

Voluntary Action Leadership

SPRING 1982

Introducing ...
CITIZEN ACTION



Creative Responses to Funding Cutbacks

As I See It

'Making Do with Less': Two Proposals

The following editorials both address the same problem: How to prevent cutbacks in social service delivery as budgets are being cut back. In the first piece, Jon Van Til explains how his proposal evolved from work with colleagues at Rutgers University and the University of Pennsylvania's Wharton School. In the other article, Milton Gilbert discusses a topic he originally presented to the Neighborhood Network Conference in Riverdale, New York, last November. Cosponsored by the Community Advisory Board of The Hebrew Home for the Aged at Riverdale and Manufacturers Hanover Trust, the conference explored community self-help methods of sharing and exchanging programs, space and human resources by and for the elderly.

Coproducing Services

By Jon Van Til

NEARLY ALL SOCIAL SERVICES—whether governmental, voluntary, or neighborhood in their bases—have begun to feel the impact of “retrenchment”—the combination of an economy in decline and a national policy of military expansion producing shrinking budgets in almost all areas of human services delivery.



Writing with his characteristic wisdom and perspective, Ron Lippitt describes the “natural first reactions to resource reduction and cut back demands”:

to defend, to be equitable by cutting everybody by the same amount, to eliminate research and development and the other mechanisms for growth, to sacrifice the most vulnerable personnel, and to permit the obsolescence of technical and material resources.

These defensive reactions to retrenchment, while understandable, contain many unpleasant implications. Conflict between agencies looms ever closer, and clients are threatened with the loss of many needed services.

There must be a better way to cope with the painful realities of retrenchment. In working with colleagues in the forum for Policy Research at Rutgers University and the Management and Behavioral Science Center at the University of Pennsylvania's Wharton School, I have found a great deal of interest among human services practitioners in applying the concept of service “coproduction.”

The concept of coproduction was originally developed to explain how citizens interact with governmental providers (See VAN TIL, p. 39)

Jon Van Til is an associate professor and departmental chair in urban studies and community development at Rutgers University Camden College. He is past president of the Association of Voluntary Action Scholars and currently edits the Journal of Voluntary Action Research.

Swapping Services

By Milton A. Gilbert



TODAY, SOCIAL SERVICE programs are faced with a new reality: making do with less. As the federal government cuts back on direct economic assistance to social service programs, substituting block grants to states, it creates more competition for remaining resources. At the same time, states and cities attempting to balance

their budgets without increasing taxes are limiting the amount they are expending on social welfare. The viability of social service programs is further threatened by increased operating costs resulting from escalating inflation. In turn, these same economic factors have created social and emotional problems for greater numbers of Americans who, as a result, are seeking help from overburdened institutions.

The overwhelming challenge becomes, “How are we going to continue to deliver quality services with fewer dollars?” We can do it by bartering—by sharing, borrowing and swapping skills, space, programs and resources. The idea is not new; it's as old as time immemorial. Its application to social service delivery, however, has yet to be explored.

Bartering is the third fastest growing industry in the United States today and is being utilized as a survival tactic by both business and government. For example, the director of a major airline recently became concerned about the company's high cost of radio and television advertising. While the media exposure improved business, each flight still had a number of unoccupied seats. The airline director, therefore, arranged a barter with the network: airline seats for network personnel in exchange for T.V. and radio time.

(See GILBERT, p. 39)

Milton Gilbert is chairman of the board of directors of The Hebrew Home for the Aged at Riverdale. He is former Commissioner of the Port Authority of New York and New Jersey and serves on the board of the Flexi-Van Corporation.

Voluntary Action Leadership

SPRING 1982

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June 6-10
Yale University

(See back cover for details)

Comment

Citizen Creativity

AS THE REALIZATION OF THE IMPACT OF budget cuts takes hold, something positive is happening. That awareness has begun to generate new ideas for maintaining levels and quality of vital social services. Volunteers play a key role in these proposals, which assume that the numbers are there: The past ten years of refining volunteer recruitment/motivation techniques, combined with the new media trend to spotlight volunteering, have taken care of that. That solutions are now coming forth is what this spring issue of VAL is all about.

Our biggest feature is a surprise for VAL readers. It's another magazine! and you are the first to see this sample issue of *Citizen Action* which begins on page 13. The seed for this magazine grew in part out of your demand for something to give your volunteers—something relevant to their needs that they could read and keep for themselves.

Thus, as Ken Allen explains on the publisher's page, *Citizen Action* "is for and about people who are involved in their communities." He reaffirms the recent Gallup statistics on volunteering, pointing to the millions of Americans who are rediscovering voluntary involvement as a means of addressing human, social and environmental problems. It is why the subtitle of this magazine is "Seeking Solutions to Public Problems."

Your interest in this new publication is vital to its future. The contents of this prototype are only a sample of what *Citizen Action* can be. Without the reaction of people like you—who are in constant contact with volunteers, their feelings and needs—VOLUNTEER cannot begin to translate the idea of *Citizen Action* into reality. After you read it, please take a minute to fill out the questionnaire on the stamped post card in the centerfold and return it to us.

Elsewhere in this issue, Milton Gilbert and Jon Van Til offer their solutions to certain social problems created by funding cutbacks (As I See It, page 2). Their proposals call for involvement of recipients of services, particularly youth and elderly people. Gilbert's discussion of barter, by the way, originally was presented at a local conference in Bronx, N.Y., that was inspired by an article in VAL ("Self-Help Through Urban Barter" by David Tobin, spring 1980).

Other responses to funding cutbacks are addressing the important function of publicity. It's an area often neglected by nonprofits with the excuse, "We have no room in our budget for public relations." Today, publicity is needed more than ever, as it can give a big boost to a program's chances for survival. One innovative way to increase your organization's visibility in the community is through the rapidly growing medium of cable TV. Don Collins explains how it can be done at little or no cost and with lots of help in Communications Workshop on page 11. Another aid to garnering publicity is a new handbook, *Publicity for Volunteers*, by Virginia Bortin. She shows how organizations with small budgets can plan and implement a comprehensive public relations program. Rich White reviews this book on page 36.

Such efforts, obviously, do not all of a sudden supplant an organization's fundraising function. So, with this issue, VAL begins a short series on the basics of fundraising. We are pleased to launch this feature with an excerpt from Joan Flanagan's new book, *The Successful Volunteer Organization*. In "How to Ask for Money," Flanagan outlines key sources of funds and suggests applying a positive approach to all forms of fund raising. I hope you enjoy this issue.

Brenda Haulon

Voluntary Action

NEWS

New Organization Forms to Wipe Out Child Molesting

By Richard White

A nonprofit foundation, merely one year old, has volunteers from all over the country upset, ashamed, and calling and writing to offer their assistance. It's the Foundation for America's Sexually Exploited Children (FASEC), an organization dedicated to public awareness and education, and the prevention of the sexual molestation of children.

"While children have been sexually exploited for centuries," says Jill Haddad, director of FASEC, "only recently have authorities begun to understand the scope of the problem."

Following a recent article in the American Association of Retired Persons (AARP) newsletter about the Foundation, hundreds of letters began pouring in from senior citizen volunteers who wanted to learn more about the problem and to help.

The article reported that the Foundation hoped to involve AARP chapter and unit members in a newspaper clipping effort in which members would search for articles pertaining to child molesters and forward them to the Foundation for research and evaluation.

"The response was tremendous," Haddad said. "We are still receiving many clippings every day."

Concerned individuals ask in what

other ways they can help.

"In order to help and be effective," Haddad explains, "one must first understand that the sexual exploitation of children is manifested in three primary categories—the physical molest-

ing of children, child pornography and child prostitution. All of these are based upon the interests and activities of the pedophile.

"The pedophile is a person who has a sexual preference for children. He or she could be anyone—a teacher, neighbor, friend, lawyer, policeman, or minister."

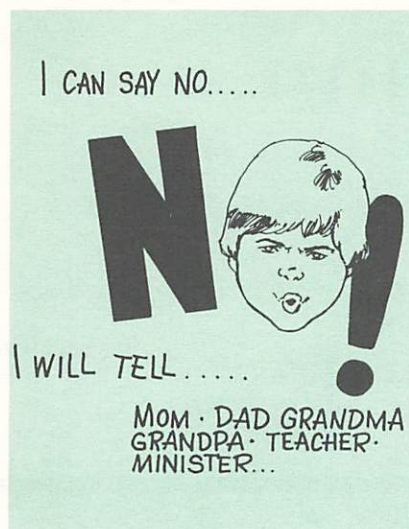
"The traditional picture of the child molester as a dirty old man huddled on a street corner with his trench coat and

Bush Praises School Volunteers



Barbara Bush, on a recent nationwide tour to publicize America's illiteracy problems, paid a visit to New York City's School Volunteer Program, now celebrating its 25th anniversary. Here, the Vice President's wife chats with two students helped by New York City School Volunteers who provide tutorial service in reading, English as a second language and math. "If you teach one person to read, you are unlocking the door to the American dream," said Bush, who believes illiteracy is at the root of high crime rates.

Rich White is a frequent contributor to VAL.



A page from children's coloring book, "What If... I Say No!" developed by Haddad and Martin.

bag of candy has fallen by the wayside in light of information obtained in investigations of sexually exploited child cases," says Lloyd Martin, founder of FASEC and officer in charge of the Sexually Exploited Child Unit of the Los Angeles Police Department.

According to Martin, nothing can be done to change the pedophile. The problem has to be solved by educating children and their parents. "A sad fact," he says, "is that an estimated 95 percent of child molesting cases go unreported. The reasons are that children are afraid to tell their parents, they aren't sure what is right or wrong, and do not know how to say 'no.'"

Haddad says she tells people who want to help, "You don't have to be an expert to teach children to say 'no.'"

A proven effective aid the Foundation has developed is a coloring book called "What If I Say No?" It is designed for children age 3 to about 9. Sections of the book are intentionally too difficult for a child to understand, the idea being to force the parent to go through the book with the child.

Two other books have been written by Martin and Haddad and will be published soon. "Once Upon a Touch," aimed at 9 to 15 year olds, is a collection of true-life profiles of children who have been approached by pedophiles. The children tell in their own words how they handled the situation.

The other book is a hardcover for adults entitled, *We Have a Secret*. Haddad expects the book to "raise some eyebrows" and "open some eyes" by telling it like it is.

Haddad has traveled extensively throughout the country appearing on television and radio talk shows, testifying in courts and at state legislative hearings, and talking with families, victims of abuse and the abusers themselves. Martin also has made appearances on television shows, including "60 Minutes," "Good Morning America," "The John Davidson Show," and has testified as an expert before federal and state legislative committees on sexual exploitation of children.

Such public appearances have helped the cause by bringing the issue before the public. However, "the real answer lies with the one-on-one teaching of children by parents, friends or

volunteers," Haddad says. "When citizens are aware that the problem exists, then become educated, they can join together to bring pressure on the lawmakers to enact stricter laws."

In some states, Haddad says, there's a heavier prison term for stealing a television set than for molesting a child. Pedophiles are organized in many areas of the country," she explains. "One group in California, for instance, has 5,000 members working to legalize child sex. Their motto is 'Sex Before Eight or It's Too Late.'"

For information on how you or your group can become involved, write the Foundation for America's Sexually Exploited Children, PO Box 5835, Hacienda Heights, CA 91745. The coloring book, "What If I Say No?," can be obtained for \$2.50 from Redwell Distribution, 424 W. Commonwealth Ave., Suite 173, Fullerton, CA 92632.

Unique Utah Council Promotes Volunteering

By Jessie Bond

Imagine being exposed to the idea of volunteering at least four times a day—on the radio, in the supermarket, on TV and in your utility bill enclosure.

During the past year a unique group in Utah has been actively promoting volunteering in such ways all over the state. Calling themselves the Utah Council of Volunteers, 22 citizens who regularly volunteer in their communities meet once a month to design and oversee programs encouraging Utahns to give their time to help others.

The Council is not the equivalent of the volunteer office found in many state governments. Rather, it is a self-governing, non-partisan, non-sectarian group with no office space or outside funding. It grew out of an advisory committee on volunteerism housed in Utah's Department of Social Services. This committee was asked to conduct hearings to assess agency needs for

volunteers.

From testimony given by volunteers and their agencies in June 1980, the Committee concluded that the state needed a non-partisan, interest-free council to coordinate, stimulate and advocate volunteering. When Governor Matheson, state departments and the state legislature concurred, the Utah Council of Volunteers was born.

According to Norma Matheson, wife of Utah's governor and the Council's honorary chairperson, "The Council is strictly one of volunteers." Its bylaws mandate that members be part of the state's volunteer community. Eighty percent of the membership must regularly give time without pay to their community; the remaining 20 percent must represent those who are paid to work with volunteers, either as supervisors or as staff persons of such volunteer agencies as Voluntary Action Centers (VACs).

Members serve two-year, staggered terms and are recruited from diverse professions. The current Council in-

Jessie Bond is a frequent contributor to VAL.

cludes an insurance agent, attorney, retired social worker, student, former teacher and stockbroker, plus representatives from the PTA, YMCA and Junior League.

Jeano Campanaro, volunteer services coordinator for the Utah State Department of Social Services, feels that this dynamism is one of the reasons the group is successful. "The Council represents people from all walks of life," he says. "That's where you really get progress, by tapping the new ideas and new ways of thinking that these people represent."

Campanaro observes that members making phone calls, writing letters, stuffing envelopes and licking stamps—all on their own time and often out of their own pockets—contribute to "the feeling of independence, that pioneer spirit that makes the Council special."

Council Historian Sharon Thurgood adds, "I think it's an honor to help build something like this Council."

Council members want to make Utahns recognize that volunteering—helping the handicapped, sick, disadvantaged, elderly, youth or simply one's neighbors—is important, worth-

while, satisfying and fun. They tell potential volunteers how to get in touch with voluntary agencies that can place them. They study issues of importance to volunteers and hope to serve as a statewide resource center. They plan to encourage more official recognition of volunteers and staff as well as more training opportunities.

The Council ultimately will serve as the forger of a statewide volunteer network. "Our ultimate goal," Thurgood says, "is to help increase opportunities for people to volunteer and for people to use the services of volunteers. We are trying to be a network that helps voluntary organizations do their work."

Matheson indicated that the network the Council is shaping will put in place mechanisms that can fill the gaps caused by reduced services, not only in cities, but in the growing rural areas as well.

Last spring the Council launched a year-long, intensive advertising effort called Volunteer Campaign 1981. Created at no cost with the help of the Utah Advertising Federation, the ads celebrate volunteers and the work they do. Some profile actual volunteers, revealing how they enjoy using their talents to help others; others discuss the merits of volunteering. All of the ads—whether in the form of car cards, television public service announcements or billboards—tell potential volunteers to call the Voluntary Action Center or Chamber of Commerce in their community for a referral.

In its advocacy role, the Council has just completed a study of insurance protection for volunteers against lawsuits and accidents. Members are also studying existing legislation in this area.

"After our first year of hard gardening, I feel we're on a good, solid foundation," Council Chairperson Jean Bradshaw observed recently. "The Council's reputation and credibility have been established."

Yet the Council also recognizes there is still much work to do. In the coming year, Council members plan to conduct Volunteer Campaign 1982, study more issues and, above all, strengthen the volunteer network, particularly in the areas of the state not served by VACs.

"We've been told there is no way we

can succeed because we'll have financial troubles, turf problems," Thurgood says, "but we're still going, we're still on track, and we're achieving the goals we set."

Retirees Find No Age Limit to Learning, Doing

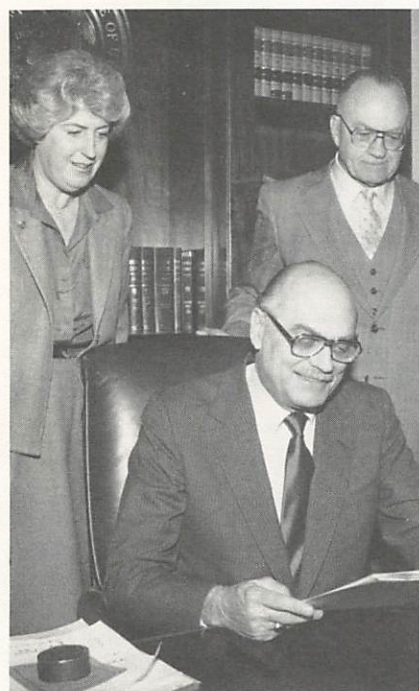
By Etta Ress, Ed.D.

Retirement to what? This is the fear of millions of men and women throughout the nation. These individuals have had 35 or more years of experience, education and training at various specialties—to be cast aside for the pleasure of retirement. This new class of some 30 million people is told to make no waves, move over, seek no paying jobs and have a good time. With a longer projected life span, these retirees may have 10, 15 or more years ahead of them. Is this prospect a blessing or a burden of self-pity and boredom?

In communities around the nation, retirees are discovering latent talents, sharpened curiosity, boundless energy and the ability to render service to other human beings. In one area of South Florida, for example, these people are the president of the Public Broadcasting Foundation that has received funding for the first UHF educational television station in Palm Beach County; the founders of Mid-County Medical Center, a consumer-oriented facility; the director of the Institute of New Dimensions at Palm Beach Junior College; the executive board of a newly formed chamber music society. They are all retired persons who have found new careers and qualities of leadership as volunteers.

An untapped resource for older persons is education. The human brain has an endless capacity to grow, provided it receives appropriate nourishment. Some followers of yoga suggest standing on one's head to keep the

Dr. Ress is the director of the Institute of New Dimensions at Palm Beach Junior College in West Palm Beach, Fla.



Utah Governor Scott Matheson (center) looks over volunteer insurance report with UCV members Susan Burdette and Daws Simpson.



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nerve cells and capillaries in motion by listening to music, attending lectures, engaging in discussion or reading a book. Given such intellectual stimuli, there is no age limit to learning.

At the Institute of New Dimensions of Palm Beach Junior College, nearly 1,000 retirees are finding new intellectual resources and greater meaning in their lives through a program especially suited to their needs and lifestyle. They want to learn what they never had time for, to keep in step with their college-educated children and grandchildren. They want a liberal arts program without academic requirements—and this is what they are getting.

The Institute is now in its sixth year. Classes meet on two campuses of Palm Beach Junior College four afternoons a week, November through April. During a single month (each month starts a new semester, since classes meet for 4 one-and-a-half-hour sessions each), the courses include Nutrition Updated, History of the Dance, Investments for the Retired, Modern Science and Religious Beliefs, Understanding Your Body, Women in Literature, Energy and the Way We Live, Turgenev, the Man, His Work and His Age. The one-time lectures to be offered during the same month are: The Use and Abuse of Money, William Blake, The Orchestra, Rembrandt and more.

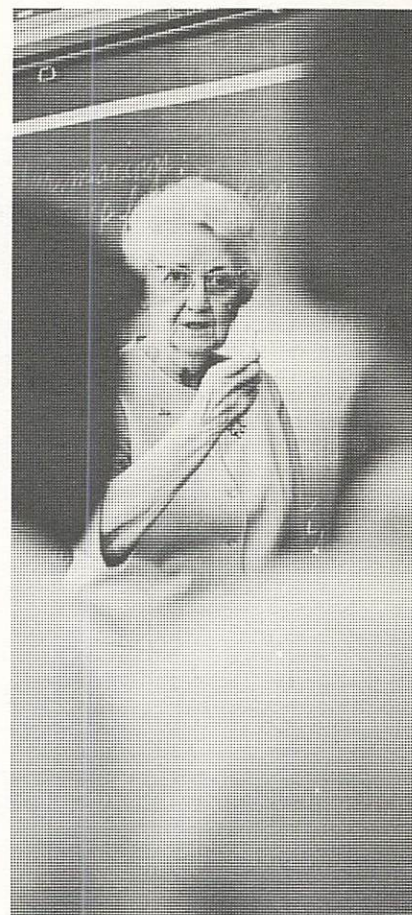
There are also field trips to places of local interest and an annual conference on the problems of retirement. In addition, lectures are held at Libraries and community centers.

The basic distinction of the Institute's program is that its faculty is made up of professionals who are also retirees. They donate their services and share their expertise in a variety of subject areas. Their encounter with a mature, motivated and appreciative audience compensates for the many hours they spend preparing for their classes. The lecturers are sought out for speaking engagements in the community and are interviewed by radio, TV and newspaper reporters.

Those who attend classes at the Institute are enthusiastic about their affiliation with the college. They engage in an ever-widening range of experiences. They take part in discussion among themselves on topics that

are once considered formidable. They are articulate and informed members of the community. They constitute many of the audience members at concerts, dramatic performances and opera.

Dr. Edward M. Eissey, president of Palm Beach Junior College, takes pride in the Institute. "As head of a community-based college," he says, "I am committed to delivering the kind of education that all segments of the community want and need—and New



Dimensions helps to serve older adults."

Retirement holds promise for new roads to follow. Older persons have a choice. They can, as Doris Lessing has written, "force themselves into the effort of imagination necessary to become what they are capable of being," or they can submit to becoming the stereotype of stodgy, unbending, sickly old people. To the thousands of creative retirees out there we say, "Don't just sit there—do something."

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Improving Patient Care— Goal of NYC Hospital Visitors

By Donna M. Hill

"They're not experts. They really just ask common sense questions, often about things that no one else has time to notice."

This is how Mary Windels, staff associate of the City Hospital Visiting Committee, describes the volunteer members of this Committee, who are trained to visit New York City's 16 public hospitals on a regular basis and to report on conditions affecting patient care. Windels adds that if the volunteers can get someone to pay attention to their "common sense" questions about details like size of food portions or availability of supplies, they are succeeding in fulfilling the Committee's goal of improving patient care in New York City's public hospitals.

Part of the Division of Voluntary Programs of the United Hospital Fund of New York, the Committee is the only voluntary entity of this kind in the United States. Its original plan was conceived by Louisa Schuyler in 1871. She wanted to organize a visiting committee composed of men and women whose primary qualifications for membership were a willingness to visit and an earnest desire to make conditions better for patients. In 1872, the new City Hospital Visiting Committee attracted quite a few volunteers, and as late as 1970 it included 30 members. But today, 10 volunteers continue the tradition of regularly visiting the 16 individual hospitals, asking questions, taking notes and making suggestions about conditions that affect the patient. They visit in teams, observe the quality of the services and the care patients receive, communicate their findings to city officials and others, and where possible, facilitate the improvement of such conditions.

The Committee became part of the United Hospital Fund of New York in 1958. The Fund publishes the Committee's annual report, which is based on written information from the visits and is sent to about 2,000 public officials and

hospital staff. It also provides staff support for the project.

Windels works closely with Mrs. William Stein, who chairs the Committee, to coordinate the Committee's work, recruit new volunteers and set up the hospital visits. In addition, she attends the Committee's monthly meetings, assists with planning, keeps in touch with hospital leadership and makes visits to hospitals when necessary.

Recruitment is a difficult task for the Committee. "The most successful [recruiting technique] is word of mouth," Stein says, "but it hasn't been productive in getting large numbers of volunteers." So far, traditional sources of volunteers—local volunteer centers, women's clubs and corporations which give employees time off to volunteer—have not drawn many new people with the interest and time to be effective visitors. Recruitment is complicated by the fact that the assignment cannot easily be turned into an activity for weekends and or evenings, when more volunteers might be available. Key hospital staff are not available for interviews at these hours, it is difficult to observe a full range of services, and many of the hospitals are located in neighborhoods that outsiders are reluctant to visit at night.

The current members are all women, aged 30 to 60 years. Stein describes the group as "dedicated, well informed citizens who care about achieving and maintaining the highest level of health care for our city." The average volunteer has been with the Committee for four years, while the oldest joined 13 or 14 years ago.

"They possess great interest and substantial background about health care in the public sector," said Windels, who added that members must have stamina and concern, "plus a strong belief that it's possible for a lay person to create something better."

Two of these characteristics are key: Stamina makes them able to handle the work and concern makes them want to. The regular hospital visits require a substantial amount of walking and time

spent traveling to and from the visits. The volunteers submit written notes after each visit that include factual material based on interviews with staff, their impressions, notation of problems, questions and follow-up areas. They regularly attend the Committee's monthly meetings, where they report on visits. They must keep informed about new developments in health care delivery, legislation and the operation of the municipal hospitals.

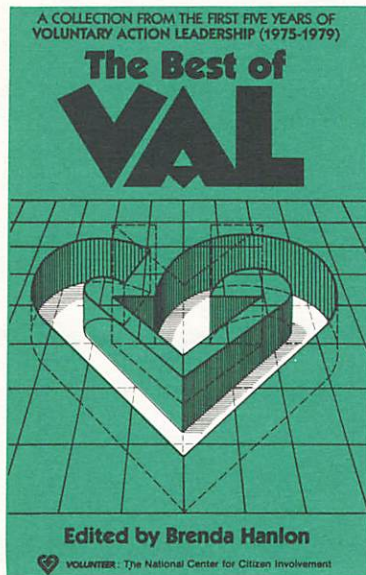
Above all, members must remain objective and preserve a good relationship with hospital staff, a necessary ingredient if progress is to be made. Over the years, the Committee has built a constructive relationship with staff, offering assistance and support rather than aloof criticism. Members do not get involved with making professional judgements.

"We get our reward from being there," Stein said, "from seeing improvements in patient care."



Donna Hill is a frequent contributor to VAL.

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Dorothy Speilman's Three-Year Utility Investigation Pays Off

By Richard W. White

Dorothy Speilman never dreamed that a simple question about her high electric bills would uncover a major fraud and corruption scam at a citizen-owned utility company.

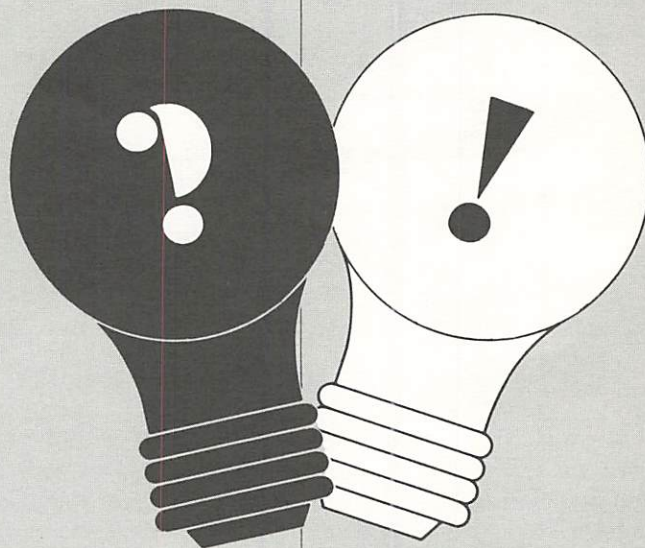
Three years ago, this supervisor in a Norwalk, Connecticut, bank just wanted to know why the utility no longer offered a ten percent discount for early payment, why its rates kept rising, why it imposed a six percent surcharge, and why it issued 13 bills in 12 months.

She took her questions to the annual meeting of the South Norwalk Electric

"After the article appeared in the newspaper, things began to snowball," Speilman said. Her letters to the editor encouraged other citizens to complain and share their own experiences and problems with the utility company.

She was joined by two homeowner groups, representing 350 residents. "That many votes encouraged local politicians to climb aboard," she said.

As a result, the Mayor's office and Connecticut officials began to conduct investigations into SNEW's operations which resulted in the arrests of the



Works (SNEW) but was turned away with a curt, "You wouldn't understand," from the superintendent.

Speilman then complained to the Mayor's office, the consumer protection agency and the utilities commission.

"I kept getting the run-around," she said. "They told me SNEW did not come under their jurisdiction."

So Speilman began her own search for answers. "It seemed like a losing battle for the first two years," she said. "I felt like there was no place to go."

But then Dorothy Mobilia, a reporter for the *Stamford (Conn.) Advocate*, wrote an article about Speilman's lone investigation and filed suit to open SNEW's records under the Public Information Act.

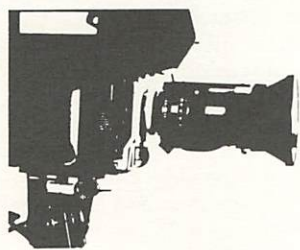
utility's board and charges of larceny leveled at its superintendent and commissioners.

Now serving on a watchdog committee which observes the utility's operations, Speilman is keeping her eye on the proceedings at the State Superior Court. So far, three utility employees and two commissioners as well as a supply vendor to the utility, have pleaded guilty and been convicted.

Charges against two other commissioners and the superintendent are still pending in Connecticut Superior Court.

Speilman's satisfaction grows with the knowledge that some of those who pleaded guilty have begun to pay back the money they diverted from the utility.

Communications Workshop



Getting Your Story on Cable TV

By Don Collins

"Last December, when I visited Bill Bagley, director of community programming for Lynchburg Cablevision, Lynchburg, Va., and explained the concept of social services programming, he was interested and promised to do whatever he could do to make the idea a reality. At that time, I also paid a visit to Frederic Fraley, regional director of the Lynchburg Regional Office of the Virginia Department of Welfare and Institutions. I told him about Bill and the facilities he had for producing shows.

"As a result, Fred and Bill got together and began to produce a weekly series of programs called People Helping People, which have presented such topics as child abuse, child support enforcement, Medicaid, the work experience programs, etc.

"Fraley says that more and more people are coming up to him to tell him that they have seen the show. 'I've really enjoyed doing the series,' he said. 'It's a

Don Collins is a public information specialist in the Office of Human Development Services, U.S. Department of Health and Human Services. His article first appeared in the Human Development News. He is available to answer questions about getting your story on cable TV, and can be reached at (202) 245-0019.

new experience for me and it has forced me to refamiliarize myself with the workers and the details of the programs.'

"He has had good cooperation from the local social services people in providing ideas for the shows, in writing scripts for them and providing audiovisuals.

"One of the first programs featured a Fraley interview with the Virginia Commissioner of the Department of Welfare and Institutions. Fraley also has been able to obtain copies of the show for use in his department. One of his child support enforcement officers will make a presentation to the local Lion's Club and will use the child support taped program as an introduction to the presentation. That's a nice spinoff. Finally, announcements of the shows are carried in the local newspapers."

This is only one of many success stories Don Collins, public information specialist in the federal Department of Health and Human Services, had to report in a recent issue of Human Development News. A couple of years ago, as citizens began feeling the effect of budget cuts in their communities, Collins saw the need to increase the exposure of social service issues and programs to the public. Cable TV, he quickly discovered, was an excellent, low-cost way to do this. While his stories relate to his work on behalf of a federal government agency and the hundreds of state and local social ser-

vice agencies around the country, his suggestions for telling your story apply to anyone interested in taking advantage of reaching a rapidly growing audience.

Whether you're operating from a state or local level, the first thing you must know is the general market—that is, how many cable TV stations there are in your area or state. You can find them listed in *Television Fact Book, Services Volume*, published by Television Digest, Inc., 1836 Jefferson Place, NW, Washington, DC 20036. If you don't subscribe, the public library usually has a copy for reference.

After you get the address of the station and the name of the program director, it's important to determine if he or she is still there. People move around a lot in the communications business and, if you have the wrong name, that's one strike against you from the start.

Have a Product

Before you do anything more, be sure you have a product to sell. If you have a film that's well done and can transfer it to video tape, that's good. I have found that a "story idea" sheet works just as well, and sometimes better, because the program director can read it leisurely. One cardinal rule: Keep it brief! List six or seven examples of people whose lives were changed because of your program's or industry's efforts. No more than one or two sentences on each should do it. Include the name and phone number of a contact person and make sure that person is aware of the whole plan so that when the call comes in from the station, it's expected and the information is handy.

The Approach

A personal call is more effective than a letter. When you ask for an appointment, be sure to indicate the amount of time you'd like to spend. Fifteen or 20 minutes can do a lot for your cause. With the idea sheet in hand for the meeting, your discussion will be sharply focused. Background material on the agency and more detail on projects can be left behind as you leave.

Don't Do the Program Director's Work

Be open to suggestions on how to pre-

sent your subject matter. The program director knows the audience better than you do. Unless something is suggested which is inaccurate, let the communications pro do the work. If it is inaccurate, of course, you'll save the pro and the station embarrassment if you point it out early on.

The best example I have of letting a pro do the programming came out of a discussion I had with Gene Linder, director of programming and production for American Television and Communications, Inc. He liked the general concept and suggested building local "wraparound" shows, which would feature local people as commentators, producers and guests in the production of the shows while using a tape, usually provided by us, as the "core" of the production. In addition, he wrote a memo to 66 ATC systems managers and directors of community programming, telling them about the idea.

Does It Work?

As a result of that memo, I had letters or calls from 14 directors who expressed solid interest in getting social services programming underway in their communities. Here are some of the success stories:

- American Cablevision, ATC, Kansas City, Mo.: Steve Duddleston, director of community programming, was one of the first people to contact me. To familiarize him with the Office of Human Development Services, I mailed him a brochure about the agency, *The Human Development News*, a child abuse and neglect audiovisuals catalogue, and a list of key persons in social services in Missouri. However, to smooth the way at the local level (and state level), I telephoned Ms. Jerry Giffen, public affairs officer for the Division of Family Services, Department of Social Services in Jefferson City, to tell her about Steve and the opportunities I felt were available to her agency.

In April, Jerry and Steve got together and planned for the production of shows on several different topics. Since then, American Cablevision has produced and aired a 30-minute program on high-risk maternal, infant and child care using a 13-minute tape, *Second Chance*, which I furnished and which deals with maternal neglect. Other participants included a doctor of neonatology and a local child abuse expert.

The station also has aired a 60-minute

program on alternatives to retirement for the elderly. The program used parts of a videotape produced by the Center for Aging Education, Lansing Community College, Lansing, Mich. The Center's program director, Ellen Sullivan, was happy to provide this tape and two others for use on cable TV. That show also featured a local sculptor and fiber artist, the state director on aging, and a local official in Kansas City involved with aging programs.

In July, a child abuse program was aired featuring interviews with a juvenile justice officer, doctors and nurses at a local hospital, a local child protective services worker, the state director of the child abuse program, and parts from a new film the state is producing. The series of programs/shows has been dubbed, "Looking for Help."

- Birmingham Communications, Inc., Birmingham, Ala.: Andre Taylor, director of community programming, is fortunate: Lesley Whitson, M.S.W., is working with him as a volunteer arranging social services community programming while she works on her doctorate. Lesley's dissertation will deal with the possibilities of social workers and cable television operators working together. She has produced her first show about the developmentally disabled and their return to independent living in communities instead of institutions. Her next show will be based on our 30-minute taped program, *Barb: Breaking the Cycle of Abuse*, which shows how abusive parents can be helped.

- Laurel Cablevision, Torrington, Conn.: Greg Bobbitt, community programming director, already has aired several of the taped programs I have sent him. He will soon be taping a show which features four retired pharmacists in a nearby town, who have presented a number of community lectures to the elderly about the hazards of certain foods and certain medicines in combination.

What It Means

These programs have demonstrated that local social services officials and community programming directors are able to create and produce shows effectively about subjects of interest to many citizens. And I think we have only scratched the surface. There are undoubtedly thousands of stories waiting to be told via cable TV community access channels. ♥

A Cable TV Offer You Shouldn't Refuse

Because of the usual requirement for some form of "public access" programming in a cable TV's franchise, the opportunities for telling your organization's story are practically unlimited. The facts are these:

- Today, there are 4,400 cable TV stations in operation in communities across the U.S. Of these, 1,200 have their own studio facilities, remote cameras, mobile vans and other equipment which may be used by the public, once trained, to produce a variety of programs. In Kansas City, Mo., for instance, American Cablevision invites citizens to "become traditional television producers" by attending one of its free Community TV workshops. Training covers operation of audio, video and lighting equipment, after which citizens can produce their own shows or can volunteer to help community organizations put together their own programs. American Cablevision offers studio time and equipment at no cost to nonprofit groups.

As for the other 3,200 cable TV stations, many would gladly air pre-taped 30-minute programs on a variety of educational subjects. The Junior League in Milburn, N.J., for example, prepared a prize-winning video tape on their activities for cable viewers. Many of the HHS "canned" materials described in the accompanying article were converted from film to the 3/4" video tape required for viewing on cable television.

- By 1985, one-half of American homes will be wired for cable channels, according to an estimate by the National Cable Television Association. Many stations will offer from 32 to 100 channels for viewer selection. Obviously, it is going to be difficult to keep all of these channels in operation all of the time unless innovative uses arise.

- By 1990, it is expected that 30 to 35 percent of television viewers will be watching non-network broadcast programs. Such "narrowcasting," said Hy Triller, vice president of the Alexandria (Va.) Cablevision Company, in a recent article in *The Washington Post*, "focuses in on something of interest to a small segment of the community. You always hear the majority opinions, but not the minority opinions. Public access can provide that tool."

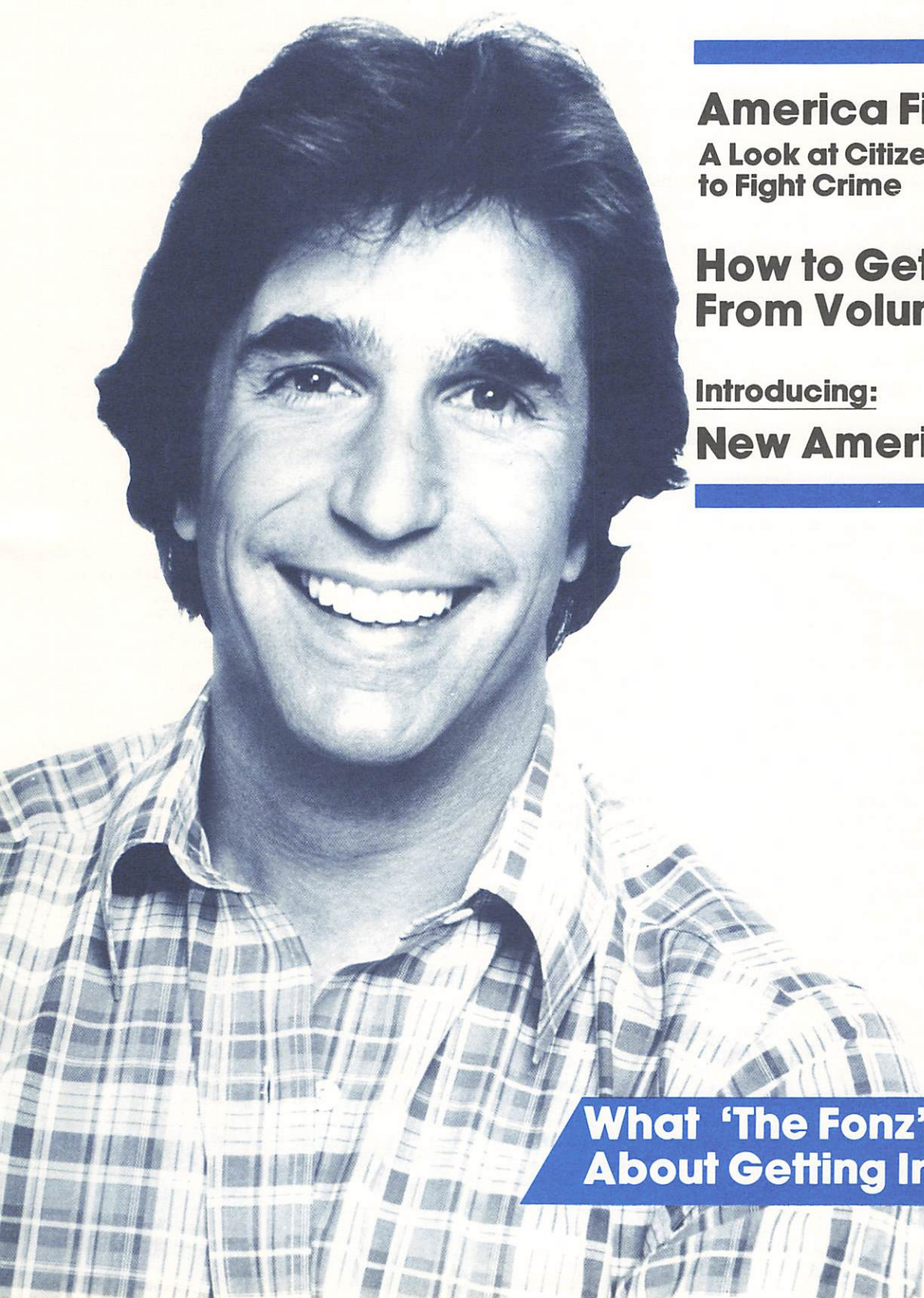
If your community has cable television, now is the time to take advantage of the public access opportunities it offers. If a cable "hook-up" is a few years away, plan now for when that day arrives.

—Don Collins

CITIZEN ACTION

Seeking Solutions to Public Problems

SPRING 1982



America Fights Back!

**A Look at Citizen Efforts
to Fight Crime**

How to Get the Most From Volunteering

Introducing:

New American Heroes

**What 'The Fonz' Has to Say
About Getting Involved**

'Abiding by the Heart'

By Harry Stein

The following article appeared in Harry Stein's Ethics column in the January 1982 issue of Esquire under the title, "An Honor Roll for 1981." Copyright © by Esquire Publishing Inc. Used by permission of the magazine.

A week or so before last year's muscular dystrophy telethon, Jerry Lewis showed up on Phil Donahue's show for what turned out to be a session marked by surprising rancor. Phil insinuated that the charity industry in this country is an enormous boondoggle, manned largely by the self-interested; Jerry countered that Phil was an unlikable fellow who had not done his homework; a woman in the audience rose to offer her views that telethons were a "zoo" and she could not bear to watch them; "I've got to get you an autographed photograph of Eva Braun," responded Jerry, who a bit later offered up an appreciation of his own humanity. "There's nothing wrong with corny," he said. "I've lived an entire life on corn—crying, spreading my emotions through comedy and through seriousness. We need more people in this world to say what they feel from the heart rather than the head."

Now, since the age of seven, I have found it hard to laugh with Jerry Lewis, and in recent years I have not even been able to laugh *at* him, not even on Labor Day. For even at its most gauche surreal—remember a few years back when, in the midst of the show's emotion-packed finale, it was announced that Jerry had been nominated for the Nobel Peace Prize?—the telethon evokes in me more horror than mirth. The spectacle of all that self-congratulatory yap masquerading as conscience, of all those chairmen of the board passing off public relations as altruism, is truly sickening. Indeed, a case could be made that the cynicism

that prompts many merely to smirk at such goings-on is in itself one of the tragedies of this very bad age.

But I find myself in the curious position here of agreeing, at least in the abstract, with some of what Jerry Lewis has to say. We are indeed in desperate need of people who respond to others from the heart. To be sure, I would not counsel, as he seems, to a pell-mell retreat from the mental function; our visceral impulses (for example, the urge to send off a check to the Lewis telethon) should always be tempered by a reflective rationality. But the principle is entirely sound: to function as a responsible member of the human community means, in large measure, to put oneself out for others.

It would seem a rather elementary notion—God knows it isn't a new one—but it is absolutely staggering how many people simply cannot get the hang of it. At the moment in this country, for example, it seems to be considered desirable to be hard-headed, pragmatic, which also seems to mean that it is okay to be selfish, even mean-spirited. This might well change eventually—fashions in attitudes tend to run in cycles, according to fluctuations in the social, political, and economic environment—but for now, with Mr. Stockman as the national role model, the heart is definitely out.

That means, from where I sit, that we are in for some very hard times. Cold rationality minus the tempering influence of compassion can end up dangerously irrational indeed. I recently caught on TV a clip from a debate in 1958 between Linus Pauling and Edward Teller. They were discussing the effects upon human beings of the nuclear tests in the atmosphere that were then being carried out routinely. Teller, in that precise, authoritative way of his, actually asserted—and he was widely believed at the time—that there was no valid medical evidence to support the contention that the radiation generated by the tests was harmful to human beings, and that, in small doses, it might even be beneficial.

But even more striking than these assertions, though of course in an entirely different sense, was the fact that Pauling, a Nobel laureate, campaigned so tirelessly against such madness. In doing so he was risking almost everything he had achieved; indeed during that period he was called before a Senate Internal Security subcommittee, branded a traitor by much of the media, and shunned by the majority of his colleagues at Caltech.

Now, Pauling didn't need such troubles. He spoke out for the very simple reason that his conscience compelled him to. Like a handful of other great scientists—Einstein, Oppenheimer, Sakharov—his heart functioned every bit as wonderfully as his head, and in the end that set him as far apart from his distinguished colleagues as he already was from the rest of us.

Pauling is exceptional, of course: he ended up receiving a second Nobel Prize—for peace—for his work. Most of those who labor for the general good, even those who are well known in other fields, often go largely unacknowledged. It's too bad.

So I figured that since there are a hell of a lot of lists that appear around this time of year, why not put together one of people who lately have acted with extreme selflessness and decency. An ethical honor roll, if you will.

It is, alas, a very short list. (A list of scoundrels would, believe me, have been much, much longer; I could have come up with a dozen names in the world of New York journalism alone.) In the end, I elected to use a simple standard for inclusion: principled behavior on behalf of others.

Several of those listed below have paid a considerable price, financial or professional, and one remains under continuing physical threat. Talk about dubious achievements . . . But such are the consequences of abiding by the heart as well as the head.

LECH WALESIA: Initially, for simplicity's sake, I intended to limit this to
(Continued on page 16)

Harry Stein is a contributing editor of Esquire magazine.

What Is Citizen Action?

Two centuries ago, Thomas Jefferson wrote that the surest guarantee of our liberty is an "informed and aroused citizenry."

His words echo true today, as millions of Americans rediscover the ultimate strength of our nation—the effective voluntary involvement of private citizens, working individually and together, to address our most pressing human, social and environmental problems.

They are building neighborhood associations, self-help groups and mutual assistance cooperatives. They are volunteering for crisis lines, hospitals and soup kitchens. They are fighting for social justice and equal opportunity. They line up on all sides of all issues. They are Americans, living out their right and responsibility to be involved.

Leave aside those who operate at the fringe, the extremists of both the left and the right who would seek to remake us in their own image. Concentrate instead on the vast majority of our neighbors who choose involvement over cynicism, concern over apathy, sharing over selfishness. We may not always agree with what they say, with their goals, even with their tactics.

But we must celebrate their involvement. We must relish the tension that it creates. For it is only in that tension that we can hope to build a truly free and just society for all of our citizens—and ultimately for our brothers and sisters worldwide.

This is what *Citizen Action* is all about. We believe that all people must have the opportunity to participate effectively in making those decisions that affect their lives and the lives of their families, their neighbors and their communities.

And, like Saul Alinsky, we believe that if given that opportunity, people will make the right decisions most of the time. Both the process and the result will guarantee our liberty.

Citizen Action is for and about people who are involved in their communities. It celebrates the courage and creativity of individual citizens who believe that problems can be solved, that our institutions can be responsive, that service in the interest of the public, whether unpaid or paid, is to be valued. It is a celebration of our people's concern for one another.

Citizen Action is an experiment, a departure from the other publications and programs of VOLUNTEER. The issue that you are reading is a prototype, a test run to determine whether a magazine like this has a future in the volunteer community. Thus, it is critically important that you tell us what you think about this test issue and whether or not *Citizen Action* can become *your* magazine. Please take the very few minutes needed to complete and return the brief centerfold survey.

Thank you.

—Kerry Kenn Allen

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Honorable George Romney
John L. Dutton
Dorothy Denny
Kerry Kenn Allen
Brenda Hanlon

Chairman
President
Executive Vice President
Executive Vice President
Editor

It doesn't take national media coverage or the passage of a quarter of a century to be a hero in this country. Every day, in every community, people are performing brave deeds as worthy as any act of heroism singled out by news-

casters and historians. Citizen Action pays tribute to these New American Heroes who have taken a risk and challenged the odds to make their community a better place in which to live.

Friendship Heights, Maryland, a village whose population swells from 5,000 to 7,000 during a typical workday, recently began experiencing a rapid increase in crime. Last year, five residents were robbed at gunpoint, and there were many reports of the village's substantial elderly population becoming crime victims.

Village Council Chairman **Dr. Alfred Muller**, a physician, became infuriated when he learned Friendship

Undeterred, Muller tried a new approach.

"In carefully researching state laws," he said, "we found no law that mentioned ammunition."

So the original resolution was rewritten, substituting bullets for handguns. The new resolution was approved in public session on December 14, from which the slogan, "Guns don't kill people, bullets do," emerged.

Friendship Heights' proposed ban on bullets, which would exempt prison police and military personnel, security agents and sports people, is awaiting an opinion from the county attorney. If approved, the resolution will then be submitted to the voters.

Muller believes such a ban is a common-sense attempt to help prevent crime and violence in his community. Despite pressure and threats from gun lobbyists, who call the action "crazy" and "Communist," Muller expresses optimism.

"It will be a long haul," he says. "But we are prepared to fight if it means protecting our community."

Despite powerful opposition that defeated two previous fluoridation referendums, citizen **Barbara Knight** succeeded in obtaining fluoridated drinking water for the residents of Macon, Georgia.

In 1978, Knight, a French teacher and member of the Macon Junior Woman's Club, began wondering why Macon was the only large community in the state that did not offer fluoridated water protection.

"As chair of the Woman's Club's home life committee," she said, "I began calling around to get answers. It seemed like everyone had forgotten about the issue."

She soon discovered that the reason the previous referendums did not pass was because of an effective anti-fluoridation campaign that used literature "full of lies, misinformation and fear tactics."

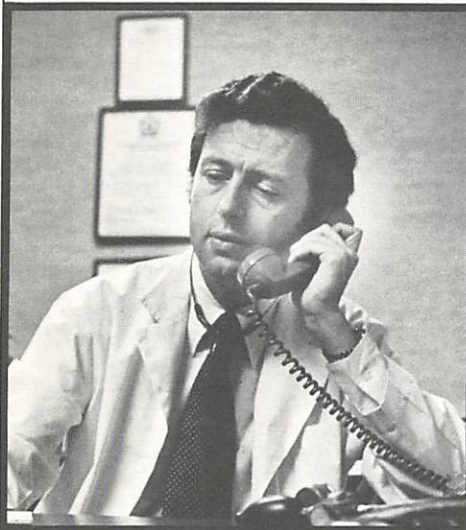
Knight began to rally residents, community groups, and local and state agencies to push for a third referendum. The same devices that defeated the two earlier attempts in 1970 and 1973 appeared again to threaten the new initiative. The anti-fluoridation committee placed newspaper ads that linked fluoride to cancer, birth defects and leukemia.

Knight led the pro-fluoridation group, a broad-based coalition consisting of the Woman's Club, the Macon League of Women Voters, American Association of University Women, dentists, pediatricians, church groups as well as public officials, educators and community leaders.

Within five months her group had collected 9,000 voter signatures on a petition—more than the number required to submit the issue to voters on the November ballot.

"We conducted a full-fledged campaign to give the people the right information," Knight said. "We had to cut through the misconceptions being circulated that fluoride was poison and that it causes allergies and cancer."

The vote was close—14,193 to 13,245—but this time the pro-fluoride group won. Thanks to Knight's leadership, Macon now joins Georgia's other major cities who offer the protection of fluoride to their citizens. □



Dr. Alfred Muller

Height's elderly residents were "scared to death" to leave their apartments and homes.

"As a physician, it is hard enough to preserve life without people having the means to end it with handguns," he remarked. "Our elderly population shouldn't have to be prisoners in their own homes to stay alive."

So last October, Muller introduced a resolution to ban the sale and possession of handguns within village limits. The Council unanimously voted in favor of the resolution and forwarded it to the Montgomery County Council for approval. It was rejected by the County attorney, however, on the grounds that state laws pre-empt local jurisdictions from passing a gun control law.



Barbara Knight

'Courage Is Not Dead'

By David Tobin

Truth... and Consequences. Greg Mitchell, 1981. Published by Red Dembner Enterprises Corp. 330 pages. \$14.95.

Any average person can do what I did. They can write press releases, push the government, demand things, get things done. You don't need a college education—all you need is a little determination.—Lois Gibbs

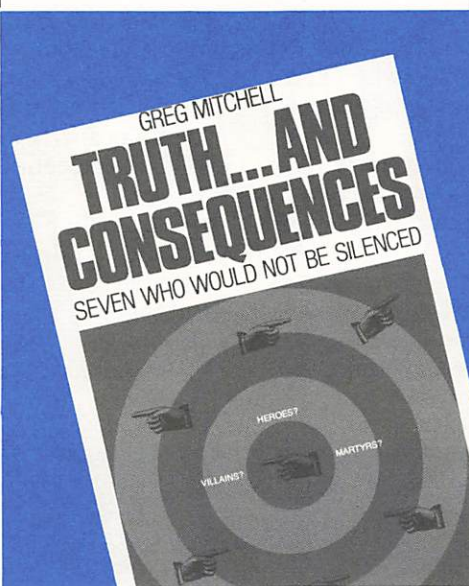
Nostalgia—that seductive yet distracting tendency to yearn for “better days past”—seems more commonplace than ever before. Contemporary literature, film, even political rhetoric respond to a public hunger for the more affluent and less complex days of our not-so-distant past. This simplified, often distorted view of history stands in contrast with today's rising prices, high unemployment, growing crime rate, and individual feelings of apathy and powerlessness. Yet, no matter how credible our recollections may be, it's apparent that one character found in our collective memory seems to be missing today: It's the honest, upstanding and incorruptible American Hero.

But is America really at a loss for heroes, or does their seeming absence reflect a narrow-minded definition of what a hero is? If Greg Mitchell's candid account of “seven who would not be silenced” represents only a small minority of Americans, then we should take comfort in the realization that courage, grit and virtue are not dead.

Truth... and Consequences describes the personal transformations of seven “ordinary people” who decided to speak out or take a stand against what they saw as brutality, corruption, and corporate and government irresponsibility.

Mitchell's seven heroes are Jim Maslinski, a prison inmate who testified against three jailhouse rapists... Ron Donell, a county sheriff who went un-

dercover to gather evidence against a corrupt prosecutor and two reputed mobsters... Maude DeVictor, a Veterans Administration employee who surfaced the issue of the negative effects of the herbicide Agent Orange on American GIs... Lois Gibbs, who led residents of the contaminated Love Canal neighborhood in their fight for evacuation and restitution... Michael Bayliss, a chemical plant engineer who revealed dangers to workers' safety... Bill Kuykendall, a nuclear power plant employee who exposed safety and security hazards... and Hugh Kaufman, an employee of the Environmental Protection Agency who pressured his employer to take action on the illegal dumping of hazardous wastes and lost his job in the process.



Truth... and Consequences is the first book on “whistleblowing” which focuses more on the individual—their motives, tactics, personal characteristics, and consequences of their actions—than on the specific issue each chose to address.

Each of Mitchell's subjects could be considered ordinary in that none of them had a history of outstanding achievement or individual qualities which would have enabled observers to anticipate their courageous actions. Most startling is the fact that despite the sacrifices—a job lost, a family sep-

arated, lives threatened, prolonged physical or psychological abuse—each of them would do it all over again. Yet, if this is true, one can't help but ask why.

Are Mitchell's subjects oddballs in an age of narcissism, or do they symbolize what pollster Daniel Yankelovich calls the “new ethic of commitment”? Better yet, do these profiles simply provide visibility to everyday occurrences? Unfortunately, the author sheds only a faint light on these concerns.

Plagued by an awkward writing style, a tendency to bore the reader with irrelevant detail, and the absence of analysis or broader perspective, Mitchell hasn't quite done his subjects, nor the subject, the justice they're due. Are these individuals' actions the result of overnight “moral enlightenment”? Is their behavior an outlet for anger built up over years of suppression? Or, as was the case with Lois Gibbs and Maude DeVictor, was their decision to act the result of personal tragedy? Mitchell provides the reader with few clues to these mysteries.

Truth... and Consequences does demonstrate how much of a difference one person can make, that the price of involvement is often offset by a sense of personal satisfaction in knowing that, perhaps in a very small way, one has made a difference.

Unfortunately, Love Canal remains polluted, the dumping of hazardous wastes still goes on with alarming regularity, and the potential dangers of nuclear power and other high technologies are still not fully aired. Yet, despite these disconcerting realities, the actions of Mitchell's subjects proved that the seemingly untouchable and often allusive bureaucracies which affect our well-being are indeed vulnerable to public outcry.

For these reasons, *Truth... and Consequences* is a timely and inspiring book, taking its place among the emerging articles and films that portray the heroism of individual citizens who speak out, take a stand or in other ways get involved in “people's” issues. □

David Tobin is a Washington, D.C.-based freelance writer and consultant to grassroots community organizations.

America Fights Back!

The rising crime rate has sparked an unprecedented response from citizens to protect themselves and their communities.

By Richard W. White

Confronted with reduced police protection and increased crime rates, Americans of all ages, from Washington, D.C. to Washington state, are uniting in an unprecedented attack on crimes which threaten their personal safety and property.

From the toughest of the tough Guardian Angels, who protect citizens in 33 cities across the country, to the 70-year-old Senior Patrol member in Oakland, California—Americans are fighting back.

Angry, afraid, fed up and increasingly impatient toward burglars, rapists, vandals and other lawbreakers, Americans are no longer willing to accept crime as a fact of life.

Every day, every hour, somewhere in this country, citizens are reporting crimes to police, mobilizing neighborhoods to patrol their streets, parking lots and parks, and

talking to adult and children's groups about crime prevention techniques.

Why the uproar?

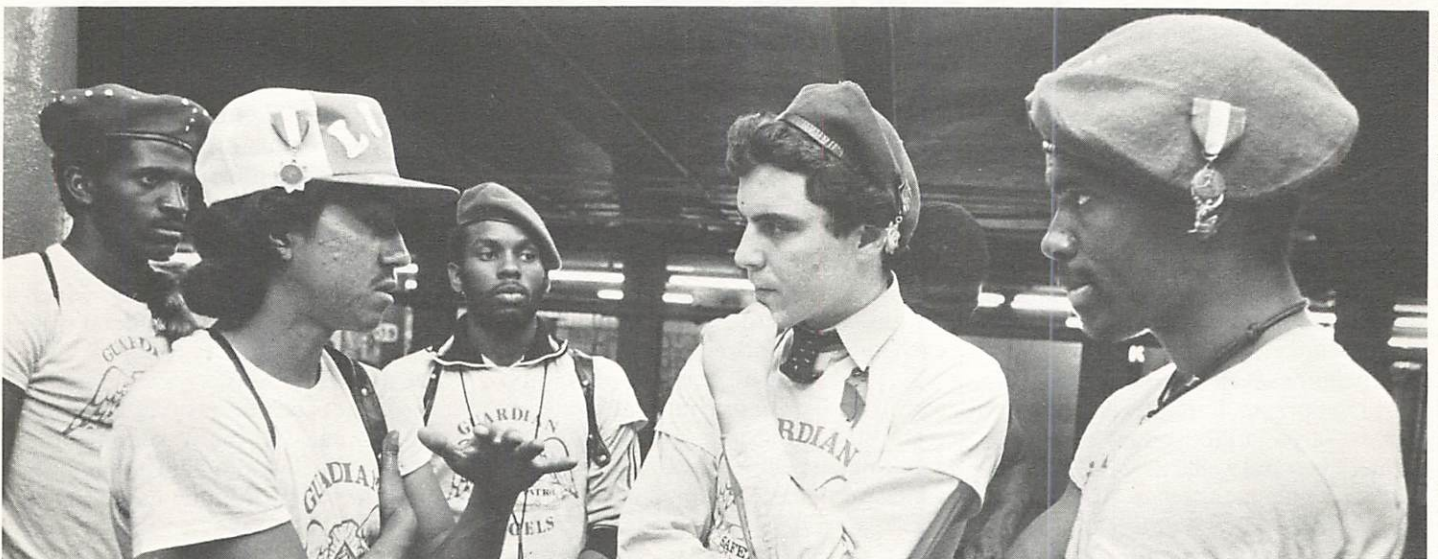
As reported major crime has nearly quadrupled in the past two decades, fear of crime has joined inflation and unemployment at the top of the list of citizens' concerns. In the inner city, personal security at home is the number one concern of residents, jumping in front of food, clothing, health-care and jobs.

Estimates from the Federal Bureau of Investigation, the Justice Department's Law Enforcement Assistance Administration and the National Criminal Justice Reference Service provide some staggering realities that even the most apathetic find difficult to ignore:

- One property crime occurs every three seconds.
- Thirty percent of all households experienced a crime in 1980.
- Four million burglaries occurred in 1980.
- Nearly a third of all small business failures are caused by merchandise loss.
- Robberies increased by 30 percent over the past five years.
- 10.4 million arrests for criminal infractions were made in 1980.

(Continued on page 8)

Rich White is the director of public information for Women in Community Service, a national volunteer organization that helps young women improve their lives through education and job skills training.



Curtis Sliwa (right center), Guardian Angels founder and leader, meets with patrol members at the 59th Street/Lexington Avenue subway platform in New York City.

Photo by Lena Bertucci-P.A.N.S.

Demand for Guardian Angels Grows

Once the "Magnificent 13," the 2,200 volunteer crime fighters now known as the Guardian Angels are becoming popular in a number of cities across the country. Organized three years ago to patrol the subways of New York City, today's Angels respond to a variety of requests from citizens for protective services.

New York's elderly residents, for example, have Angels escort them to Passover services, to meetings, to the bank and on shopping trips. The city's Metropolitan Opera Company invited the Angels to patrol the parks during its concerts last summer. In New Orleans, an Angel foot patrol operates throughout the famous French Quarter in the heart of the business district.

The Angels typically patrol in groups of eight. When they see a crime, they surround the criminal, blow a whistle which is a signal to call police, and detain the criminal until the police arrive. Angels also carry a pen and pad for taking down the names of witnesses and other information that must be reported.

The New Orleans chapter was organized in response to a letter to Curtis Sliwa, founder and leader of the Angels, from Joe Lombardo, WGSO radio news talk show host.

"When the Angels foot patrol began last November, the police took a wait-and-see attitude," admitted Captain Ray Holman of the New Orleans Police Department. "But the response has been positive. We have a cooperative effort of police, government and citizens, and the Angels are one aspect of that effort. It is difficult to measure their effectiveness by crimes not committed, but I'm sure their presence has had an impact."

In other parts of the country, Angel patrols concentrate on shopping centers and supermarket parking lots. Yet, they are ever ready to adapt to the needs of a community, as demonstrated by the chapter in Albuquerque, New Mexico, which recently set up the first Angels' mobile unit consisting of a car equipped with a CB radio and four Angels.

"The city is so spread out that foot patrols are less effective because

crime is not condensed in a certain area as in other cities," explained Al Hunter, chapter leader.

Hunter said the police were "stand-offish" about the Angel operation at first, but now the ice has broken.

"The senior citizens welcomed us with open arms," he recalled. "We provide an escort service for young and old people 24 hours-a-day, seven days a week. We're not here just to prevent crime, we're also here to get involved in and help the community."

Estelle Rosenblum, a nursing instructor at the University of New Mexico, said, "I was glad to see them at the shopping center. I stopped them just to say 'thank you.'"

Barbara Brennan, volunteer coordinator of the Stanford Rehabilitation Center in Albuquerque, remembers the Christmas party the Angels gave for the center's physically handicapped children.

"They brought toys for the kids and even arranged for Santa Claus to visit," she said. "They worked really well with our children on a one-to-one basis."

Along with the gratitude of the citizens, the Angels have received their share of criticism for allegedly taking the law into their own hands. They have been called "vigilantes" and have been described as untrained and undisciplined.

To the Guardian Angels, however, their work is serious business. An average of one out of seven recruits makes it through training. They must obey rules and regulations and consider discipline a number one priority.

Angels are forbidden to carry weapons or smoke while on patrol. They cannot have a criminal record and must either have a job or attend school. They must pay all their own personal expenses, including their uniform T-shirt, red beret and whistle, which they may wear only while on patrol. And they must patrol a minimum of eight hours per week.

"You have to be dedicated to be an Angel," says Fran White, volunteer at the Alliance of Guardian Angels, Inc., in Brooklyn, N. Y. "You can't join because you have a

grudge against someone. We don't want those kinds of people."

Prospective Angels have to pass an intensive three-month training course, which includes instruction in first aid, the martial arts, how to make legal citizens' arrests, and on-the-job patrol training.

In Albuquerque, the response from under-age young people wanting to join was so great that the chapter formed the "Angels in Waiting" program, which allows the youths to train and study with active Angels until they are eligible for membership on their seventeenth birthday.

Curtis Sliwa, who has watched his creation spread to 33 cities, personally has taken part in the formation and training of most of the chapters.

"Curtis gets hundreds of letters from people who want to start a Guardian Angel group in their city," White says.

Sliwa visits the city to see if the people really want an Angel chapter there. If they do, he selects a leader, makes periodic visits during training, and presents certificates to each Angel at graduation.

New Orleans Angel leader Rhett Smith, who was trained by Sliwa, said, "It was quite an experience. Sliwa worked with 30 recruits, and 20 graduated." Smith says he hopes to have 200 members by next year.

Frank Crosby of Albuquerque, a former vaudeville comedian and the oldest Guardian Angel in the country, said, "I joined because what appealed to me was Curtis' intelligence."

Known as the "Archangel of Albuquerque," Crosby, whose age is "past 55," remembers when one woman came up to an Angels' patrol car to make a \$5 contribution.

"People honk their horns and wave at us," he says. "They are thankful we are there so they can feel safe shopping at night." He adds that he is proud to be a Guardian Angel.

Volunteer Fran White, who has been with the Angels since their formation in 1979, feels the same way.

"I believe in the old-fashioned concept of loving one another and helping one another," she explained. "The Angels practice this concept." □

- Reported forceable rapes have increased by 45 percent since 1976.

Dr. John Crothers Pollock, director of research at Research Forecasts, Inc., in a recent report observed that Americans are definitely becoming more security-minded in their everyday lives.

"Less than one percent of the population is preying on the majority of all Americans," he said. "If the public and corporate leaders join together, they will be able to develop solutions to their common problems; if not, the law-abiding citizens will continue to fall, one by one, alone."

Americans are not sitting idly by. Realizing they can no longer afford the luxury of individual indifference and must confront crime in their communities where it hurts the most, Americans are organizing in many ways. The neighborhood block watch, for example, has emerged as one of the most popular and effective ways to combat crime in the past few years. (See "Here's What You Can Do" on page 9.)

Numerous other local crime prevention efforts are getting results and earning the respect of law enforcement officers, elected officials—and criminals.

In Oakland, Calif., Hazel Manica, a 68-year-old retired nurse, organized a group of senior citizens who call themselves the Community Safety Patrols.

"There was so much crime here," Manica said. "Purses were being snatched, elderly people were being assaulted and their groceries stolen. It got so bad that every time you looked around a little old lady was on the ground with a broken limb."

Formed in 1980 with just a handful of senior citizens, the patrols today number nearly 100 and cover the streets and parks of five districts in Oakland.

"We patrol in pairs with walkie-talkies and screech alarms," Manica says. "We wear bright yellow vests, yellow caps and buttons that say 'Community Safety Patrol.'"

When a patrol sees a crime or suspicious activity, the pair keeps its distance and observes, taking descriptions and radioing the dispatcher. The dispatcher notifies the emergency section of the police department who then opens a direct line from police to patrol.

"We get 'em every time," Manica chuckled. "They don't think we are watching them. Then before they know it, the police are there."

In Miami, Florida, over 175,000 citizens take part in a telephone communications network organized by the Citizens Crime Watch of Dade County, Inc.

"It's a neighborhood network involving citizens in their homes and the police," explained Nancy Burdelsky, field activities coordinator. "It feeds information to the police and helps alleviate rumors."

Through the network, neighbors can actually track the escape of a criminal until the police catch the offender. For example, when a citizen sees a break-in in progress, he or she calls the police and describes the crime and location. Then the citizen phones the neighborhood chairperson who activates a chain of calls from neighbor to neighbor with word to be on the lookout.

"The police called on us to help set up an emergency meeting of residents in the Viscaya Country Club area in North Dade County when they were having problems with a rash of burglaries," Burdelsky said. "We have developed good relations with the police and they knew we would help get the residents more involved by learning who their neigh-

bors were and being alert to anything unusual that they should report."

Burdelsky says the Citizens Crime Watch has helped revitalize the "old" neighborhood concept. "We do more than fight crime," she says. "We bring neighbors together."

Neighbors also have come together in Sioux City, Iowa, where 3,000 households are involved in 250 neighborhood watches organized by the police department.

"Our chief of police feels that the watch program is an absolute necessity," says Sgt. Joseph Frisbie, the officer in charge of the Sioux City Police's crime prevention section. "And believe me, during these budget crunch times, it's important that he and the City Council see a need for what we do."

Crime prevention in Texarkana, Texas and Arkansas, starts in kindergarten through the ACT (Awareness of Crime in Texarkana) program. Involving students in grades K-12, ACT educates youths about crime in a variety of ways, depending on their age. For instance, two to three times a year, elementary school students can read a comic paper entitled, *Kids ACT*, which features a cartoon character who teaches lessons about stealing and other crimes.

"The purpose of our program is to reduce juvenile delinquency," said ACT Director Ida Lee Hawkins. "We try to stop the children while they're still young."

ACT also supplies teachers with "Play-A-Part-In-Crime Prevention" kits, which include skits and curriculums. High school honor students who participate in the Constructive Living Skills group present the skits from time to time.

"Senior high students are also exposed to the facts of prison life by inmates brought in from a nearby federal prison who speak about their experiences in prison," Hawkins said.

Another crime awareness program, the Crusade Against Crime in St. Louis, Missouri, last year made 127 presentations on radio and television, and at schools, churches, service organizations and universities. Founded in 1970 to promote citizen involvement in crime prevention, the Crusade sponsors a variety of activities, including "funeral alert" in which funeral directors distribute notices to clients for home protection, anti-shoplifting and fencing workshops for businesses and schools, insurance premium reduction plans for homeowners with security protection, a speakers bureau, a court information service, adult education courses and "report cards" on judges.

In Flint, Michigan, the motto of 14 foot patrols is "Neighbors Looking Out for Neighbors."

"That's what it's all about," says Foot Patrol Officer David Florida. "I'll keep an eye on you, and you keep an eye on me. We've got to go beyond the fenced-in backyard and help our neighbors."

Flint police went to work in 1978 to develop such old-fashioned rapport with citizens. Officers walking beats helped create a greater awareness of crime problems by forming block clubs, teaching citizens how to combat crime and encouraging crime reporting.

As a result, while serious crime in all of Flint increased by nine percent between 1978 and 1980, offenses in the 14 foot patrol neighborhoods dropped an average of 27 percent.

In Houston, the largest Crime Stoppers program in the country can take credit for the arrests and indictments of 418 criminals in its first 13 months of operation. As one of



A good relationship between police and community is key to success of Citizens Crime Watch of Dade County, Fla.

this national network's 170 programs, Houston Crime Stoppers each week reenacts on television an unsolved crime. Performed by the University of Houston's drama department, the reenactments are aired on KTRK-TV five times in 24 hours each week. The *Houston Chronicle* newspaper prints the crime description every Monday and 19 radio stations play it throughout the week. The public is offered an award—usually around \$75—for calling the police with information that leads to an arrest.

"We get anywhere from 50 to 250 calls a day," said Sgt. John Gilbert of the Houston Police Department, who attributes the success of the Houston Crime Stoppers to the media. "We have eight telephone lines open all day and need more people so we can open lines at night."

The rapid growth of community crime prevention groups in recent months has prompted the formation of the

National Association of Town Watch for the exchange of ideas.

Matt Peskin, executive director of the new group, said, "Many of the smaller and geographically fragmented municipalities tend to feel somewhat alone in their fight against crime. NATW was established to provide the technical affiliation and recognition necessary to knit together the feelings and spirit of watch members across the country."

This spring Peskin hopes to kick off a unique new program called the National Letter Carrier Watch, which would help combat daytime burglaries.

"Letter carriers are in a perfect situation to report daytime break-ins," Peskin said. "They are knowledgeable about the areas in which they work, their hours coincide with daytime burglary hours, and most are adept at spotting suspicious activity."

The program would be launched in cooperation with the National Association of Letter Carriers (NALC) in cities where regional business agents of NALC have shown an interest.

The surge of citizens' anti-crime activity has risen in direct response to the rapidly increasing crime rate. But to their partners in the law enforcement field, Americans' fight against crime has not happened too soon.

Greg MacAleese, a police officer who is president of Crime Stoppers USA, says, "It costs more money for police to do business and there is less money available. It's as simple as this: Police departments are going to have to depend more and more on local volunteer groups in the war against crime."

And until the community safety climate improves, Americans are going to have to rely more and more on each other. □



Here's What You Can Do . . .

It's as simple as making a call to your local sheriff or police department. That's how you can begin to get involved in protecting yourself and your neighborhood from crime.

Today, most law enforcement agencies know about the National Neighborhood Watch (NNW) program and are prepared to help citizens like you launch this basic, grass-roots self-help effort.

Organized by the National Sheriff's Association twelve years ago, NNW estimates it now has ten million volunteers involved in neighborhood or block watches. In New York City, for example, the police department works with 110 such patrol groups. Many groups across the country have realized almost a fifty percent drop in burglaries and robberies as a result of their efforts.

NNW distributes burglary prevention decals, brochures, home security instruction books and a pro-

gram manual outlining how to implement a neighborhood watch. Along with your local law enforcement official, these are the tools for launching a local program, which you tailor to fit the needs of your area.

Here are a few of the basic steps recommended by National Neighborhood Watch for getting started:

1. Talk about the crime problem with civic, professional, social, senior citizen and other groups in your neighborhood.

2. Identify a leader to serve as volunteer program coordinator.

3. Organize the initial meeting, preferably in a private home.

4. Have the sheriff or police chief guide the initial meeting to promote the free exchange of ideas while presenting the overall program scope and objectives.

5. Make arrangements for the nomination and selection of a neighborhood chairperson who will be re-

sponsible for selecting others to work as officers with him or her.

6. Ask the law enforcement official to serve as liaison between your coordinator, the police and the National Neighborhood Watch Program.

7. Organize more neighborhood meetings or street parties or other kinds of group gatherings to get neighbors together. Be sure to distribute materials at these get-togethers.

8. Take advantage of other neighborhood meetings to instruct citizens on how to report a crime, what to do if they become a victim, how to notify police about suspicious persons, and to get them to participate in your Watch activities.

For start-up materials and other information, write National Neighborhood Watch, c/o National Sheriff's Association, Suite 320, 1250 Connecticut Ave, NW, Washington, DC 20036. □

HENRY WINKLER'S HAPPIEST DAYS ARE WHEN HE VOLUNTEERS

For millions of Americans, Henry Winkler is "The Fonz," one of the most durable television characters ever created. But for thousands of children with special needs, he is symbolic of the volunteers who work on their behalf. Winkler, 35, is actively involved in over 30 organizations—from Aid to Adoption of Special Kids to UNICEF.

Recently, two members of VOLUNTEER's staff, Ken Allen and Shirley Keller, interviewed Winkler in his office on the Paramount Studio lot. He works in a bungalow identified by a small sign that says "Fair Dinkum Productions." Asked the origin of that name, Winkler explained that it is an Australian term meaning "the real thing or the genuine article." As you will see from the interview, it is an apt description of Winkler himself.

Citizen Action: We want to start simply by asking you why you volunteer.

Winkler: That's a very great question. On the surface, it seems so easy to answer. Then you start to think about it and you're not so sure why you volunteer. It seems right. We're all on this earth together and we all do different things. But whether or not you're lucky enough to be successful, you still carry your suitcase of history and personal or social problems with you. Success does not necessarily eradicate your problems from your life, eradicate your need for other people. When I go to the Special Olympics, a large number of the Special Olympians are children with Down's syndrome. When you are around them for a few minutes or a day or a weekend, their response—the human feelings that you get back—is worth the price of admission. It's so amazing. These children have this retardation—or this physical or mental challenge, I like that better than retardation—and what they were given is the ability only to love. I get incredibly good feelings back. I have good feelings about myself when the job is successfully done. It seems to me that volunteering is our responsibility. It just seems to be as much a part of living as going to the movies, as a social life, as eating your favorite food.

Citizen Action: You're primarily involved in youth organizations. Why?

Winkler: I get along with children and animals a lot better than anybody else. I have a great love and respect for children. They seem to respond to me. They make me feel good. I love their potential. I love their straightforwardness. More important than all of that is that they really are the future, and we have to nourish them.

Citizen Action: The concept of people having self-respect is important to you. Do you try to promote that through your volunteer activities?



Henry Winkler with United Cerebral Palsy's poster child.

Winkler: I guess I try to promote that through everything I do. I really believe that that is the cornerstone of the foundation of the rest of your life. To actually shake hands with yourself, without arrogance, will give you the rest of the world. Everything starts with yourself. I'm not talking necessarily about the "me" philosophy, but if you can live comfortably with yourself in a social situation and in solitude, then the world is yours.

Citizen Action: Is there a single experience that you could point to and say that's what really started you out volunteering?

Winkler: I guess the biggest thing for me was the Yorkville

Photo by Tony Korody/Sygnia

Youth Center which is in New York City. It's an after-school program for high school students to take care of first through sixth-graders after school, giving them a place to go, keeping them off the streets. I went from being a volunteer to being a counselor and then a supervisor. And I had a great time.

Citizen Action: *What kind of public responsibility comes with being a celebrity?*

Winkler: Each person does their own thing. I can't tell anybody else what to do. For me, the young children and young adults respond to the Fonz and as long as that happens, then we can use it and it's as easy to be responsible as it is not. So I'll go as far as I think I should go. I don't agree with all the actors that become great spokespeople. You become a celebrity and you become an instant know-it-all about each and every subject. There are lots of things I don't know. Because I'm paid a lot of money and because I'm famous at this moment in time that doesn't mean that all of a sudden I know by osmosis, that I fell asleep and woke up with all of this information.

Citizen Action: *The public's perception of Hollywood's values and what people think of when they think of Hollywood all seem antithetical to volunteering.*

Winkler: But that's interesting isn't it, because in this community all I see are people who volunteer. I must get three dozen invitations to something that has the flavor of being important and there are long lists of people that are willing to lend their name to it. This is a town where people are very generous with their time, with their money, with what they know.

Citizen Action: *Does your visibility as a volunteer cause problems in terms of your work relationships? Do people say, "Oh, he's off doing that again."*

Winkler: I guess some people must say that, but I get terrific response for it, too. It all depends on whether one is strong enough to live a life one believes in as opposed to trying to second guess executives whose life expectancy in their jobs is awfully short.

Citizen Action: *Do you get accused of doing things because of the public relations value of them?*

Winkler: Never have I been accused of that. I think one's commitment eventually brings one's colors out. Because when I do something, I do it from my natural dirty blond hair to my very clean toes.

Citizen Action: *Is much of your volunteer work just lending your name?*

Winkler: Sometimes I just lend my name. But then, I'm associated with about thirty-eight different things. I can only be in one place at one time. If I think it is interesting and think it will help, I'll lend my name. In the last three weekends, I did the Children's Museum, the Special Olympics in Albuquerque, New Mexico, and the Rainbow which is a store where every penny that is earned goes towards cancer research for children at Cedar Sinai. It was started by a friend of the family whose daughter died two years ago of cancer.

Citizen Action: *You've also been associated with ERA.*

Winkler: ERA is important because it's very important to show the world, let alone the population of America, that we actually have respect for the largest portion of our population. It's quite silly that it already hasn't been passed. Nothing will be taken away from anybody, but something

will be given to a large number of human beings who happen to be female. Two-thirds of the population of America totally backs the ERA. There's got to be a major reason behind the not wanting to pass the ERA because all the rhetoric has been a smoke screen. I have not found one cogent argument why there should not be the ERA.

Citizen Action: *President Reagan and his administration are promoting volunteering as an important answer to solving social problems. Do you think that by being so active as a volunteer and promoting the idea of involvement, you will become captive of that political view?*

Winkler: No. I don't think so, because what I do is what I choose to do. You know very well if I can't live with it and can't do it, then I say no.

Citizen Action: *How do you find the time to do so much?*

Winkler: It's got to be organized. Gotta give up a little bit. But then the times that you have to yourself are all the more precious. We spend too much time having nothing to do and it all becomes the same. Get out there and be a part of our country. What about when volunteerism was the only way to survive? I sometimes wish we could go back to the covered wagon in this country when your community built your house and you built your community's house. That was great, when everyone depended on one another. Right now, maybe the idea of what's happening in politics is going to force us to depend upon each other.

Citizen Action: *Don't you think some people would respond that that's easy to say when you're Henry Winkler, when your dependence on someone else is not a survival-oriented one? You clearly depend on your staff and your family for spiritual sustenance and energy, but you've also got a pile in the bank and are secure and self-sufficient.*

Winkler: I don't see where that's the truth. If you go back to the time where the community depended on one another, how much money you had didn't much matter. Being successful doesn't change your need as an individual in the scope of the society in which you live.

Citizen Action: *You have a new child. How are you going to introduce her to the idea of helping people, of being involved? Is that an important thing to grow out of the family?*

Winkler: Oh, absolutely. I think that example is the best teacher. My daughter is already a sharer. She likes to bring things to other people, so I would imagine that that is in her nature already. You just help her along, and then she'll grow up and be president.

Citizen Action: *When do you feel most effective as a volunteer?*

Winkler: When I relate one-on-one to the people I'm talking to, whom I'm supposed to reach, when I have a chance to relate to young people in person, when I can actually talk to them and hug them.

Citizen Action: *Hugging is a good part of being a volunteer.*

Winkler: Hugging is a very important part of being a volunteer. I think that there should be more efforts to take grandmothers who are a kind of walking history of our culture, and bring them into contact with our institutionalized children. That just fascinates me. Every time that's done it benefits the grandparents and it benefits the children. It's an amazing thing—the electricity that happens. Everybody feels useful and the children get all this positive reinforcement.

(Continued on page 15)

To the average American and many foreigners, the name Levi Strauss brings to mind one thing—blue jeans. To thousands of citizens and Levi employees around the world, however, it means community involvement teams.

The concept of the community involvement team—or CIT—in the corporate world is not new. At least five other companies offer their employees the opportunity to join a CIT. But Levi Strauss' CIT program is the oldest and largest. Started more than 10 years ago, Levi Strauss CITs now operate in 80 plant locations in 27 countries.

From sewing machine operators to accountants, employees on all levels are encouraged to express their concern for improving the quality of life in their own communities. Through a CIT, they work together to identify, then attempt to meet a community need. In Valdesta, Georgia, for example, a few years ago a Levi Strauss CIT donated sewing machines to the Boys and Girls Club along with a supply of material, thread and volunteers to teach the kids how to sew. Today, the Valdesta CIT continues to assist the Club's

"The CIT volunteers are not just talkers, they're doers," says Stan Reaves, director of the Valdesta Boys and Girls Club. "They are proof that Levi isn't just a corporation giving money."

In Knoxville, Tennessee, CIT volunteers spend their Saturdays doing chores for the elderly, such as cutting tree-limbs, hauling trash, raking leaves and taking them out to lunch. Once the Levi volunteers painted the inside of the home of an elderly blind woman. CIT Chairperson Ann Hicks recalls, "She was standing there at the doorstep with tears in her eyes. She said, 'I feel like I know you all even though I can't see you.'"

Ludell Kennedy, executive director of the Knoxville Senior Citizens Home Aid Service Agency, also remembers that day. "The lady told me as the CIT volunteers were leaving, 'You'll never know how much this means to me.'"

Kennedy adds that her agency has been thrilled with the work of the CIT. "The elderly suffer from loneliness and they are so appreciative when the team does something for them," she said. "The volunteers expect nothing in return and they seem to enjoy what they are doing for others."

In El Paso, Texas, a CIT sponsored a "Beep Baseball"

TAKING THE WORKPLACE INTO THE COMMUNITY

How Levi Strauss gives its employees an opportunity to volunteer.

By Richard W. White



Levi Strauss CIT "fun raisers" in Valdesta, Ga.

2,700 youths, but is involved in other community projects as well.

"We are a very active team of twenty-three volunteers," says Jennett Coody, Valdesta CIT chairperson, who describes how her group enjoys "fun-raising" by dressing up as clowns, playing games and having contests to make people laugh. "Our clowns have a standing invitation at the five local nursing homes and the 300-bed South Georgia Medical Center," she says.

Coody learned clown make-up and technique in college and teaches that skill to other Levi volunteers in her home one night for six weeks.

"As an employee, you are somewhat limited as to what you can do," she says. "But as a volunteer, the sky is the limit."

program for the more than 11,000 visually impaired people in the El Paso and Juarez, Mexico, area. Invented and manufactured by the Telephone Pioneers of America—the country's largest industry-oriented volunteer program—the beep baseball is larger than a softball. A battery-powered electronic beeper inside the ball lets the batter know where the ball is. Beepers in the bases guide the batters around the field.

Teams are set up with the assistance of the company's Community Affairs Department. Once established, the group is coordinated and managed by the employees, with Community Affairs available for technical assistance and support services. Plant managers are asked to take part in the program without taking it over. Usually a chairperson, vice chairperson and secretary—the three main officers elected by a team—are in charge of the CIT's program. In the larger company locations, each department of the plant furnishes a representative to the team.

At team meetings, discussions generally center on the selection of appropriate community projects for the group. Each team holds its own recruiting drive to enlist volunteers for different projects, and fundraising is one of the major activities. Except for initial seed money from the company to start the program, employees finance their own projects through bake sales, raffles and luncheons to buy needed supplies and equipment.

"We have to be very careful as a corporation not to turn community involvement into a staff function because your staff tends to be divorced from the field," said Terry Savory, general manager of the Napa Division of Koret of California, a subsidiary of Levi Strauss. "If you attempt to organize from the top, it will fail. The people at the grass-roots have to be allowed to do what they want to do." □

GETTING THE MOST FROM VOLUNTEERING

'What's In It for Me?'

By Emily Kittle Kimball

In her new book, How to Get the Most Out of Being a Volunteer (Jordan Enterprises, 1980), Emily Kittle Kimball, volunteer leader, consultant and trainer, helps us to understand how to be more effective in our volunteering. This adaptation of one small section of her book focuses on how to go about assessing our skills, interests and inclinations and then applying the results to the selection of an appropriate volunteer position.



What's in it for me?

The selfish chant of the "Me Decade?" The ultimate in self-awareness? The antithesis of helping others?

No. It is the important and legitimate question that underlies most of the decisions we make about our

lives. Whether consciously or not, we invariably evaluate new opportunities, responsibilities and demands by examining what's in it for us.

It has become legitimate, even fashionable, in the last ten years to recognize that people who volunteer—whether in direct service, the governance of organizations or advocacy—"get" more than they "give." The rewards may be immeasurable—feelings of self-worth, of belonging, of being needed. Or they may be almost tangible—new friends, sharpened job skills, new knowledge, stronger relationships. And none of the "getting" takes a thing away from what concerned, involved citizens can give to their communities and to those in need!

To determine what volunteer opportunity is best for you, take a few minutes to think about what *you* want out of life. What challenges do you thrive on? What mountains do you want to climb? What skills and talents do you possess which will help assure success?

To help you focus, try selecting words, from the following choices, which seem best to describe you:

'How do I get involved?'

You have the time, and you want to spend it in a meaningful volunteer activity. You've assessed your needs and abilities and decided what your goals are. Where do you go from here?

Many people get involved in direct response to a pressing community problem. They are like our New American Heroes on page 5 and the other citizens they motivate to join in their effort. With the publicity generated by such activity, it's not hard to find out where to "sign up."

But if you aren't sure of what you want to do, start with your local volunteer placement agency, which is usually called a "voluntary action center" (VAC) or "volunteer bureau." There are more than 350 of these volunteer "clearinghouses" around the country. They match your interests and abilities with a volunteer activity of your choice in one of

the many community service organizations in your area. Check your phone book or call the United Way office in your city for the VAC nearest you.

Another starting point could be an office of citizen affairs in your city or county government or an office on volunteerism on the state level. Ask the staff member or volunteer who answers the phone for assistance in finding a volunteer opportunity in your community.

If you have an idea of what you want to do, you may want to bypass the volunteer placement agency and call the organizations related to your interest directly. For instance, if you want to get involved in health care, call the volunteer office of a hospital, mental health clinic, blood bank, March of Dimes or type of program that most appeals to you.

When you go for your volunteer

interview, expect to be treated with the same respect you would receive when applying for a paid job. Ask for a job description that outlines the time and skills required and duties to be performed. During this session, you might also want to find out if the organization offers:

- Orientation and training for volunteers
- Reimbursement for out-of-pocket expenses
- Liability insurance
- An opportunity for a new experience or increased responsibility
- A volunteer coordinator or staff liaison with volunteers
- Documentation of time contributed, responsibilities and accomplishments.

If you know what you want and how to get it, you will have taken a giant first step toward getting the most out of volunteering.

I.	II.	III.	IV.
forceful	enthusiastic	systematic	patient
adventurous	outgoing	diplomatic	loyal
demanding	emotional	conscientious	stable
daring	sociable	conventional	team oriented
decisive	generous	analytical	calm
self-assured	convincing	sensitive	deliberate
competitive	trusting	accurate	passive

If you identified yourself with words from column I, you are probably good at initiating new ideas, getting results, making decisions, solving problems and taking authority.

The words listed in column II reflect individuals who tend to be good at motivating, entertaining, generating enthusiasm, interacting with others and offering assistance.

If, on the other hand, you selected words from the third column, you are apt to be better at following directions, working with specific assignments, being diplomatic and doing critical thinking.

The words in the last column describe those who generally demonstrate patience and understanding, are loyal, act as good listeners, can work with few new challenges and are good at concentrating.

With this information as a springboard, start a page and begin to describe yourself as you see yourself.

Now, using the same lists, consider whether you might also identify areas which are difficult for you. For example, those who select more descriptive words from the first column may find they are not very cautious or good at calculating risks. They may be uncomfortable in a protected environment or in researching and deliberating.

Those of you who chose more words from column II may have trouble working alone or just with ideas. You may have difficulty concentrating or seeking out facts and considering new ideas. These are just considerations, intended to get you focusing on how you function.

The volunteer of the third column may have difficulty with critical thinking, acting independently, delegating or making decisions—especially unpopular ones.

Those described by the words in column IV may have trouble with change or working under pressure or with work requiring considerable physical energy.

With this in mind, you may want to look for positions which (1) have considerable freedom, with prestige and challenge, or (2) have many social activities with little need for detail work, and allow you to share ideas, or (3) assure security and a sense of being a part of the group in a comfortable, familiar setting, or (4) provide traditional procedures in a designated area of activity, where appreciation is shown.

We all have qualities and needs represented in each area listed, but we usually tend to be more like one set of descriptive words than another.

Once you have begun to clarify for yourself just what sort of a worker you are, it is important that you consider the requirements of a volunteer challenge. For instance, are you willing to:

- Initiate new programs or ideas?
- Be prepared to make unpopular decisions?
- Display diplomacy?
- Deal with complete strangers, perhaps in a coalition?
- Take calculated risks?

- Organize the efforts of others?
- Endure basically boring work, filled with repetition?
- Be responsible for motivating others?
- Follow plans developed by someone else, to the letter?
- Develop the independence of those working with you?
- Provide skill training to new members?
- Deal with people problems?
- Be responsible for public speaking?
- Endure perpetual change and constant interruption?
- Be responsible for developing policy?
- Patiently follow specific instructions?
- Integrate new programs into an existing system?

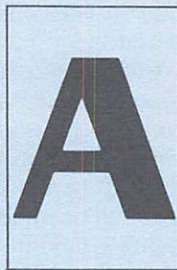
Perhaps the most important question to ask yourself is, "What do I really want from my involvement in a volunteer organization or activity?" Make a list and rank your reasons. Then rank each item in terms of the availability of opportunity to meet each of your needs through this organization and/or this particular challenge.

The world needs differences. We balance one another. Some people are simply better equipped to handle and derive satisfaction from different challenges. The trick is to determine in advance what *you* need and thrive on. Don't say yes just to please. To really get the most out of your volunteer experience, work on satisfying your own needs.

Reflections of a Satisfied Volunteer

By Eleanor Furman

Eleanor Furman calls herself a "converted retiree" volunteer. Soon after retiring from her career as placement director at the Fashion Institute of Technology, she set up units of volunteers and was a conference aide in fact-finding conferences for the New York City Commission on Human Rights. She currently is involved with the Mayor's Voluntary Action Center of New York City, serving as volunteer editor of MVAC's newsletter. Here she talks about volunteering—her new occupation—and how she has learned to make it satisfying.



A volunteer, unless a masochist or drifter, will find an organization or activity with goals he or she can accept. Sometimes this identification is strong enough to take any assignment offered. But not often or not for long. A volunteer wants other satisfactions, too, usually one or more of the following—and it's better if they're thought through before starting: Some challenge, use of skills, of former experience ... similarity with previous work ... change from previous work ... chance to learn new skills, gain experience for paid work ... demanding assignment with responsibility ... undemanding assignment with little responsibility ... an "interesting" assignment (excuse the expression) ... recognition for service given ... social exchange while working.

My own self-search helped to identify where I wanted to work, what and how much to do. But it's been an on-going, on-the-job process, too—verifying, modifying, adapting what I'd thought through in advance. I found out

quickly that I had to learn to be a volunteer.

I like to work. I want a goal—to set standards and then to meet them—but in my own defined time limit so that I can preserve free personal time that retirement gives me. Have my cake and eat it, too? Of course.

The limit I set is one full day a week per activity—in the agency's office. Occasional work at home is thrown in. If it's a project, I will adjust my schedule, give more time for an intensive period and then take time off when the project is completed or the busy phase is over.

* * *

Undoubtedly there is a dichotomy between the paid worker and the volunteer. The paid one, even when liking the job, longs for those glorious non-working times—weekends and vacations, sometimes even retirement. The volunteer, giving up leisure time for work without pay, is somewhat of an odd ball and, like the porcupine, must be treated very, very carefully. When you work without pay, your reward may be no criticism and sometimes undue appreciation for routine services, as when a small child surprisingly performs a task well.

Hidden or even overt resentment grows if the paid worker sees the volunteer as a threat, encroaching on the paid worker's functions rather than supplementing them. The volunteer must be sensitive to that possibility and make sure that indeed her/his work is not taking the place of a regular paid worker.

* * *

True, it's the agency's responsibility to have orientation programs, to train, develop and supervise the volunteer. Alas, as this is often inadequate for the paid worker, will the volunteer fare better? As important as the job is the individual who holds it. Except in the most routine tasks, each job is molded by the ability and personality, the strengths and weaknesses of the person in it—the volunteer or the paid worker. Accepting this principle gets me through some of the frustrations and limitations that are built into being a volunteer and often creates better assignments and more satisfactions.

* * *

If I've managed to find out enough about the agency's functions (and why shouldn't I?), and gotten to know some of the people doing them, I may be able to suggest where I can help out when I'm not busy. Sometimes a specific suggestion and admitting hidden skills will produce a task that is satisfying and useful. "Could I help by making the phone calls you need for that report? I'm used to doing that." If that's done and reported clearly, another assignment may grow from it.

* * *

I want a time limit to evaluate a volunteer assignment so that both the organization and I can find out if we're a good mix. The ideal agency may initiate this, but I'll do it if it's not forthcoming. Whether it's a special project or a regular ongoing assignment, I say that I'd like to try it for three months or six or one, depending on the assignment, and then discuss reactions. This gives me a chance to evaluate progress, to point up the difficulties encountered and make suggestions. The agency can react, agree or disagree with my evaluation and suggestions and make other recommendations. If I am not satisfied, it's a relatively easy and dignified way to bow out. On the other hand, this may make it clear that the assignment is mutually satisfactory. □

Winkler

(Continued from page 10)

Citizen Action: Does being identified in the public's mind as "The Fonz" help in your volunteer work?

Winkler: Yes. Once an organization called me up and said, "Look, we have this child, and this child is autistic. And he responds very well to *Happy Days*. If you would make a tape, we would give you the key words. It might very possibly help him along in his development." They gave me three pages and I rewrote it, using their key words. "You can do it Richard. You want to earn your points. You can do it. You're cool. All my friends send their best regards." It was a better tool than anything they had at their disposal at the moment.

Citizen Action: Do you find kids writing to you because you're *The Fonz*?

Winkler: Without a doubt. On the show once I walked into a scene and off the top of my head said, "Hey, live and let live." Later I went to an institution for abused kids and this kid came up to me and said, "Boy, when you said, 'Live and let live,' I really liked that." I mean, that was like one line in the middle of this craziness. And here's a child who's been beaten for no reason except his parents can't cope and the kid comes up with, "Live and let live. Just let me be, you know. I'm all right. I'm a nice guy. Don't give me a hard time." It was very touching.

Citizen Action: You obviously understand the impact you can have through the media. Do you try and judge what you do there based on that? Are you going to do something negative one of these days? Are we going to find Henry Winkler as a middle-aged child molester, in prime time?

Winkler: I have no idea. I cannot worry about that, because then I'm not doing me any good. I'm not doing the audience any good. I mean even if somebody played a child molester and you got an insight into why people are that way, then you understand it better. If you better understand it, then you get to know the enemy in order to conquer the enemy. So it has its own positive.

Citizen Action: Why do you think people don't get more involved?

Winkler: I have a feeling why. I think that there is a feeling of helplessness that pervades our country, maybe even the world now. You look around and it just gets so crazy. If you look at those important pictures of the killing of Sadat, the gunmen were on their toes and there was nobody to stop them from doing that. Or when you look at prices going up. Or when you look at a campaign to save water because of a drought—and the bill goes up. When you look at such things, you get a feeling that you're supposed to write your congressman but you have a feeling that that really doesn't do a damn thing. People have a sense of helplessness. What has to happen is that Americans have to start to remember that they own this country. It's their country and not the government's country. When that starts to happen again and we're all in this together, you'll start to see a turnaround.

You may think you don't have the time to do it, you may think that it's going to take time away from your family that you've got a responsibility to them. But you should go ahead and do it because it's going to enrich your life in ways that you may not know about, that will come back to you later on. □

'By the Heart'

(Continued from page 2)

Americans—and Walesa is one individual who has certainly not been lacking for favorable attention—but how, finally, can any accounting of this past year's admirable figures overlook him? We in this country, who grew up defining a crisis as Saturday night without a date, can perhaps grasp only in the abstract the qualities of courage and perseverance it takes to stand in open opposition to an authoritarian regime. I cannot but marvel at the Jacobo Timmermans, the Andrei Sakharovs, the Helen Suzmans, and all the rest. But, of course, Walesa and the movement he leads have more than just survived; as of this writing, they continue to remind us that resistance need not always be futile, that hope can make human beings act remarkably.

DR. STEPHEN C. JOSEPH and EUGENE N. BABB: The names aren't familiar, are they? I had to look them up again myself. These are the two guys who resigned last May from the Agency for International Development in response to the Reagan administration's UN vote against curbing the marketing of infant formula to Third World countries, in spite of evidence that improper use of the formula in place of breast milk may result in a million deaths annually. Joseph and Babb's protest was a simple act, perhaps, but the amount of ink it generated attests to its symbolic importance—and to the rarity of civil servants who take definitive action in response to their consciences.

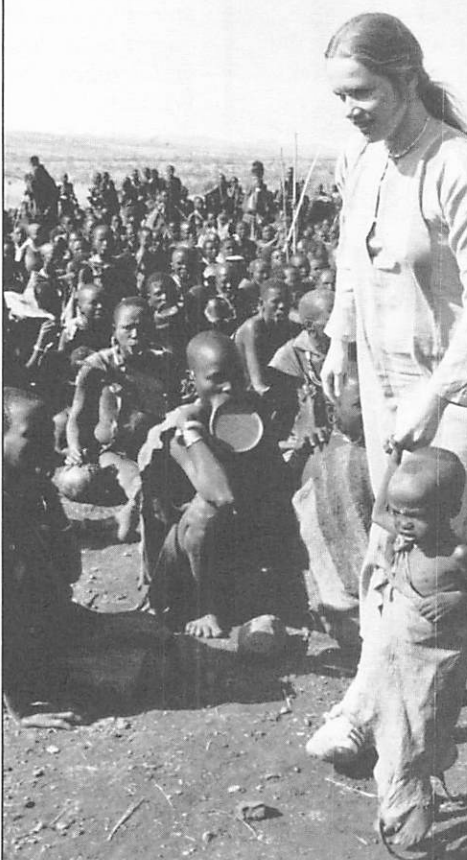
JAMES MICHENER: Michener, the writer, might well be embarrassed to discover himself included on this list, and he would not be here had he not turned up last summer as the subject of a *Playboy* interview. In that interview, I read that over the years Michener, a Quaker, has donated no less than \$6 million (by one estimate, three quarters of his net earnings) to schools and museums. As such, he is representative of all those public individuals—Harry Chapin and John Lennon were others—who very quietly try to do their small bit to ease the world's sorrows.

ROBERT NORTHSHIELD: Northshield is the senior executive producer of CBS's *Sunday Morning*, and as such

he heads the excellent team that puts out the program. The show will never pull the ratings of a *60 Minutes*, and in some major markets it continues to be preempted by religious broadcasts, but week after week it is unmatched in its intelligence, in its class, and, above all, in its compassion. There are a number of *Sunday Morning* pieces that have moved me to tears and many others that linger in memory, but I am very nearly haunted by the story they ran on the Freedom Riders and the town of Anniston, Alabama, twenty years later.

LIV ULLMANN: I have never been a particular fan of Ullmann as an actress. Too damn soulful for my taste. But, in her case, the soul turns out to be real. For most of the past year, Ullmann has traveled through the Third World on behalf of UNICEF, and what she has seen—for example, a five-year-old child “with the behind of an old man . . . and the responsibility of his entire family on his tiny shoulders”—has left her angry and shaken. “I accuse indif-

UNICEF photo by Arild Vollan



Liv Ullmann has first-hand look at emergency relief operations at refugee camp in Surma, Ethiopia (East Africa Emergency).

ference,” she tells affluent audiences in this country, “indifference towards those victims whose future is our own . . . I’m not a doctor or a nurse, I’m a celebrity. It’s not a thing I’ve always liked but suddenly I can use it. That’s how UNICEF can use me best . . . not for my blue eyes.”

A. BARTLETT GIAMATTI: There is, as anyone who remembers the early Fifties will recall, a deep strain of cowardice in American academia. But Yale president Giamatti did not let that precedent or, presumably, the qualms of wealthy alumni prevent him from launching a frontal attack on the Moral Majority as a threat to the values of the nation. Indeed, one thrust of his message was that silence in the face of any perceived menace amounts to acquiescence. “What a shame more of our captains of commerce have not seized the opportunity to speak up for free enterprise,” he said. “What a shame such denials of our country’s deepest traditions of freedom of thought, speech, creed, and choice are not faced candidly in open debate by our political and religious leaders.” Two weeks later, perhaps not so coincidentally, Barry Goldwater weighed in with a similar attack on the Falwell gang.

JOAN BAEZ: Yep, she’s still around, all right, still singing and still fighting the good fight, for, unlike so many of us, Baez has turned out to be no summer soldier. Nor is she a rigid ideologue. Her view, quite simply and consistently, is that injustice is wrong and must be fought. Everywhere. In the wake of the Vietnamese invasion of Cambodia and the flight of the boat people, she organized a campaign of condemnation of the Hanoi regime. This past year, she went to Chile and Argentina and has lately taken on the thankless task of attempting to generate opposition to the regimes in those countries. It was in that capacity, as a guest on the *Donahue* show (for, despite our wanderings, we have come full circle after all), that she made what is my favorite televised remark of the last twelve months. A young woman in the audience rose to explain that she personally agreed with Joan but there was little she could do, since her friends were indifferent, didn’t even read the papers, didn’t even bother to vote. Baez smiled that sweet smile and said, “Get some new friends.” □



Fund Raising: HOW TO ASK FOR MONEY

The following article is excerpted from *The Successful Volunteer Organization* by Joan Flanagan, © 1981, with permission of Contemporary Books, Inc., Chicago, Illinois. To order the paperback edition of *The Successful Volunteer Organization*, send check or money order for \$8.95 plus \$1.50 shipping/handling to Contemporary Books, Dept. VL, 180 N. Michigan Ave., Chicago, IL 60601.

EVERY SOURCE OF MONEY has one thing in common: you only get money if you ask for it. With rare exceptions (and you cannot run a strong organization on exception), the sources of money will not ask you to take money. So your board has to learn how to "sell" this organization.

Thousands of Americans have mastered these skills, and you can, too. You do so by deciding:

Joan Flanagan, author of The Grass Roots Fundraising Book, was commissioned by the W. Clement and Jessie V. Stone Foundation to research and write a comprehensive "how-to" manual to help new nonprofit organizations get started and established charities get better results from limited resources. The result was The Successful Volunteer Organization.

By Joan Flanagan

- This organization is vital to our community. It does important work that no one else can do.
- I want to see this organization succeed. In order to succeed, it needs money. I pledge myself to raise the money it needs.
- We have a bold program for today and a grand vision for tomorrow. This organization's need for financial support is more than I myself can meet. Therefore, I will find others who believe in this organization and train them to join me in asking for support from the rest of the community.
- I will do it now!

Take the 'Non' Out of Nonprofit

American businesses are the best in the world at making money. The best thing you can do for your organization is to copy their money-making ideas. Ask a local business leader to help you make a one-year marketing plan and a long-range plan for self-sufficiency. Successful community businesses already have mastered most of the skills needed by new nonprofit community

organizations—such as planning; record keeping; finding, training, and keeping good staff; working with government agencies and financial institutions; and, most of all, making a profit from limited resources. Learn the principles of successful selling. Make your motto: Take the *non* out of *non-profit*!

Here is the best advice I have found on asking for money. These are the "people" rules of fund raising. Follow them and you will be solvent forever!

1. People give to people. Ask in person.
2. The best people you can ask for money are people who already have given money. Keep complete records of your donors.
3. People cannot respond unless you tell them what you want. Always ask for a specific amount or item. Be enthusiastic, optimistic, and bold. You get what you ask for!
4. People who ask for money become better givers. People who give money become better askers.
5. People want to back a winner. Be proud of your organization, what you do, and how you do it. Success breeds success!
6. More people means more money and more fun. Find a job for every volunteer. Make it more fun to be on the inside and participating than on the outside looking in.

7. People want recognition. Send thank-you notes!

In addition to these general rules, what follows is the best advice I have found on how to ask for money from corporations, government agencies, and foundations.

Corporate Money

Corporations are businesses. They exist to make a profit. So speak to them in their language. Tell them why you are a good investment—what you do right and what the benefits *in dollars* are from your work. The more you can measure the benefits of the work you do in dollars, the easier it will be for you to raise money from business people.

One excellent example is a brochure used by the Rehabilitation Institute of Chicago in 1972. It includes four short profiles of former patients who are now back on their jobs as editor, research analyst, student, and homemaker. Then the Institute explains that every dollar spent on rehabilitation returned eight dollars to the economy.

For more advice on asking for money from corporations and businesses, order *Special Events Fundraising*, from *The Grantsmanship Center News*, 1031 S. Grant Ave., Los Angeles, CA 90015 (\$2.75). Expert Sally Berger tells you how to get introductions to corporate executives, how to prepare for the appointment, and how to make the sale. Berger's system was used by volunteers to raise \$1.4 million in one year for a medical research program. It will work for your group, too.

Government Money

The best advice on how to ask for government money is included in *The Bucks Start Here: How to Fund Social Service Projects*, by Kathleen Fojtik (Domestic Violence Project, 1917 Washtenaw Ave, Ann Arbor, MI 48104. \$6.) Even if your organization does not consider itself a social service project, it can use this advice to ask for government money from local or federal agencies. It is so good because the author has worked both sides of the desk. In Michigan she was elected Washtenaw County Commissioner and has served as chair of the county's Ways and Means Committee; she was also the founder and fund raiser of the NOW Domestic Violence Spouse Assault Fund in Ann Arbor.

You can extend the same zeal to state

and federal sources. Here are Fojtik's tips on asking for federal grants (pp. 58-59):

Start where the bucks are. Plan to work hard to get the funds and plan to work even harder after you get them.

Make sure the funding source funds programs like yours.

Ask questions and get answers.

Look into and evaluate all possibilities.

Write a clear, concise proposal.

Keep narrative simple and use little or no professional jargon.

Keep the budget very specific, giving detailed explanations and examples.

Submit proposal within the time limit.

Lobby appropriate persons; send additional information.

Receive the award graciously. Begin fulfilling reporting requirements immediately.

Account for all funds carefully.

Instead of thinking of your organization as a charity that must depend on welfare from foundations or government agencies, think of it as a worthwhile business providing valuable products and services to the community.

For more help in tracking down government funds, ask the nonprofit groups in your community which agencies and officials they recommend. The office of your member of Congress or U.S. senator can also give you help.

Foundation Money

There are four steps to asking for foundation money. First, decide what you want to do. Second, write an irresistible proposal describing this program. Third, find the right foundation to ask. Fourth, sell the proposal to the foundation.

1. Begin by deciding what the board wants to do and writing a case statement. This is a brief description of your work, which "makes the case" that you are a good investment for a foundation.

Take one board meeting to brainstorm on everything good about your group. Discuss and write down everyone's ideas about the job your organization is doing, why your services are valuable, what opportunities you have to provide additional services, why your program should be supported, and why this program is needed *now*.

After the entire board has agreed on the case statement, you can ask two board members to start writing the proposal. A proposal is a written request for funding from a foundation for a specific part of your work. Although all the board should approve the final draft, it will be easier and faster if only two people actually plan and write the early drafts.

See box for some good advice about how to write a grant proposal, written by Jessye G. Payne, the resource services coordinator at the W. Clement & Jessie V. Stone Foundation.

3. Once you know what you want to do, you can begin to look for a foundation that funds that sort of work in your community. The best way to find the right foundation is by asking other groups in your community which ones they recommend. They will be able to suggest the best staff at the best foundations. Once you get to know one or two members of the staff of a foundation and prove that your organization is a good investment, they will introduce you to others.

If you cannot get any introductions, you will have to introduce yourself. In this case, ask two members of the board to find out which foundations are most likely to fund your project. They can start by using reference books, especially *The Foundation Directory*, available in most public libraries. The directory gives information about the 3,363 largest foundations in the United States. The listings are arranged by state in alphabetical order. Each entry in *The Foundation Directory* includes the foundation's name, address, officers, purpose, activities, and financial data.

There are many other reference books and magazines about foundations and where they give their money. Most foundations give most of their money to universities, colleges, and hospitals, so ask for help from the directors of development at large institutions. They probably already own basic reference books and magazines and can show you how to use them.

The most complete collection of

How to Write an Irresistible Proposal



A grant proposal is a written expression of a proposed solution to a problem. It must present a persuasive argument for your program. Here are some techniques that might help:

Style: A good grant proposal should be written in down-to-earth language. Keep the proposal short and clear. Write it as you would say it. Each section of the proposal should be specific and follow logically from what went before.

Contents: Every well-written proposal should contain the following: (1) cover letter, (2) title page, (3) table of contents, (4) introduction, (5) statement of the need for the program, (6) objectives, (7) methods, (8) evaluation, (9) future funding, (10) budget, (11) appendices.

The cover letter is a condensation of the total proposal. It should be a one-page statement written to the funding executive and typed on your organization's letterhead. State the major feature of your program, such as the need for it, how you will meet the need, your group's qualifications, and the amount of money being requested. Use words the funder will understand and highlight the best features of your program. Often, this letter is the only part of the proposal that is read slowly and completely.

The introduction tells who you are, so use it to establish your credibility. State your organization's interest in the issue and how you got started, what is unique about how you got started, how long you have been around, some outstanding accomplishments, and what support you have received from other organizations.

The need for the program must be genuine. This problem or need must be documented. Do not assume that "everybody knows this is a problem." They do not! Explain how the need relates to the interests of the foundation. Then describe how your innovative plan will meet the need either by extending your services to a new area or by introducing a new program. Tell what you expect to accomplish within a given time.

In the next section explain what you hope to achieve as a result of your project. List objectives that will meet the need you listed in the section above. Objectives are what the proposal is all about. They tell what is going to be done, who is going to do it, when it is going to be done, and who will receive the service. A common mistake in stating objectives is to say you will try to do more than can be done with the available time, money, and personnel. As a general rule, when preparing objectives, think small.

By now you have told who you are, the problem you want to work on, and your objectives. Now you must describe the methods you will use to bring about these results. The methods section usually is read more closely than any other section, because it tells *how* you plan to achieve your objectives. Describe what you plan to do, how you plan to do it, and your projected time schedule. Include a plan for meeting each objective.

Now explain how the foundation will know that your program has accomplished its objectives. An evaluation is essential because it shows how well you understand and have planned your project. Include here the type of information to be collected, how it will be analyzed, who will analyze it, and what you will do with the information. A built-in evaluation process will help you determine the strengths and weaknesses of your total program. It also can serve as a tool in making changes and adjustments in your program.

Now say how you will continue your program when the grant runs out. If this is a request for a one-time grant for the purchase of equipment, future funding is irrelevant. But if you are seeking program money, how will you keep the program going when the foundation stops supporting it? Describe your efforts to establish permanent funding and indicate any firm commitment you may have from other funding sources.

Realistically project what your program will cost and present this information in an accepted accounting style. Expenses such as salaries, employee benefits, travel, office supplies and equipment, rent, and telephone should be itemized. If your program has been in operation for more than a year, include a copy of your most recent financial statement. Also, report any in-kind donations or donated services you receive. Preparing your budget is valuable for you because it helps clarify the plan. You will be judged not on how small or how large your budget is, but on how sound it is. Professional help in preparing this section might be useful, and local accounting firms frequently will donate the time of a staff member to a nonprofit program as a community service.

The following materials should accompany your grant proposal as appendices:

Documentation of statements made in the body of the proposal. The documents might include maps, charts, and newspaper accounts.

- A copy of your IRS 501(c)(3) ruling granting your federal tax exemption.
- A list of the members of the board of directors.
- A list of staff members, if any, and the credentials of each.
- A copy of your last annual report, if any.
- Supportive materials such as letters of endorsement.

When you have finished your first draft and have all of the supplementary materials assembled, see if your proposal contains Rudyard Kipling's "six honest men": why, what, when, who, how, and where.

Why has the proposal been written? Is the purpose of your proposal clear? Why is your organization the most logical one to conduct your proposed program?

What does your group hope to achieve as a result of carrying out the program?

When will you achieve your objectives? Are they measurable and attainable?

Who are you? Have you established the credibility of your agency? What is unique about your program? What are some of your outstanding accomplishments?

How do you plan on achieving your objectives? Are the methods for their achievement realistic and stated clearly? How will your proposed program help to achieve the larger mission of your organization?

Where will your program be conducted? Are the evaluation techniques practical?

Good luck!

Researching and writing a grant proposal that will bring in dollars to correct a social ill takes time, hard work, and patience. If you feel your patience ebbing, remember the words of Ted Key: "Every job is a self-portrait of the person who did it. Autograph your work with excellence." Then, in the words of Jessye Payne, "Mail your proposal with pride and confidence!"

You can use this method of writing a proposal to organize your plan for any new program. The same kind of information will be required if you ask for a grant from a national church program or a government agency. Even if the funding source says no, the process of planning and writing the proposal will help the board clarify its ideas before it begins any new activities.

published information on foundations is available at the ninety regional collections of the Foundation Center, a national service organization established and supported by foundations to provide a single authoritative source of information on foundation giving. The regional collections are free libraries operated by professional librarians, who can show you how to use all the information. Each library has a roomful of material on how to find the right foundation and write the best proposal. For the location of the reference collection nearest you, call (800) 424-9836.

Every foundation has to file two annual reports to the IRS every year, a 990-AR (for "annual report") and a 990-PF (for "private foundations"). You can see copies of these reports at the regional collections. The foundations' annual reports will tell you the names of the organizations to which they gave contributions, gifts, and grants, and the amounts of the grants.

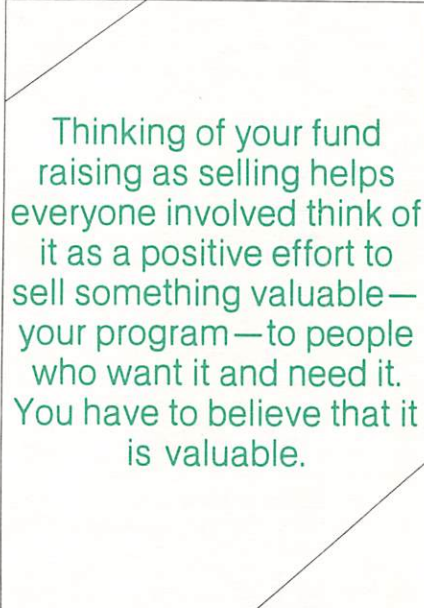
The best book to teach you how to find the right foundation is *Foundation Fundamentals: A Guide for Grantseekers*. Written by Carol Kurzig of the Foundation Center, this book is easy to read and easy to use. It will tell you exactly what to do to find every possible foundation that makes grants in your field of interest and in your geographical area. Order the book for \$4.95 from The Foundation Center, 888 Seventh Ave., New York, NY 10106.

4. After you get a list of foundations that may give money to your kind of program in your community, write each one and ask for current guidelines for giving, an application to apply for funds, the dates on which the foundation accepts proposals, the dates the foundation decides on grants, and the annual report. If the foundation publishes an annual report, it usually will tell you its current interests, who it has funded in the past, the size of the grants it has given, and its philosophy. Each foundation has different requirements for the size, style, and content it wants in proposals. Tailor your proposal to fit the format the foundation wants. Send each proposal with a one-page cover letter; then call to make sure it was received.

About five percent of all foundations hire paid staff to screen proposals. For these, you have to sell the staff on the ideas in your proposal so they can persuade the board of trustees of the foundation to give you a grant. For most

foundations, the trustees themselves decide which organizations they will support with grants.

After the proposal is received by the foundation, the staff or trustees have three choices. They can say no, yes, or tell us more. If the staff or trustees send you a letter saying no, without explanation, call immediately and find out why. Your proposal may be fine, but they may have allocated all their money for this year. Then you know that you can reapply. They may have changed their guidelines and stopped funding your sort of program. In that case, do not reapply, but ask for advice on other funders. They may not have been satisfied with the proposal itself. If so, find out



Thinking of your fund raising as selling helps everyone involved think of it as a positive effort to sell something valuable—your program—to people who want it and need it. You have to believe that it is valuable.

why. They may think you are too small now to do this project; then you might reapply in two or three years. Or they may already fund some other project in your area. Perhaps you could work out a joint project or wait until the other grant runs out; then reapply. In any case, as salespeople say, "The sale begins when the customer says no." Use a rejection to find out how to improve your proposal and what to do next.

The staff or trustees may say, "Tell us more." They may ask for more material; they may check your references to see if others in the field believe you can accomplish this project; or they may ask to see you. In that case, two or three of your officers can arrange to meet the foundation people, probably in their office during business hours. Practice before you go so that you feel confident. Ask how many foundation people will be

at the meeting, and be sure you have enough clear copies of all written materials.

At the interview, make a good impression. Your job is to raise the money for your organization. So dress conservatively, be there early, have all your papers in order, and enjoy the meeting. After you have been introduced, the president can tell the foundation staff who you are, what your organization is, what the proposal is for, and how much money you want. Try to do this in three minutes or less. Do not assume that they have read or will remember your proposal. This is your opportunity to tell them why you are a better investment than all the other proposals they have sitting on their desks. Make their jobs easy. Tell them, simply, who you are and what you want to say. If you have questions of your own, ask those at this time. Anecdotes that are easy to remember will make your proposal come alive for the staff. Impress upon foundation staff that, dollar for dollar, you are the best investment they can make.

After the interview, send a note thanking them for the meeting. Send favorable press as it comes up, but do not bother the staff once you know that your proposal will be considered at a coming meeting—even if the meeting is three months away. If they need new material before the meeting they will ask for it.

The foundation staff or trustees also may say yes. You will get the grant you want! Send a thank-you note from the president immediately. If there are any questions about how to handle the money, the treasurer and bookkeeper should ask to meet with the foundation staff before you get the first check. Make sure that your bookkeeping system will provide the data they want and you need.

Keep in touch all year long. Invite the foundation people to your benefits, annual meetings, convention, installation of officers, or other important meetings. Send them your newsletter. Send them monthly or quarterly updates with copies of your favorable press. Mention the grant in your newsletter and on any printed material paid for by those funds. If your leaders will be on radio or television shows, alert the foundation. You want this to be the beginning of a good relationship. Even if you only get a one-year grant, the staff can recommend you to other foundations if you act professionally and graciously. ♥

Advocacy

Dollar Value of Volunteer Time

(The following report was released in January by INDEPENDENT SECTOR, which also commissioned the 1981 Gallup survey on volunteering (see report in winter '82 VAL. IS used these reference materials in preparing its analysis: "Americans Volunteer—1981," the Gallup survey on volunteering; supplemental reports of the 1980 Census of the Population; "Money Income and Poverty Status of Families and Persons in the United States: 1980," from Consumer Income, Current Population Reports, 1981; Giving USA, 1981, the annual report of the American Association of Fund-Raising Counsel; and "Toward a Quantitative Profile of the Nonprofit Sector" by Gabriel Rudney, from Research Reports of the Program on Nonprofit Organizations at Yale University, September 1981.)

ABOUT HALF OF ALL AMERICANS over age 13—47 percent—took part in some form of organized volunteer activity in 1980, according to the Gallup survey. If these volunteers had been paid for their time at rates corresponding to the median incomes, as shown in preliminary 1980 census data for persons of their age, sex, and educational levels, the total payroll would have been \$64.5 billion.

This total is the sum of the following components:

Teenagers, 14 through 17, both sexes	\$ 2,223,478,000
Men over 17	
Grade-school ed.	\$ 687,556,000
High-school ed.	\$ 6,809,138,000
Post high-school ed.	\$23,520,977,000
Women over 17:	
Grade-school ed.	\$ 383,821,000
High-school ed.	\$ 8,673,150,000
Post high-school ed.	\$22,169,166,000
Total, all volunteers	\$64,467,286,000

IS computed this dollar value of volunteer time on the basis of the number of persons involved in volunteer activity, the hours of volunteering done per year and the dollar value of the hours by education level.

Of the 52 percent of American adults who volunteered in the one year-period from March 1980 to March 1981, the Gallup Organization included not only those who were engaged in a more structured pattern of volunteering, but

also those who volunteered informally or alone in such activities as helping neighbors. When IS subtracted those who volunteered only in this informal way, the remaining total was 47 percent. It was on this lower figure that the dollar estimates were based.

Eighty-four million Americans volunteer an estimated total of 8.4 billion hours a year in the typical categories of volunteering, such as advocacy, direct services or fundraising. Of this total, 76 million adults contribute an average of 102 hours each, or an estimated total of 7.8 billion hours a year.

The total for adults was broken down by education level as follows: Adults having a grammar school education volunteer 206.3 million hours per year;

Cost Equivalent of Volunteer Time by Service Category (Adults and Teens)

Health	\$ 8.7	14%
Education	8.4	13
Justice	.7	1
Citizenship	4.7	7
Recreation	5.3	8
Social/Welfare	3.2	5
Community	4.3	7
Religion	13.7	21
Political	4.6	7
Arts and Culture	2.2	4
Work Related	4.0	6
General Fund Raising	4.7	7
Total	\$64.5 Billion	100%

high school educated adults, 2.4 billion hours; and those with a college education, 5.2 billion hours. The number of hours volunteered multiplied by the average hourly wage for these three groups (from "Money Income and Poverty Status of Families and Persons in the United States: 1980," *Consumer Income, Current Population Reports*) equals \$62.2 billion, the estimated dollar value of adult volunteer time.

Teenage volunteering provides the balance of the dollar value of volunteer time. A total of 7.7 million persons between the ages of 14 and 17 volunteer. This figure, when multiplied by the minimum wage and the average number of hours volunteered, sets the dollar value for youth volunteer time at \$2.2 billion a year.

Adding Philanthropic Activity

This total of \$64.5 billion is 50 percent higher than the amount individuals contribute in actual dollars to the causes of their choice. In 1980, for example, giving by individuals was \$40 billion. Thus, the combination of contributed time and dollars by individuals was approximately \$105 billion.

To gain an even fuller picture of the size of philanthropic and voluntary activity in this country, we can add to that total the amounts contributed through bequests and by corporations and foundations, and the total of other income received by voluntary organizations, such as government grants and tuition fees.

In 1980, bequests totaled \$2.86 billion, corporate contributions were \$2.55 billion, and foundations were \$2.40 billion. On that basis, the total of all contributions, including individuals, was \$47.74 billion. All other income to voluntary organizations, such as user fees and government grants, was approximately \$80 billion.

Taking all categories into consideration, the figures are as follows:

Total contributions from all sources	\$ 47.74 billion
Dollar value of contributed time	\$ 64.50 billion
User fees, government grants, other income.	\$ 80.00 billion
Total	\$192.24 billion

Thus, the total income of voluntary organizations in 1980, including the dollar value of volunteer time, was \$192 billion. ♥

Tool Box

The 1981 Tax Act and Charitable Organizations. United Way of America, Sales Service Center, 801 N. Fairfax St., Alexandria, VA 22314. \$1.50 + .50 handling.

An analysis of tax law changes compiled by United Way of America, who also outlines how charitable groups can make the most of the new opportunities available to them and avoid possible pitfalls created by the changes.

Tax Considerations in Charitable Giving. Arthur Andersen & Co., Attn: Distributions Clerk, 69 W. Washington, Chicago, IL 60602. 1981. Single copies free.

A pocket guide for directors and trustees of charities and other nonprofit groups that outlines the tax consequences of the 1981 Economic Recovery Tax Act on gift techniques often used in fund raising. Also provides examples of charitable giving transactions and their income and estate tax consequences for donors and their benefits to donees.

Funding Volunteer Services: Potential Sources of Dollars to Expand Agency Programs. Department for Volunteer Program Services, Federation of Protestant Welfare Agencies, 281 Park Ave South, New York, NY 10010. 1981. 24 pp. \$3.50 prepaid.

Contains practical information on how effective use of volunteers can be a magnet to attract additional funds for nonprofit agencies. The guide is written from four points of view: business corporation, social service agency, foundation and national volunteer leadership.

Fund-Raising Ideas and Techniques. Fund-Raising Institute, Box 365, Ambler, PA 19002. October 1981. 24 pp. Free.

A catalog of practical books on fundraising for the nonprofit organization executive which can be ordered through FRI.

Fund-Raising Research: How Business-Like Is Your Nonprofit? J. Richard Taft. The Taft Corporation, 5125 MacArthur Blvd., NW, Washington, DC 20016, (800) 424-3761. Free.

A brochure in which Taft discusses the need for market research on the part of nonprofits.

Doing Business with the Federal Government: The 1982 Users Guide. Economic Growth Series, Northeast-Midwest Institute, PO Box 37209, Washington, DC 20013. 1982. \$5.00 or \$18 for three-volume set of users guides (see below).

This guide tells firms and businesses how to tap into the \$100 billion federal marketplace.

The 1982 Users Guide to Government Resources for Economic Development. Economic Growth Series, Northeast-Midwest Institute, PO Box 37209, Washington, DC 20013. 1982. \$7.50 or \$18 for three-volume set of users guides (see above and below).

Catalogs federal and state programs designed to stimulate private sector growth through tax incentives, grants, loans, loan guarantees, and technical assistance.

The 1982 Users Guide to Government Energy Programs. Economic Growth Series, Northeast-Midwest Institute, PO Box 37209, Washington, DC 20013. 1982. \$7.50 or \$18 for three-volume set of users guides (see above).

Details federal and state assistance and outreach programs for local governments, community organizations, businesses, and individual homeowners, tenants and entrepreneurs.

Taft Corporation Resource Catalog. The Taft Corporation, 5125 MacArthur Blvd., NW, Washington, DC 20016, (800) 424-3761. Free.

Lists professional publications on management, fund raising, financial management, public relations and marketing, with prices and order form.



Compiled by
Donna M. Hill

Effective Volunteering: A Guide to Visiting Nursing Home Residents with Special Needs. American Health Care Association, PO Box 35050, Washington, DC 20013. 36 pp. \$4.00 plus \$1.50/postage and handling.

Tells individuals how they can share time in a therapeutic way through volunteering. The booklet spells out why the volunteer is needed, ways to plan and carry out visits, hints on how to communicate, and suggestions for activities for two people.

The Volunteer Advocate. Pennsylvania Coalition Against Rape, 2405 N. Front St., Harrisburg, PA 17110. 1980. 30 pp. \$4.00.

A guide for volunteers and staff people at rape crisis centers. Includes sections on recruitment, interviews, orientation, training, volunteer coordination/supervision and volunteer recognition.

Working with Older People: A Resource Kit. National Center for Research in Vocational Education, Publications Office, Box N, 1960 Kenny Road, Columbus, OH 43210, (614) 486-3655 or outside Ohio: (800) 848-4815. 1982. \$22.

This package of training materials helps practitioners and students of aging learn strategies for working with older people. Provides practice in problem-solving through simulations of situations faced by those who work with the elderly. Note: A seven-minute slide/tape overview (\$35) and 16mm color/sound films on three 7" reels (\$340) are also available to add interest to the basic printed product. To order these audiovisuals, write or call: Lindy Productions, Inc., Attn: Nils Lindquist, 4784 North High St., Columbus, OH 43214, (614) 888-4788.

Supervision in Home Care Services: A Manual for Supervisors. National HomeCaring Council, 67 Irving Place, New York, NY 10003. 1982. \$8.50.

Describes the unique character of home care and why competent supervision is essential, traces history of home care in

U.S., defines supervision activity from intake to termination and from recruitment to quality assurance for case and service management.

Supervision in Home Care Services: A Training Guide for Instructors. National HomeCaring Council, 67 Irving Place, New York, NY 10003. 1982. \$15.00.

Highlights key issues and gives "how-to" suggestions for effective presentation. Questions, case examples, exercises, handouts and graphics enrich the basic text and fits the material to the needs of supervisors and instructional style of trainers.

Neighborhood Organizing Kit. National Trust for Historic Preservation, 1785 Massachusetts Ave., NW, Washington, DC 20036. 1981. 50 pp. Free (one kit per request).

Kit includes common sense ideas for launching a citizen's group, tackling neighborhood improvement projects, and sponsoring community events. There is also a directory of national resource organizations and a bibliography of 100 helpful books.

A Sampling of Corporate Statements on Social Responsibility, Contributions Policies and Procedures. Council for Financial Aid to Education, 680 Fifth Ave, New York, NY 10019. 1979. 96 pp. \$5.00 prepaid.

Outlines the social policies and objectives of twelve corporations. Each statement covers corporate social responsibility, guidelines for contributions and procedures for implementation. The booklet is useful to companies working toward a written statement that fits their own corporate objectives.

Corporate Social Responsibility: Minnesota Strategies. Business Action Resource Council, Greater Minneapolis Chamber of Commerce, 15 South 5th St., Minneapolis, MN 55402. 1981. 28 pp. \$10.00 prepaid.

A practical guide to social responsibility projects, which includes samples of

several creative efforts developed by local companies and corporations to demonstrate their social responsibility programs.

What Kind of Society Shall We Have? Richard W. Lyman. INDEPENDENT SECTOR, 1828 L St., NW, Washington, DC 20036. 1980. \$1.25 prepaid for IS members; \$2.00 for nonmembers. Bulk rates available.

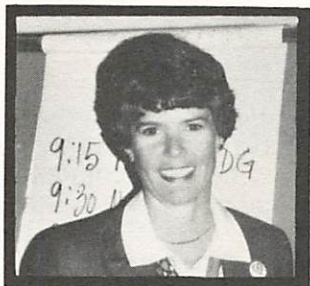
A speech presented by Rockefeller Foundation President Richard Lyman at the 1980 National Conference on Philanthropy in which he provides background on the development of the independent sector, the contributions it makes to an effective society, and the need to identify and correct its weaknesses.

Options. Volunteer Development Institute, 1700 N. Moore St., Suite 1622, Arlington, VA 22209. 8 pp. \$12/yr. (\$4.95 introductory offer for next 3 issues plus bonus issue, "The Best of Options.")

An eight-page newsletter published eight times per year for volunteers and volunteer coordinators. Provides information on skill development, continuing education programs, issues and trends, federal government activities, meetings, networks and publications.

Volunteerism in the Eighties: Fundamental Issues in Voluntary Action. Edited by John D. Harman. University Press of America and Joint Action in Community Service, Inc. 1982. 281 pp. \$13.50 + \$1.50/shpg. and hdlg. Order from: JACS, PO Box 1700, Washington, DC 20013.

Essays and responses under the following categories: "The New Volunteerism—Conceptual and Ethical Challenges," "Professionalization, Bureaucracy and Volunteerism," "Volunteerism in a Democracy—Theory and Practice," and "Volunteerism and the Future." Most of the articles are revised versions of papers presented at the Conference on Philosophical Issues in Volunteerism held in November 1980 in Blacksburg, Va.



Emily Kittle Kimball
TRAINER

Member:

- National Speakers Association
- American Society for Training and Development
- International Platform Association

A nationally known trainer, Emily has 25 years experience as a community volunteer and has devoted the last 5 primarily to consulting and training others in skills for leadership.

Her efforts are concentrated solely on the needs of the volunteer community and not-for-profit agencies, though she has first hand experience with the business world.

Her individually tailored sessions include such topics as:

- Board Orientation
- Training of Trainers
- Conflict Management
- Situational Leadership
- Burnout
- 101 Ways to Serve Volunteers
- Management By Objectives
- Team Building & Motivation
- Self & Group Assessment

Emily holds a Bachelors degree from the University of Denver and a Masters in Personnel from the University of Arizona. She is the author of "HOW TO GET THE MOST OUT OF BEING A VOLUNTEER, SKILLS FOR LEADERSHIP" (1980), available through Volunteer Readership.

Jordan Enterprises
P.O. Box 39101
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1-602-944-6035

Books



'PR' for Small Budgets

By Richard W. White

PUBLICITY FOR VOLUNTEERS: A HANDBOOK. Virginia Bortin. Walker and Company, 720 Fifth Ave., New York, NY 10019. 1981. 159 pp. \$6.95 (paper).

VIRGINIA BORTIN, IN HER handbook for volunteer publicists, demonstrates how effective publicity results can be achieved by substituting know-how and good planning for big budgets.

While *Publicity for Volunteers* encourages the publicist, it also deals with the reality of public relations, promotion and the media today. It discusses what a group needs to do to obtain publicity, then explains how to get it.

Filled with examples of news releases, radio and television public service announcements, flyers, advertisements, fact sheets, invitations, thank-you letters, photo captions, and more, the book is well organized. Each of its seven chapters zeros in on a specific segment of an overall publicity plan.

For example, the chapter on newspaper and magazine publicity explains a great deal of what one needs to know about getting into print. It starts with the bare basics of acceptable size, color and margin width of news release paper, and progresses into instructions for writing the all-important lead paragraph.

In the chapter on broadcast media,

Bortin writes from personal experience. Ten of her 20 years as a publicist were as a publicity director for a television station. She emphasizes the importance of radio and television as the medium for reaching the greatest number of people and offers explicit how-to's on getting free air time via news stories, guest appearances, and public service announcements.

In the chapter on promotion, Bortin explains how to capture public attention through "gimmicks" which can be obtained and utilized at little or no cost. They include an identifiable logo for letterhead, colorful posters, flyers, bumper stickers, exhibits and window displays.

While touching briefly on preparing copy for typesetting and printing and the advantages of advertising, Bortin gives special treatment to using public relations to achieve and maintain a favorable public image for a group.

Two other valuable sections of the book are a glossary of practical terms and a general timetable and outline, adaptable to almost any publicity campaign for a major event.

This handbook is simply written, easy to understand, yet specific in areas which many authors skim over, assuming the material is common knowledge. It is a good resource for the novice publicist in an organization with a small or nonexistent budget for publicity. ♥

The VAL Index for 1981

This index to Voluntary Action Leadership lists every article that appeared in each quarterly issue (winter, spring, summer and fall) of 1981. It is organized by title (then author, department, issue and page number) in chronological order by category. (Note: Book reviews are listed by book title in italics.)

Back copies of VAL are available for \$3 from Voluntary Action Leadership, PO Box 4179, Boulder, CO 80306.

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The Volunteer Leader Interviews. Tish Sommers, Brian O'Connell, Sara-Alyce P. Wright, David Cohen, Polly Sowell, William Aramony, Marta Sotomayor and Barbara Mikulski, WINTER 1981, p. 11.

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Managing Volunteers for Results. Audrey Richards. Reviewed by Putnam Barber, Books, SUMMER 1981, p. 40.

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A Shipyard, a Park and a Community. Gail Golman Holtzman, Arts and Humanities, SUMMER 1981, p. 19.

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Van Til: Coproduction

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to produce "public goods," such as safe streets, clean sidewalks, and public health. Political scientist Richard Rich has defined the concept clearly, noting, "Most public services have the characteristics of being provided through a process in which the combined efforts of consumers and service personnel determine the quality and quantity of services actually available."

The enforcement of retrenchment in the human services provides a unique opportunity to reorganize these services with a greater attention to the gains of coproduction. Consider first the opportunities in the area of day care of young children and able elders.

Models of day care for children and elders developed in the past twenty years assure that the facilities will be separate, and that clients will be staffed in mandated ratios by paid service providers. Thus, fifty children will be cared for by between ten and fifteen service providers, and activities for able elders will be provided on a somewhat higher ratio, say one service provider to ten.

What if, however, the concept of coproduction were applied? Are children and elders merely passive clients, incapable of being "empowered" as coproducers of service? Several thousand years of human life would suggest not, if the relations between grandchildren and their elders are considered.

Children are not mere clients, after all. They possess unique abilities to delight and occupy elders. And most elders possess unique skills and long experience in relating to children. What if these service-creating skills were joined, and parts of the senior center merged with the children's center? Is it not likely that some proportion of the elders would not willingly occupy themselves as "child care volunteers"? Would they not, as well, come to see the children as their own "service-providers" while simultaneously looking after the interests of their charges? And would not the need for paid care providers be reduced dramatically by such a combination?

A second example is suggested by the work among the disabled of Deborah Stewart, who has proposed that disabled individuals be teamed so as to provide for greater mobility and intellectual expression. A team of a person mentally retarded, but possessed of able locomotion, and one physically weak, but clear of mind, might shop, perform housekeeping and personal care, and cope ably with many other challenges of modern life—while requiring far fewer hours of professional and custodial care and supervision.

Many other ideas for social service coproduction may be developed, but the concept should now be clear. Service coproduction affords a powerful tool for transforming the client into a productive citizen, permitting many social services to be redefined so as not to suffer proportionally with the ongoing budgetary cuts.

I am not suggesting that we accept the budget cuts without putting up a strong fight to maintain funding for needed social services. Rather, I am suggesting that we also need a method to cope with the inescapable realities of political and economic life during the current era of declining service budgets.♥

Gilbert: Barter

(Continued from p. 2)

Some bartering arrangements recently have evolved between nonprofit groups and the business sector. Several artists, who once had jobs through the CETA program, approached the business community for financial aid. Although the corporations were not prepared to give them direct monetary assistance, they did arrange for a barter. They provided the artists with public space in their buildings to hang their works and with managerial skill on how best to market their creative talents. What were the benefits? The artists received exposure which improved their opportunities to sell their works while the corporations had their premises enhanced by art and received much needed goodwill from the community.

The question now remains, "How can the bartering concept long utilized by the business and financial communities be translated effectively so that social, health-care and educational institutions can help one another? Unfortunately, past history indicates that social service programs tend to work independently, minimizing their reliance on other institutions. This results in the duplication and underutilization of resources and effort. Their boards of directors and administrators are often overly protective of their turf and fearful of risking their autonomy or diluting their programs. Recently, however, some of the more courageous and pragmatic organizations across the country are entering into interagency cooperation and are demonstrating the dramatic value of working in the context of a network.

A few examples will illustrate how sharing and exchanging can be a means by which agencies can develop and expand programs without draining their operating capital:

- A college located in a downtrodden innercity built a new, fully equipped gym. In exchange for keeping the building and its surroundings clean, the college makes the facility available to neighborhood teenagers on evenings and weekends.
- Junior high school students are donating volunteer services to a home for the aged and, in exchange, the institution is providing training for the students in the various health-care professions. Several other benefits accrue. For the institutionalized elderly, contact with the young people helps bridge the generation gap and provides them with a more individualized service. For the students, it is an opportunity to learn about the aging process and explore future career choices.
- A cultural center which sends out large bulk mailings utilizes the volunteer services of senior citizens at a nutrition center to stuff envelopes and organize the mailing into zip codes. The clerical services are traded to free concerts presented at the nutrition center. This swap of services diminishes the clerical costs of one agency while providing meaningful work and cultural pleasure for the members of another.
- Bartering sets in motion a cross-fertilization of ideas resulting in new applications and new solutions for growing problems. It harnesses and maximizes people power. It builds a strong and more cohesive community by putting people in touch with each other's concerns. It is a way of making do with less.♥

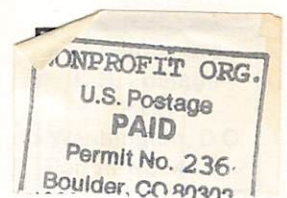
Calendar

The **calendar** lists upcoming events that may be of interest to our readers. Inclusion, however, does not constitute endorsement by VOLUNTEER.

- June 6-10** **New Haven, Conn.:** *National Conference on Citizen Involvement*
Back by popular demand at Yale University, VOLUNTEER's annual conference will focus on theme, "Resources for a Changing World." Join speakers William Verity, Marlene Wilson, Robert Woodson, Karl Hess and Henry Grunwald in exploring such topics as "American Renewal," "Volunteering in Times of Challenge and Change," "Stimulating Neighborhood Involvement" and "Surviving in the '80's: An Alternative Approach." Workshop sessions on volunteer management, fundraising, Reaganomics, corporate volunteering, skillsbank and computers, volunteering and government, and many others.
Fees: \$225 (Organizational and Resource Associates of VOLUNTEER receive a 25% discount; 10% discount for multiple registrants.) Room and board at Yale: \$35/day.
Contact: Steve Kelley, VOLUNTEER, PO Box 4179, Boulder, CO 80306, (303) 447-0492.
- June 22** **Lansing, Mich.:** *Balancing: You and Your World*
A one-day workshop for volunteer leaders featuring Sue Vineyard, sponsored by the Michigan Association of Volunteer Administrators.
Fee: \$25 non-MAVA members; \$20 MAVA members
Contact: MAVA, PO Box 19003, Lansing, MI 48901, (517) 771-1615 (Susan Topliff)
- Sept. 15-17** **Lake Sylvia, Minn.:** *Sixth Annual Conference for Volunteer Administrators*
"Going Beyond Survival" is the theme of this conference, which will focus on planning and collaboration skills for volunteer program administrators. Featured presenter is Marlene Wilson, who will lead five major sessions. Cosponsored by the Voluntary Action Centers of Greater Minneapolis Area and Greater St. Paul Area, and Community Services of the St. Croix Valley.
Fee: \$130 (includes registration, lodging, seven meals and all beverage breaks). Registration deadline—Monday, August 16; late fee—\$10; refund deadline—September 1.
Contact: Vi Russell, Executive Director, Community Volunteer Services of St. Croix Valley, 115 South Union St., Stillwater, MN 55082, (612) 439-7434.
- Oct. 3-6** **Tampa, Fla.:** *Florida Focus on Volunteerism*
A conference to build skills and develop a resource network in the Florida volunteer community, featuring Marlene Wilson, Ivan Scheier, and other national and state leaders. Sponsored by The Association of Florida Voluntary Action Centers in cooperation with the Florida School Volunteer Program, the conference is
Fee: \$50 (includes two meals and notebook)
Contact: VAC of Hillsborough County, PO Box 15721, Tampa, FL 33684, (813) 877-8222.
- Oct. 20-23** **Anaheim, Calif.:** *National Conference on Volunteerism 1982*
The annual conference of the Association for Volunteer Administration.
Contact: AVA, PO Box 4584, Boulder, CO 80306, (303) 497-0238.



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