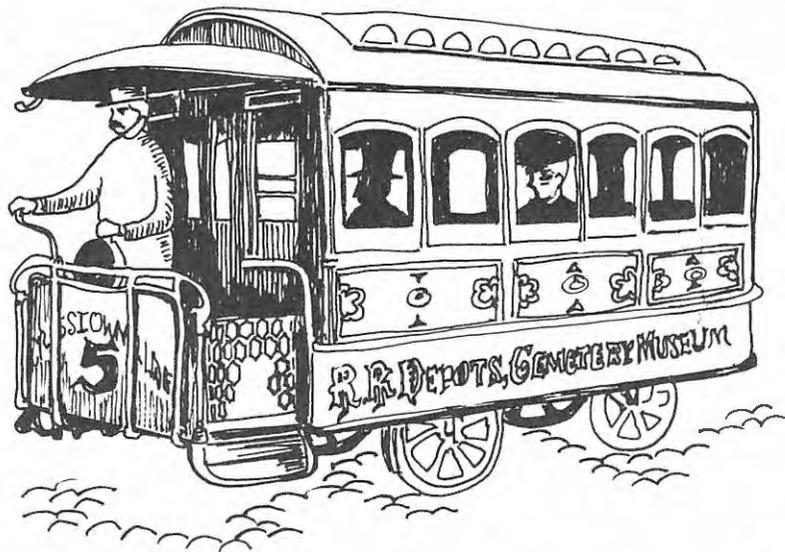
VII. IMPLICATIONS FOR THE FUTURE

Thus far, this volunteer recruitment method has proven successful. Any agency or group of agencies considering such a Drive should be encouraged to do so. In projecting into the future the next step will probably be a regularly scheduled Drive every year in the spring (careful attention is given to not hold this Drive at the same time as the United Way Drive, typically held in the fall). Such a Drive could involve all companies in the community.

It should also be noted that the recruitment method described here can be applicable to other settings besides work settings. Some of the many other possibilities include:

- Parishioners trained to recruit from their fellow church members,
- Minorities trained to recruit other minority members,
- Block Club members trained to recruit in their neighborhoods, and
- Youth trained to recruit their peers.

Such a recruitment technique is merely a sophisticated approach to a highly successful technique in use for many, many years—the word of mouth—*i.e.*, a friend telling a friend.



GETTING THERE

A transportation expert takes a look at one of the major problems confronting human service agencies in rural and small town areas and suggests some possible interim and longer-range solutions.

By Alice E. Kidder

Alice E. Kidder is associate professor of economics at North Carolina A&T State University. The following article was produced as part of a program of research and training in urban transportation sponsored by the Urban Mass Transportation Administration, Dept. of Transportation. It was originally presented at the 53rd annual meeting of the highway Research Board at Washington, D.C. in January of 1974.

Studies of the transportation needs of residents in small cities indicate that low income, autoless residents of the urban centers and their hinterlands are dependent for their mobility on other drivers and on public transportation. Where bus service is unavailable and where there is no one with whom to catch a ride, serious problems may arise. Studies of persons without access to cars have shown transportation difficulties in getting to medical facilities for routine doctor's appointments, getting to manpower training programs located in adjacent towns, and in transporting children across town to recreation programs.

Social service agencies have identified the needs of low income residents or other transportation disadvantaged, and each agency tends to develop its own program to solve their problem of immobility among its clients. Conversations with anti-poverty agency directors, social service workers, and with manpower training staffs indicate a proliferation of *ad hoc* solutions; volunteers driving their own cars may be asked to aid in emergencies or with the monthly schedule of client visits; vehicles such as cars or vans may be purchased or leased by the agencies and driven by the staff; or the agency may reimburse clients for the transportation expenses

incurred. An agency director may even be called from his home at 6 o'clock in the morning to bring taxi fare to a trainee whose car had broken down just before he was supposed to start on a new job.

In large cities, social service agencies can extend the outreach of their services by opening new neighborhood centers in low income areas,² or in housing projects designed for the elderly. Other transportation disadvantaged may be reached through development of special vehicles for the physically handicapped or the disabled.

In smaller cities, however, the cost of multiple centers is prohibitive; and few agencies can of their own funds purchase the expensive, specially equipped vehicles for transporting the handicapped. To extend the delivery of social services, various programs have been devised:

(1) Individual agencies have purchased one or more vehicles which are driven by professional or paraprofessional staff. For example, in Belvidere, New Jersey, a nonprofit organization, Progress on Wheels, uses volunteers and vehicles acquired through OEO auspices from the General Services Administration of the Federal Government.

(2) New transportation operations are occasionally funded out of anti-poverty funds to provide specialized transportation services for the disadvantaged. In Inkster, a racially mixed, low-income suburb of Detroit with a population of about forty thousand, . . . five station wagons were leased inexpensively from the state highway department to provide on-call, door-to-door transportation to medical services, social services, cultural affairs and shopping. There is no public transportation in the area. The wagons are driven by volunteers who are paid only out of pocket expenses. In emergencies and in other than business hours, volunteers drive their own cars. In two of the less populated service areas, volunteers are unavailable. Therefore, part time elderly drivers are employed by the project.

(3) An agency acts as the coordinator to get rides for clients from a pool of volunteers. In Greensboro, North Carolina the Voluntary Action Center of the United Community Service has a list of volunteers that are called upon to provide rides to social service agency for clients who request transportation.

The research reported on in this article is an attempt to evaluate the effectiveness of agency transportation services in the context of a small city. Our data collection site is Greensboro, North Carolina, population 150,000. Greensboro enjoys a fairly widespread network of radially oriented bus service to the downtown area; but public transportation from low income neighborhoods to outlying medical facilities, special clinics and manpower training sites is often lacking.

The study inventoried the transportation resources (both physical and financial) which were at the disposal of these agencies, and attempted to find answers to the following questions:

- (1) What is the total expenditure by social service agencies for transportation for clients?
- (2) What is the extent of utilization of the cars, vans and buses owned by the agencies?
- (3) Do agencies find there are unmet calls for transportation from clients or other persons transportation disadvantaged by low income,

age, physical handicap or inability to drive?

- (4) Can the transportation resources of the community, and of the social service agencies in particular be drawn together into a *consolidated system*?
- (5) What budgetary or jurisdictional restrictions inhibit the development of a centralized transportation system to serve the transportation needs of the totality of social service agencies?

Existing Transportation Resources

The social service agencies of Greensboro report the availability in one agency or another twenty-six vehicles with a total seating capacity of 481 seats. These transportation resources are not evenly distributed among the agencies. Of the twenty-four agencies interviewed, ten have no vehicle whatsoever, and the remaining fourteen agencies have one or more vehicles.

The social service agencies are implicitly spending \$50,468 yearly at an average cost per client trip varying between 69¢ and \$7.60. This extraordinarily large sum for transportation expenditure is possible because many separate budgets, from a host of funding sources, include line items for transportation. The duplication of expenditure is striking in view of the low level of utilization of most of the vehicles and drivers. Let us consider some of the inefficiencies of the system.

Low Vehicle Utilization. First, the average vehicle is in use only 3.6 hours out of the twenty-four hour period of a weekday and virtually not at all on weekends. Only five agencies out of the ten with vehicles use the cars more than one hour per day.

Capacity utilization appears to be quite low. Utilization of capacity should be measured along two dimensions: *seat utilization* percentage at a given point in time and *utilization over time* during the day that the vehicle is carrying passengers. For example, some of the agencies run large buses to schools for the handicapped. These vehicles use most of the seats when in operation, but the buses make only two runs a day and stand idle otherwise. Other vehicles may make fre-

quent trips (such as vehicles operated by the social service division of the county) but carry only one passenger to a specific destination.

With respect to the agencies under study, we may conclude that at no time of the day is more than sixty-five per cent of seat capacity used, including peak traffic hours. During mid morning, the utilization drops to 26 per cent of capacity. Utilization over time may amount to no more than five per cent of capacity. There is virtually no utilization of the 481 seats in the evenings, through the night, or on weekends.

Labor Costs. Excessive staff time is being used in a number of agencies to drive clients within the program. In many cases the agency cannot afford to hire a paraprofessional driver. Hence they press into service the existing professional staff, including in selected cases the director of the agency.

Poor Coordination of Demand for Services with Available Supply of Vehicles. The agencies which are likely to receive calls from persons needing transportation are not the agencies which have vehicles at their disposal. The Voluntary Action Center maintains a list of volunteer drivers, but there is no guarantee that the volunteers will be available with a functioning car when calls come in from the elderly needing to get to clinics, from low income families needing to collect food, from children going to special instructional programs, or from the physically handicapped who need help getting around the city.

The Crisis Control Center can be reached by phone 24 hours per day. Staff of CCC report getting requests for transportation in the middle of the night for medical emergencies among low income who feel they cannot afford the \$25 for ambulance, but they have no way of dispatching vehicles to meet these needs. Closer cooperation between these agencies and the ones with vehicles and drivers could greatly improve the efficiency of the system.

Barriers to Consolidation of Services

Given the evidence of unmet needs in the face of capacity underutilization, one suspects the system as a

whole could benefit from consolidation. Older, less reliable vehicles could be disposed of; telephone requests presently coming in to the Voluntary Action Center could be answered by vehicles in another agency; and a pooling of the various sets of volunteers used as drivers by the several agencies could provide a larger backup to the whole system. Despite these advantages, many barriers stand in the way of effecting these changes.

Economics barriers are immediate: there is a high initial outlay required by the agency which assumes responsibility for coordination of the program. These costs include managerial time, recruitment of volunteers to man telephones, red tape involving inter-agency transactions and increased liability.

Institutional barriers in some cases prevent transfer of assets from one agency to another. The various funding sources for the agencies include: federal government grants, state grants, city or county budgets, foundation support for special programs, support by the United Campaign, other charitable contributions, or some combinations of these sources. Each funding source carries its own hierarchy of accountability, and cannot easily permit transfer of vehicles to another agency. Furthermore, vehicles used by a social service agency may more frequently be used to send staff to nearby conferences; therefore the agency wants to maintain dispatching authority.

Interim Solutions

Using a single agency to collect the requests for service, the agencies can retain their own vehicles but at the same time offer the probable use of the vehicle where no conflicting demands made by that agency have arisen. The approach involves the pooling of lists of vehicles, lists of functioning volunteers, and information on alternative modes (taxi rates, etc.) in the hands of one agency.

Volunteers appear to be the key ingredient. It is no longer any problem to insure volunteer drivers of agency vehicles. The National Center for Voluntary Action published a pamphlet, "Information on Volunteer Drivers Excess Automotive Liability Insurance," which describes a blanket policy which covers all volunteers for an annual premium of \$2.00 per volun-

teer (\$40.00 minimum premium per policy.)

It is necessary to recruit volunteer drivers who have the physical stamina to lift handicapped individuals into cars. From experience, most volunteers are either housewives or retired persons, for whom the lifting is difficult. It is noted that none of the social service agencies interviewed had acquired the specially equipped vehicles to make access and egress easier for the physically handicapped.

Some of the social service agency personnel interviewed were unfamiliar with alternative transportation modes available to the carless. Another interim solution includes a compilation of information on existing public transportation routes, fare structure, and schedules, conventional taxi rates, contract rates offered by taxi companies, and information on rates charged by emergency squads for ambulance pick-up in low income areas. If a central dispatch office has this information it can be passed on to clients and agency personnel to answer immediate problems.

Longer-range Solutions

Much transit planning is now occurring in city and regional governments. Transit planners typically depend on aggregate data sources such as origin-destination studies, census data, and traffic surveys. *Perhaps new discussions should take place between planners and heads of social service agencies to identify specialized transportation needs, which may occur monthly, as in the case of surplus food distribution, or unpredictably, as a need to get a client to a medical specialist in an adjacent town.*

Such discussions may lead to exploration of demand-responsive, flexibly routed public transportation services. The dial-a-ride approach to bus service is under experimentation in many cities, and could prove a great benefit to social service agencies. Low income residents of Model Cities neighborhoods in Detroit, Michigan, and Columbus, Ohio, have increased access to local agencies as a result of innovative dial-a-ride system which provides door-to-door pickup and delivery.

Cities who have evaluated their needs and have fulfilled the federal transportation planning requirements may apply for capital grants and service development grants from the

Urban Mass Transit Administration, provided the local municipality contributes. However, very few cities have a transit system that provides ubiquitous service to social service agencies. In an era of increasing deficits for transit operators most are reluctant to provide these services which are unlikely to pay for themselves.

An issue worthy of further research is that of other federally funded approaches to the transportation problems of social service agencies. One suggestion broached by volunteer organizations is that the current rate of income tax credit for volunteers who drive for charitable organizations should be raised. At present the rate is \$.08 per mile, three cents less than business corporations can deduct for business mileage. Equalization of the income tax advantage bringing the volunteers up to \$.11 per mile would be instrumental in promoting the expansion of volunteer programs.

Another suggestion involves federal support for capital acquisition as agencies band together to provide better transportation services. Several important questions should be explored with respect to this proposal: (1) what would be the basis for local matching grants? (2) would the consortium of agencies include both publicly and privately funded organizations? (3) in a consortium would the agencies participating be charged on a per client basis or on a flat yearly fee; if the latter, how would assigning of transportation priorities take place?

There is only a modest amount of literature available describing how agency transportation programs are set up, and none available analyzing in depth the costs and benefits of these experimental programs. These matters were discussed at length at the Urban Mass Transportation Administration Spring Meeting of the University Research and Training Grant Program, June 7, 1973 in a session entitled "The Role of Public Transportation in the Delivery of Social Services." Therefore, it is premature to discuss solutions to a problem of client immobility which has not been completely documented. What does appear clear is that there is widespread recognition among social workers that carless clients, or otherwise handicapped individuals, are denied needed social services because of transportation difficulties.

Under funding from the W.K. Kellogg Foundation

The National Center for Voluntary Action Announces

INTERNSHIPS

for Volunteer Leaders and Administrators

Are you a volunteer or paid administrator in a leadership position with a volunteer program, voluntary agency or nonprofit organization? Or perhaps a student planning a career in volunteer administration?

If so, you now have an opportunity to participate in a unique learning experience while working on a project of your own design as a resident intern at the National Center for Voluntary Action. You may spend from several days to several weeks with us, depending on the nature of your project.

Your project may be in any of a wide range of areas, including:

- design of training curricula and materials
- participation in NCVA's technical services system
- research on legislation and regulations
- exploration of cooperative programs with other organizations
- research on federal funding sources
- research and design of resource materials
- preparation of specialized bibliographies or program information files
- participation in policy development

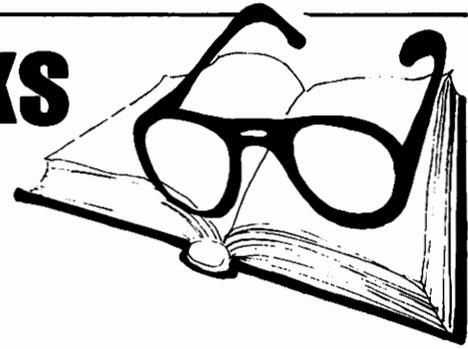
Some funds are available to assist with travel expenses, subsistence while in residence, and incidental project-related expenses. An NCVA staff member will assist you in refining your project design, creating a detailed work schedule, and planning your actual internship period. Once your project is completed, you may choose any format you wish for a final report reflecting your accomplishments as an intern.

It's easy to apply. Just send your resume and proposed project plan or request for further information to:

Ms. M. C. Cameron
Education and Training Department
National Center for Voluntary Action
1785 Massachusetts Avenue, N. W.
Washington, D.C. 20036

Projects will be undertaken in the NCVA national office in Washington and, as resources allow, in the NCVA Western Office.

books



APPLIED VOLUNTEERISM IN COMMUNITY DEVELOPMENT, John G. Cull and Richard E. Hardy, Charles C. Thomas Publisher, 301-327 East Lawrence Avenue, Springfield, Illinois 62717, 1973, 227 pp. \$11.95.

Hardy & Cull's collection of essays on applied volunteerism is at times an interesting effort. While it contains no startling revelations or miraculous insights, it is an honest overview of a number of volunteer programs presently functioning in this country. The contributors to this book represent the broad spectrum of volunteerism and offer viewpoints of sufficient diversity so as to stimulate the reader's interest.

The book compiles historical information on volunteers in federal agencies, public welfare, rehabilitation, corrections and adult basic education, as well as volunteerism among religious groups, college students, retired persons and the handicapped. Each article offers some insight into the scope and problems of that particular field although only one author actually offers solutions.

The chapter on "College Students as Volunteers" written by Norman Manasa, director of Project Summon at the University of Miami, may be the most useful discourse in the book. Manasa subjectively looks at volunteerism and pokes holes in traditional modes of thought.

Among the observations offered are:

1. man has an inherent need to give of himself;

2. volunteerism walks a narrow path between guidance and domination (Manasa particularly decries "the standard bleeding-heart-smother-the-little-dears-to-death and eternal-dependence form of narcissism and stupidity.");
3. the standard altruistic line that one volunteers unselfishly without thought of recompense ignores reality.

Manasa's project puts college students into situations in the community where they not only help people in need, but equally importantly are able to learn about themselves.

Manasa also points to what he calls "The Cardinal Rule" of volunteerism: Know the limits of your own ignorance. Project Summon trains its volunteers. It produces professional helpers rather than well-meaning functionaries.

A similar theme is stressed in "Volunteers in Correction," a chapter written by Keith J. Leenhouts. He points to what appears to be a basically constant phenomenon, that a program seldom lacks for volunteers, but often suffers for want of professional aid.

Applied Volunteerism in Community Development offers a profile of the diverse sources from which volunteers may be drawn. While at times it seems aimed at a readership devoid of any prior experience in the field, it can also provide reinforcement for a group which may be faltering. Certainly the basic concepts are evident; the need for dependability in prospective volunteers, the necessity of professionalism

and recruitment from as wide a cross-section of the local community as possible. Key words such as flexibility and understanding are continually repeated, providing a common thread and the obvious implication of their essentiality.

While the book offers little in the way of answers, the bibliographies at the end of each chapter contain a wealth of resource materials the reader can use to research his own answers.

Susan Davis,
Executive Director,
National Self-Help
Resource Center

TRAINING VOLUNTEER LEADERS, Research and Development Division, National Board of Young Men's Christian Associations, 291 Broadway, New York, New York 10007, 1974, 189 pp. \$6.50.

This handbook is designed to provide practical assistance to group leaders in developing and enhancing leadership skills. Although the handbook is directed to volunteers, it would be a useful training program for any group leader.

Two basic theories underlie the approach to leadership training taken by this handbook. The first is that *experience based* learning is the most effective way to change attitudes and behavior. The second is that it is not particular personality characteristics or traits that make for good leadership;

rather it is what the leader causes, or helps cause, to happen that determines effective leadership. Thus, the handbook defines *five* functions of a group leader and describes competencies—e.g., knowledge and skills, under each function which would be helpful to any leader of a group. Over 100 exercises including diagrams are included to illustrate the training process. Each exercise incorporates a short essay on the underlying theory to support the techniques outlined.

"Functions" that help the group to perform effectively can generally be categorized as those which help the group get organized, make the members of the group more effective as a group and facilitate the group's efforts in developing and performing its program.

In the performance of these functions, certain individual competencies are required and the need for these competencies forms the basis for the many and varied exercises. Emphasis is given to the development of the concept of self-awareness as it applies to the group development process. Exercises utilizing role-playing, active listening techniques and observer methods are provided to create an awareness of self and help members gain a clearer understanding of their strengths, personal resources, capacities and potentialities.

The handbook acknowledges that group dynamics, stages of group growth, communication and feedback, values, fears and behavior styles of members and leaders all have a bearing on the group's ability to perform effectively. Exercises are included that deal with these considerations.

The last chapter deals with the leader as a human being. The leader should be open and have "... the capacity for self-examination and the desire to grow." Exercises are provided enabling him to develop his personal life goals and plans as well as his leadership styles and skills in his relationship to the group.

The handbook is a practical "how to" tool for the development of a leadership training program. To further that approach, two sample training designs, one a two-day model and the other a two-hour model, are included. However, it is noted that the training program builds from one chapter to another and would appear to be most effective as an extended training pro-

gram. In that regard, it would be important that the training group remain constant as changes in the group would detract from the sense of group identity that continues to build as the trainees move through the program.

In addition to its use as a group training manual, its three-ring binder style and independent units make it a convenient and quick reference handbook for anyone involved in group leadership or the training of group leaders. It would be a welcome addition to the bookshelf of any volunteer leader.

Trula E. Duane,
Executive Director,
Fairfax, Virginia
Voluntary Action Center

VOLUNTEERISM: AN EMERGING PROFESSION, John G. Cull and Richard E. Hardy, Charles C. Thomas Publisher, 301-327 East Lawrence Avenue, Springfield, Illinois 62717, 1974, 199 pp. \$9.75.

Volunteerism: An Emerging Profession has much to offer. It is an interesting book for everyone regardless of their level of volunteer experience or knowledge of the field, and is of particular interest to the person who says "tell me all about the field of volunteerism."

The book has eight chapters each written by different authors, consequently the book does not "flow"—rather each chapter is an entity dealing with a specific subject area such as volunteer opportunities; Federal volunteer programs; recruiting and supervising; community planning and conflicts; volunteer research and communication needs; and the future of the volunteer movement, etc. Due to this diversity of subject matter, certain chapters will have more importance to the reader depending on her/his area of interest.

A major problem with books giving names of resources is the inability to update the material. Volunteer organizations change direction, expand or go out of business, while at the same time new volunteer organizations are springing into national prominence. I suggest that readers of this book be aware of this updating problem and look to other resources for current listings of relevant organizations.

Volunteerism: An Emerging Profession is informative and easily read. It gives an overview of the field; a

brief history of the volunteer movement (unfortunately related to Federal programs only); present day "how to's"; the emerging volunteer advocacy roles; a presentation of the past, present and future research concerns; and a glimpse of future volunteer action.

Although this text is especially relevant to the new practitioner, it offers something for everyone regardless of volunteer experience. *Volunteerism: An Emerging Profession* might well be used as one of the basic text books in our field.

—Margery F. Parker
Executive Director,
Voluntary Action Center
of Houston-Harris County

WOMEN, WORK, AND VOLUNTEERING, Herta Loeser, Civic Center and Clearing House Inc., 14 Beacon Street, Boston, MA 02108. 1975. 254 pp. \$4.45 paper. Check must accompany orders.

In recent years feminists have argued that volunteer activities perpetuate the subservience of women. Herta Loeser challenges that viewpoint and lists the unique rewards women receive as volunteers that are not possible as housewives or paid employees. In addition she offers practical guidelines for compiling a portfolio, drawing up a resume and approaching volunteer agencies for employment. Loeser sees volunteer positions as a possible training ground for a career and a necessary method for concerned citizens to effect social changes that otherwise would not be feasible.

VOLUNTARY ASSOCIATIONS, A STUDY OF GROUPS IN FREE SOCIETIES, D. B. Robertson, Ed., John Knox Press, Richmond, Virginia, 1966. 448 pp. \$9.75.

Students and friends of Harvard Divinity School professor James Luther Adams have dedicated to him this book of essays. D. B. Robertson remarks in his preface, "There is a shared assumption that only in free societies is the voluntary association a potent element of social vitality in public and community affairs.

The essays include "The Nature of Voluntary Associations," "Voluntary Associations as a Key to History," and several essays devoted to the history of voluntary associations as related to religion and religious thought.

local fund development



By Charles M. Menagh

It is the objective of this column to search out and identify as far as possible developments in philanthropy not likely to come to the attention of voluntary action leaders.

Our purpose is twofold. The first is obvious. We hope that the information that we are able to bring to you will suggest ways in which you as voluntary action leaders can adapt a particular situation for the benefit of your own Voluntary Action Center and its constituency.

The second reason is slightly more subtle. We hope that the developments that we are able to report will bring to mind programs that will be of interest to other voluntary action leaders. If you will bring these programs to our attention we will bring them to the attention of other V.A.L.'s.

Philanthropy Comes Full Circle. The New York Community Trust is not only the administrator of a large number of individual trusts (nearly 400 making more than 2000 separate grants) but also and possibly more important it has a wealth of experience in helping to solve problems peculiar to the philanthropic industry - philanthropy is an industry today.

The administrators of the New York Community Trust observed that they

were funding several social agencies that maintained summer camps that appeared to have similar problems. The New York Community Trust brought representatives of the social agencies together in order to identify these problems of common concern.

The social agencies then made a token contribution and retained a consultant capable of addressing himself to these problems. The balance of the funds were furnished in part by the N.Y.C.T. as well as other foundations.

It was with this token contribution by the social agencies that Philanthropy Comes Full Circle. Donees became donors.

Knowledge More Than Dollars. Beyond its grant programs the N.Y.C.T. is assuming a developing role in helping organizations and individual donors in ways other than with money. For example, they are helping a new agency develop a strong board of directors with management skills rather than the more traditional characteristic, ability to support the organization financially. Good management can reduce the need for philanthropic dollars. Various forms of technical assistance and management abilities are being provided upon request to donees.

The N.Y.C.T. has also initiated a service whereby it acts as a catalyst to bring together non-profit, government and business groups interested in an area, to share information, management practices and improve communication.

The N.Y.C.T. was instrumental in making it possible for the Harvard Business School Club to provide management consulting assistance to non-profit agencies through Volunteer Urban Consulting Group, Inc. The success of this concept has led to its adoption by other business school clubs.

Lawyers are in a unique position to provide very technical and important assistance to emerging non-profit organizations. The N.Y.C.T. recognized this and at the same time was cognizant of a professional conflict of interest. Through an organization "Volunteer Lawyers for the Arts" funds were provided to cover overhead costs.

The N.Y.C.T. is unique both in its depth and scope of its interest in improving the return on the philanthropic dollar it has invested in its donees. Its bellwether approach merits duplication.

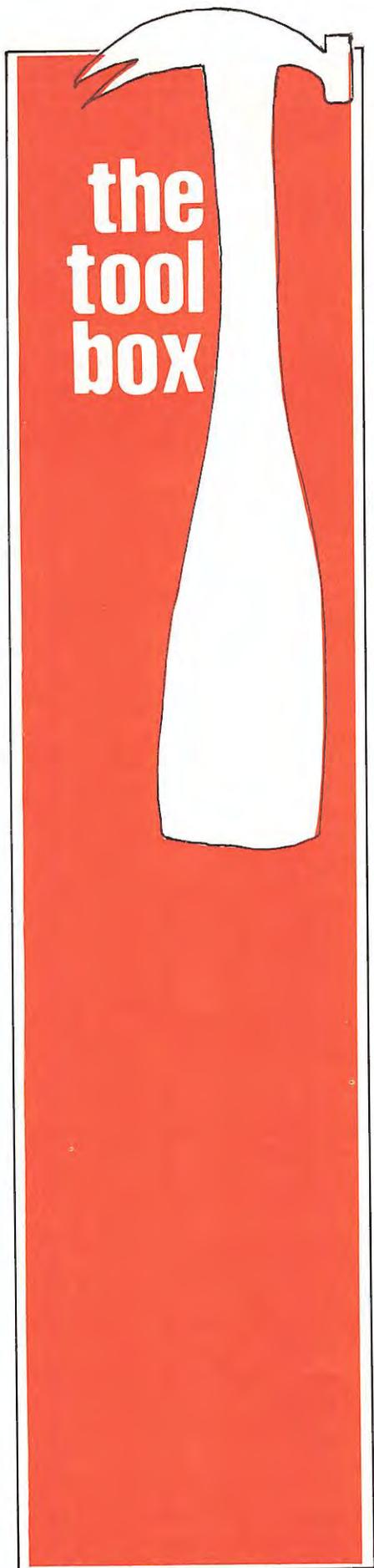
However, think of a community foundation as something like a corporate conglomerate. Its interests are not only diverse but also in some cases quite opposite in approach. For example, the community foundation will support private secondary education at the same time that it makes grants to the public schools.

Community foundations for the most part are locally oriented, but more than this they are knowledgeable managers particularly adept at carrying out the wishes of others in matters farther afield than might otherwise appear. For example, the New York City Trust has a responsibility to the Lucy Worthman James Memorial and this concerns itself with supporting programs in "her favorite sections of Missouri."

This information is not being passed on with the thought that you will plan a trip to New York to the N.Y.C.T. but rather it is illustrative of the opportunities for support that exist among community foundations in general.

Voluntary action leaders may wish to avail themselves of the vast store of knowledge that administrators of community foundations have been able to accumulate over the years. It is really quite diverse. More often than not, they know of an organization that has recently solved the problem that your organization is about to face.

A member of the Board of the National Council on Philanthropy, Charles M. Menagh has been the Assistant Secretary of the Contribution Committee of Standard Oil Company (New Jersey) and participated in the formation of the Esso (now Exxon) Education Foundation. He was the Executive Director of the Edna McConnell Clark Foundation and is retained as a consultant on program development by United States, European and African non-profit organizations.



National Directory of Community Organizations Serving Short-Term International Visitors. COSERV - Meridian House, 1630 Crescent Place, N.W., Washington, D.C. 20009. 1975. 133 pp. \$3.

This is the Eighth Edition of this directory of basic information on 97 community organizations that assist foreign visitors on the local level. For an additional \$2 you will receive a monthly mailing of directory changes.

Where To Phone COSERV Across the USA. COSERV - Meridian House, 1630 Crescent Place, N.W., Washington, D.C. 20009. 1975. Free.

This brochure contains a listing of all COSERV organizations that are willing to assist unsponsored foreign visitors in their communities.

Intake Screening Guides: Improving Justice for Juveniles. Public Information Office, Office of Youth Development, 400 Sixth Street, S.W., Washington, D.C. 20201. 1975. 30 pp. Free.

This guide written by Jay Olson and George Shepard gives recommendations for screening and referral of juveniles who have come to the attention of law enforcement agencies.

Expand Your Horizons. Council on Volunteers for Erie County (COVE), 110 West 10th Street, Erie, Pennsylvania 16501. 1975. 21 pp. \$2.

A manual for volunteer program development including proposal development, program support, establishment of program, volunteer support, record keeping and evaluation and continuing concerns.

Tax Rewards for Volunteers Report. Council on Volunteers for Erie County, 110 West 10th Street, Erie, Pennsylvania 16501. 1975. Single copy free to volunteers, voluntary agencies and service organizations. Additional copies available at nominal cost.

New booklet on what you can/cannot deduct for your volunteer work.

Spend Less, Raise More. A Cost-Conscious Look at Direct Mail Fund Raising by Elizabeth Peterson, Direct Mail Fundraisers Association, 810 Seventh Avenue, New York, NY 10019. 1974. 21 pp. \$1.

A primer covering topics such as Scheduling, Testing New Lists, List Brokers, Production, Copy and Art, Typography, Mailing Houses, Key Coding the Response Piece, Computers and Alternatives.

What's a Volunteer Leader's Job?

National 4-H News, Educational Aids, P.O. Box 1919, Clinton, Iowa 52732. 4 pp. 25 cents.

This reprint tells what a volunteer leader's responsibilities are and provides practical advice on how to carry out duties.

Effective Leadership.

National 4-H News, Educational Aids, P.O. Box 1919, Clinton, Iowa 52732. 6 pp. 25 cents.

An article discussing ways to encourage participation and enthusiasm among 4-H club members including suggestions on delegating, communication and discipline.

National Directory of Child Abuse Services and Information,

National Committee for Prevention of Child Abuse, Room 510, 111 East Wacker Drive, Chicago, Illinois 60601. \$4 (must be included with order)

The directory includes address, phone number and contact person for each agency; type of service provided; complete program description; geographic index and service index.

Bibliography of Child Abuse

Literature. National Committee for Prevention of Child Abuse, Suite 510, Dept. 190, 111 East Wacker Drive, Chicago, Illinois 60601. \$2 (must be included with order).

A listing of more than 500 books and articles from abstracts, journals and other publications.

Professional Papers, Child Abuse:

Present and Future. National Committee for Prevention of Child Abuse, Suite 510, Dept. 190, 111 East Wacker Drive, Chicago, Illinois 60601. \$5 (must be included with order).

Includes Research in the Field of Child Abuse, Attempting to Build a Fail-Safe Program and What is Known About Child Abusers.

Proceedings: National Symposium on

Child Abuse. National Committee for Prevention of Child Abuse, Suite 510, Dept. 190, 111 East Wacker Drive, Chicago, Illinois 60601. \$3 (must be included with order).

A summary of nine workshops to identify major areas of need to help select programs to meet those needs. Includes major speeches made at the symposium.

Child Abuse and Neglect: A Report on the Research.

(S/N 017-292-00015-4) Superintendent of Documents, Government Printing Office, Washington, D.C. 20402. 1974, 63 pp. \$1.25.

A general report on problems relating to child abuse and current research on those problems.

Diversion From The Juvenile Justice

System. (S/N 027-000-00241-2) Superintendent of Documents, Government Printing Office, Washington, D.C. 20402. 36 pp. 85 cents.

Defines and analyzes the diversion process and its effectiveness in several of the communities that have utilized it.

Guide to Federal Programs for Rural

Development. (SN 001-023-00001-2) Superintendent of Documents, Government Printing Office, Washington, D.C. 20402, 1975. 346 pp. \$4.05.

Summary of Federal assistance for rural development arranged alphabetically by program.

New Roles for Youth in the School and the Community.

National Commission on Resources for Youth, Citation Press, Library and Trade Division, 50 West 44th Street, New York, New York 10036. 1974. 245 pp. \$4.25.

A detailed examination of the many projects youth are involved in to help their peers and others, such as working with public service agencies, counseling runaways and other troubled adolescents and tutoring non-English speaking youngsters.

PLACEMENT SERVICE

SECRETARIAT OFFICE/EVALUATION SPECIALIST

Beginning January, 1976, for one year, to serve as evaluation specialist in secretariat office, of a newly formed consortium of national volunteer resource organizations at Boulder, Colorado. Secretariat officer would coordinate several task force projects in the area of volunteerism, and assume major responsibility for designing and monitoring and reporting on evaluation of eleven task forces. Essential are demonstrated skills and experience in the area of volunteer program evaluation; highly desirable is experience, particularly in leadership roles, in volunteer involvement efforts at local state or national levels. Salary at \$12000-13000 per annum.

SECRETARIAT OFFICER/BUDGET AND FISCAL CONTROL

Beginning January, 1976, for one year, officer to serve as budget and fiscal control specialist in secretariat office of newly formed consortium of national volunteer resource organizations located in Boulder, Colorado. Budget Officer will assume responsibility for budget and fiscal control for general administrative funds, as well as funds allocated to eleven task forces located in various portions of the nation; will also assist Deputy administrator in coordinating several task force projects in the area of volunteerism. Accounting and fiscal control experience, skills, and demonstrated competency are essential. Experience in volunteer programming is highly desirable, as is overall knowledge of grant administration. Salary at \$12,000-13,000 per annum.

For all of the above positions,
send resumes to:

Dr. Ivan Schier
The Alliance for Volunteerism, Inc.
1221 University Avenue
Boulder, Colorado 80302
303/447-0492
AN EQUAL OPPORTUNITY EMPLOYER

As I See It (Continued from IFC)

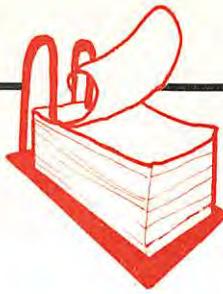
One of the most obvious differences between rural and urban volunteer programs is related to geography. Even though urban settings have their share of complications such as traffic jams, subway strikes and bus schedule shifts, folks in our state find that an old-fashioned mountain or hill still stands tall among the more difficult obstacles to be overcome. In most rural areas the comparatively sparse population density makes it necessary to extend services over a much larger geographic area. The sheer distance from where people live to service facilities creates many complications. Transportation, therefore, becomes both a basic necessity and the single most common problem in rural areas. Volunteer coordinators frequently find themselves spending immense amounts of time trying to develop transportation resources. Even requests for transportation necessary to obtain medical care often cannot be filled due to lack of available resources.

A second related area of difference is the application of basic volunteer program management techniques. Rural volunteer coordinators, like their urban counterparts, must modify basic principles to fit the particular characteristics of the folks in their area. By and large, I think it takes a larger investment of time over a longer period to organize a volunteer project in a rural area.

Many of the most positive characteristics of rural areas can also be liabilities. For instance, communication patterns differ when you have few daily newspapers, local television stations or radio stations. Folks are much more person-oriented; and therefore most recruiting has to be done on an individual, case-by-case basis. There is a distinct difference in time orientation and less inclination towards joining groups in rural areas. The mutual helping networks which already exist in neighborhoods provide immediate support in times of crisis for those families who are part of them. It is often a real challenge to persuade volunteers to move beyond their usual helping networks to cover the gaps where persons who are isolated are in need.

Volunteers in rural areas are much less impressed by complex plans on paper than their urban counterparts and take a more simplistic, functional approach to even long-standing problems. They find it curious that people should be employed to coordinate volunteers, an attitude heavily grounded in the sturdy philosophy that volunteering is just a fancy term for what amounts to being a good neighbor. Everyone knows you just pitch in to help if your neighbor needs help.

In rural areas throughout our country, volunteers, both formally and informally are keeping the "human" in human services. They are caring for the sick, helping kids stay in school, staffing volunteer fire departments and emergency ambulance services. They are delivering meals, repairing houses, counseling with delinquents, preventing child abuse and even directing traffic. The variations of the helping theme are endless. The creativity of the "cobbling" (making do with what you have to work with) is ingenious, often heartwarming, and it works because the people involved believe it will. The strong sense of independence and self reliance is very much alive. The pride of being able to help when needed to really make a difference is growing and blooming.



calendar

November 10-11 New York, NY: *Trends and Challenges in Community Relations.*

This seminar examines today's trends in community relations and how effective community relations can be an essential segment of the overall public relations program. It focuses on untraditional approaches and case histories to demonstrate how to lay the groundwork for coping with unforeseen crisis situations.

Fee: \$195 including lunches and materials

Contact: N.Y.U. Business and Management Programs, Room 1517, 310 Madison Avenue, New York, NY 10017 Phone 212-682-1435.

November 17-21 Ann Arbor, MI: *Media Design for Trainers.*

Objectives of this workshop are application of an eight-step "systems" approach to the development of instructional training packages and selection of appropriate media for specific training needs and problems.

Fee: \$425

Contact: Frank Misplon, Program Director, Division of Management Education, University of Michigan, 1735 Washtenaw Avenue, Ann Arbor, MI 48104 Phone 313-763-1000.

November 17-21 Washington, DC: *Five Day Seminar on Integrated Approach to Resource Development.*

The agenda includes how to write a proposal, resource negotiating techniques, grant management, operational accountability auditing, management information system, management by objectives, task force management board and staff, planning for goal accomplishment and problem solving.

Fee: \$550 includes training costs and lodging

Contact: Pro-Plan International Ltd., 5304 Eastchester Drive, Sarasota, Florida 33580.

November 18-20 Holyoke, MA: *Technifax Visual Communication Seminar.*

The importance of visual communication; the Diazo Process; overhead projection, motion picture and TV techniques; color and composition; polarization; and non-projected techniques.

Fee: \$150 includes workshop materials

Contact: Seminar Director, Scott Graphics, Inc., Holyoke, MA 01040.

December 2-5 New York, NY: *Managing and Supervising Human Resources in PR.*

Course content includes The Mystique of Leadership, Employee Motivation and Creative Influence, Communication: Getting Through to Others, Working With Groups (conference leadership skills, group problem-solving techniques).

Fee: \$425 includes luncheon and materials

Contact: N.Y.U. Business and Management Programs, Room 1517, 310 Madison Avenue, New York, NY 10017.

December 9-11 Holyoke, MA: *Technifax Visual Communication Seminar*

The importance of visual communication; the Diazo Process; overhead projection, motion picture and TV techniques; color and composition; polarization; and non-projected techniques.

Fee: \$150 includes workshop materials

Contact: N.Y.U. Business and Management Programs, Room 1517, 310 Madison Avenue, New York, NY 10017.

January 9 San Francisco, CA: *Art and Skill of Effective Leadership*

Will stress a consistent outlook toward self-improvement; the goal oriented approach (what it is, why it often fails, how to make it work); the climate for success, assessing institutional needs; measuring response to your leadership.

Fee: \$75

Contact: AAMA Educational Conference Registration, American Academy of Medical Administrators, 6 Beacon Street, Boston, MA 02108. Phone 413-864-1213.

January 26-30 Ann Arbor, MI: *Media Design for Trainers*

Objectives of this workshop are application of an eight-step "systems" approach to the development of instructional training packages and selection of appropriate media for specific training needs and problems.

Fee: \$425

Contact: Frank Misplon, Program Director, Division of Management Education, University of Michigan, 1735 Washtenaw Avenue, Ann Arbor, MI 48104 Phone 313-763-1000



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