

Voluntary Action Leadership

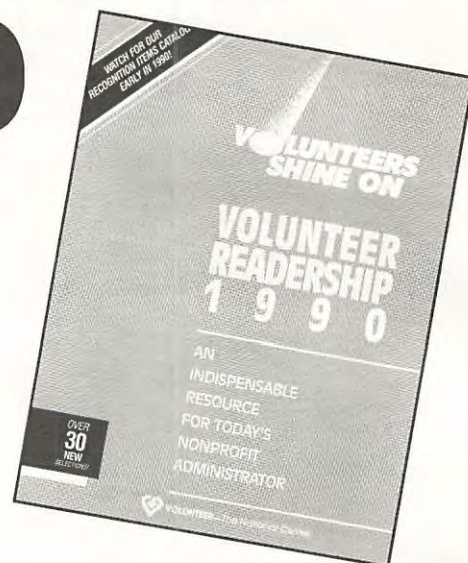
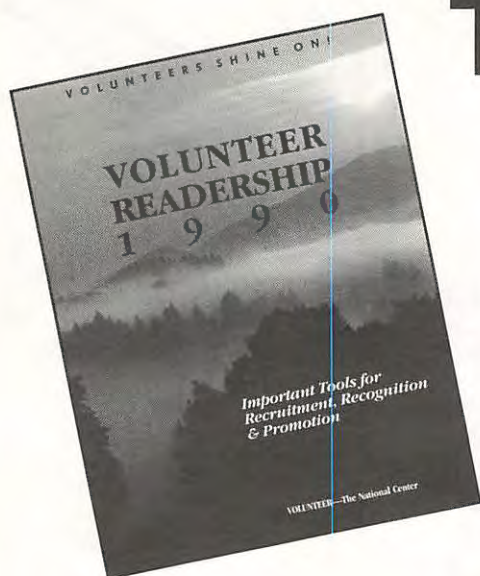
WINTER 1989-90




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Voluntary Action Leadership

WINTER 1989-90

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Voluntary Action

NEWS

Boys Clubs Reach Out to Gangs

By Cindy Vizza

"It's a job, it's a way of surviving."

"Sense of belonging is no longer an issue. It's economic. I've got \$10-an-hour jobs for Boys Clubs kids. I can't fill them because these kids can make \$300 a day on the streets."

"Kids say it's economic. But also, the family situation is soured. The educational system has failed them. They can't read, can't write, can't go to school, can't get a job."

These are just a few of the comments by Boys Clubs of America (BCA) officials attending a roundtable discussion on the BCA's Targeted Outreach Youth Gang Prevention and Intervention Program at the 1989 Boys Clubs of America National Conference. No longer an inner-city problem, youth gangs today have spread into the suburbs and rural communities. The severity of the youth gang problem has led authorities like Brian Jenkins of the Rand Corporation to characterize some of these communities as "little Beiruts."

Targeted Outreach is a new BCA initiative to intervene in and prevent the involvement of "at risk" youth in gang activities. This three-year project, funded by the Office of Juvenile Justice and Delinquency Prevention of the U.S. Department of Justice, will serve more than 1,900 youths through linkages with community agencies.

Cindy Vizza, a former VOLUNTEER staff member, is contributing to VAL on a freelance basis.

BCA is the only youth service agency attempting a national program aimed at



Graffiti—a clear sign of gang activity. Marking through or painting over gang symbols is evidence of rival gang activity in Newark, N.J.

gangs. In the first year of Targeted Outreach, the gang problem was assessed in a number of ways: Clubs were surveyed via telephone, on-site visits were made to Clubs and other community agencies, and over 400 articles were reviewed on the subject of gangs. A manual was developed based on the assessment of the problem, and Clubs were selected to participate in the program.

"What we found is that in order to have any impact on the problem, it's got to be a community-wide effort involving schools, agencies, parents, and business and community leaders," said BCA Director of Delinquency Intervention Geri Lynn Mansfield DiMaio. This issue was discussed at the roundtable, and all participants agreed on its importance.

"We in Boys Clubs have a tendency to think that we are the answer to all the community problems," said Renae Ogletree, associate executive director, Boys and Girls Clubs of Chicago, Illinois. "Networking is a critical part of Targeted Outreach. We don't have to do it alone. Community mobilization is a must, and in most cases, Boys Clubs must lead it. Our role should be to advocate for youth."

Boys Clubs across the country applied to participate as either prevention or intervention sites. Thirty gang prevention sites were selected; their primary goal is to deter youths from becoming involved in gangs. Three Clubs were selected as intervention sites for developing and testing intensive youth gang intervention methods.

At-risk 7 to 11 year-olds are the focus of Clubs participating in the gang pre-

Photo by Geri Lynn Mansfield DiMaio

vention program. Those at risk include children who are frequently truant, have behavioral problems at school, fail two or more subjects, are run-aways, abused or neglected, or substance abusers, and those taken into custody for non-felony offenses.

The gang intervention sites will focus their activities on youths 12 to 16 years of age who are a "wanna be" or fringe member of a gang or criminal activities, have been taken into custody by the juvenile justice system, are run-aways, substance abusers, or abused or neglected youth.

DiMaio has talked with youth involved in gangs and believes that early intervention is necessary to prevent children from becoming involved in gangs. "Once you take them away from their gangs, they're still kids. If they had been worked with in first or second grade, they would have turned out better. They needed love and self-esteem."

Boys Clubs of America is one of the nation's oldest and largest youth development organizations serving over 1.3 million girls and boys, primarily from disadvantaged backgrounds, through 1,100 Boys and Girls Clubs and Boys Clubs across the country.

"An integral aspect of the Targeted Outreach Youth Gang Prevention and Intervention Program is to increase opportunities for teenage Club members to be of meaningful service to those in genuine need," says DiMaio. "Club members become involved in numerous community service projects, serve as educational tutors and volunteer coaches. Increasing the meaningful role of youth helps build self-esteem, self-confidence, and promotes community involvement."

**1990
NATIONAL VOLUNTEER
WEEK
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Senior Volunteers Help Latchkey Kids



Cora E. Bruton, 75, spends Mondays, Wednesdays and Fridays with a special group of friends: latchkey children in a Washington, D.C. neighborhood. She is one of eight senior volunteers who participates in the Latchkey Program sponsored by the Columbia Senior Center.

Fifteen children, ranging from preschool to fourth grade age, spend several hours every day after school at the senior center. Together with their senior volunteer friends, they play games, do homework, go on field trips, make crafts, and work on community projects.

Though Bruton has 18 grandchildren and seven great-grandchildren, she says that whenever the center asks for volunteers, she can't say no. "All I've ever done in my life is volunteer," she said. "There was a need and I was able to help."

For instance, on the day she was interviewed, she was teaching the children how to make "God's Eye," explaining that she's an arts and crafts teacher.

The children are escorted from their school to the center by Valerie Jackson, Latchkey activity coordinator. Jackson believes the program fills a great need, especially for single parent families.

"It's a great program that could be spread around the country in every community," she said.

For low-income parents, the price is very affordable: \$10 per week for a single child and \$15 for two children. United Way funding covers the balance of program expenses, which include

paid staff, snacks and supplies.

The Latchkey Program began as a pilot project of the National Council on the Aging (NCOA) and is based on the premise that senior centers are an ideal setting for senior citizen volunteers to provide reliable after-school care for elementary students.

NCOA developed a manual, "Start Your Own Latchkey Program," based on the pilot project. The manual covers a variety of areas—screening your volunteers, program development, working with senior center staff, transportation options, liability issues, parental involvement, and financial support for the program.

For a copy of the manual, send \$6.00 (postage and handling included) to the National Council on the Aging, 600 Maryland Avenue, S.W., West Wing 100, Washington, DC 20024.

—Cindy Vizza

HUNGER AND HOMELESSNESS: Projects for Children

Consider the following:

- Estimates of the number of homeless people range from 300,000 to three million. For the first time, the 1990 census will attempt an official count, with help from local officials, people who work with the homeless, and the homeless themselves.

- The National Coalition for the Homeless estimates that there are 500,000 to 800,000 homeless children and that more than 40 percent do not attend school, despite a new law that bars schools from turning students away because they lack a permanent address.

- Fifty-one percent of the people surveyed in a 1989 poll by The New York Times/CBS News said they personally see the homeless as they go about their daily routine, a significant increase (more than one-third) from just three years ago. People said local governments do not show enough concern for the homeless, and two-thirds want the federal government to spend more on the problem. Half of those people were

willing to pay \$100 a year more in federal taxes to pay for those efforts.

A School for Homeless Children

A joint project of the Tacoma, Washington, school district and the Y.W.C.A. is providing an opportunity many homeless children do not get to experience: attending school. The Eugene P. Tone School was established to provide children from disruptive situations with something constant in their lives.

Often, homeless families are transient, spending an average of two weeks at a temporary shelter before moving on. Jumping from school to school can be traumatic for children, especially when they don't have a home.

The Eugene P. Tone School is staffed by two teachers, an assistant teacher, a social worker, a part-time counselor, a nurse and a volunteer coordinator. Children learn quickly that the school provides more than just an education. There's plenty of food for breakfast and lunch, two sets of clean clothes and personal items like toothbrushes and combs.

The school provides child "well-care" and assistance to families in finding transitional housing and other necessities whenever possible. Fifteen to 40 volunteers help in the day-to-day operations, and the business community and church groups also assist with donations. In November and December of 1989, nearly 900 volunteer hours were logged by volunteers in direct service to the school.

"Each child and family brings a different set of needs," says Resource and Volunteer Coordinator Sandy Belair, "and we let them know that we're here for them."

The school averages between 35-40 children in class on any given day, with the average child attending for two weeks. Belair sees a tremendous increase in the number of children attending the school. "Last year we had a total of 296 children for the entire nine-month school year and 78 during the 20 days of summer school. In the first month of school this year, we had 101 children. That indicates to us an 80 percent increase in the number of homeless children."

Statistics show that families are the fastest growing segment of the homeless, with the cost of housing being one

of the primary reasons. Another reason is domestic abuse. The school is located in the Y.W.C.A. along with a domestic abuse program. "It works well for the women in the program because their children don't have to leave the building to attend school," says Belair. "Many mothers are afraid that their children will be abused or kidnapped."

Several other cities have begun similar programs in their school districts, including Seattle, Los Angeles, San Diego, Phoenix and Olympia, Washington. For more information, contact the Eugene P. Tone School Project, Y.W.C.A., 405 Broadway, Tacoma, WA 98402, (206) 272-4181.

A Coalition to Feed Hungry Children

The Maryland Food Committee joined forces with a dozen other organizations last year to form the Maryland Alliance for the Poor (MAP). After discovering that children are the number one recipient of food from pantries throughout the state, groups lobbying for low-income people, especially children, decided to unite to seek additional state funding for programs.

"We were all lobbying individually and decided that going together with a package of programs that are interrelated and important would present a stronger message to legislators," said Darold Johnson, public policy specialist at the Maryland Food Committee.

MAP advocates for all types of programs for low-income people, including housing, energy, homeless, and food and nutrition issues; however,

some programs still are not funded to the extent that MAP would like. For instance, MAP's efforts to have the state budget funds for the Women, Infant and Children (WIC) program have failed for the past two years. Also, efforts to increase the state budget for assistance to foodbanks for capital improvements, such as refrigerators, have not yet resulted in increased funding.

MAP is not discouraged, however. Says Johnson, "Forty delegates co-sponsored our initiative and we have a lot of support from other organizations as well."

Students of Hunger

The Harvest of Hope program sponsored by the Society of St. Andrew, an Episcopal church group in Big Island, Virginia, teaches students about U.S. and global hunger. Offering both week-end and week-long study retreats, Harvest of Hope has sponsored more than 50 "camps" since it began in 1985.

Students learn by doing in this unusual course, which includes gleaning fields and distributing the produce to local soup kitchens and shelters. In the afternoon, students participate in study sessions on hunger.

The Society of St. Andrew, located in western Virginia, also shares its program with other groups. "Mobile teams" have traveled to Texas, Louisiana, Minnesota, New York and Maryland to train groups to run the study retreats.

For more information, contact Harvest of Hope, Society of St. Andrew, Big Island, VA 24526, (804) 229-5956.



City-Wide 'Paint Your Heart Out' Programs Inspire Others

The "Paint Your Heart Out" program in Pittsburgh, Pennsylvania, has become a permanent fixture on the city's busy summertime calendar—right up there with the Three Rivers Arts Festival and the Regatta.

In addition, the city-wide annual event has spawned an imitator in at least one other city—Tampa, Florida—just as it was inspired by the Boise, Idaho, Paint Your Heart Out program begun in 1983. Now called "Paint the Town," the Boise program last summer organized 4,500 volunteers who painted 144 homes.

Paint campaigns like these are usually day-long events (plus prep work) that require a great deal of planning. Organizers solicit volunteers, some of whom are professional painting contractors, as well as contributions of paint, supplies and lunches.

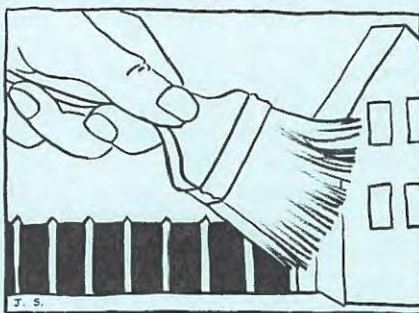
"I'm not surprised to see the program spread nationwide," said Connie Hogland, executive director of the Boise Neighborhood Housing Services (NHS). "This is a prime example of meeting a need that exists all across the country, one that can be structured through partnerships that we already know can succeed because they're the basis of the NHS concept."

NeighborWorks organizations across the country have embraced the concept of paint campaigns and other large-scale repair programs. Among these are NHSs in Casper, Salt Lake City, Reading, Savannah, San Antonio, Green Bay, Phoenix, and Colorado Springs.

Inspiration Provided at Leadership Conference

Chief organizer of Paint Your Heart Out, Pittsburgh is Richard Bruce, code enforcement administrator with the city's Bureau of Building Inspection. Bruce also is on the board of the Neighborhood Housing Services of Pittsburgh, and it was at Neighborhood Reinvestment's 1985 Leadership Conference that he first heard about the Boise NHS's very successful program.

"I liked the idea, came back, and presented it to my bosses and the mayor's representatives," said Bruce. "They liked it, too, and said to go ahead. So we



formed a committee and held the first Paint Your Heart Out campaign on July 19, 1986."

Twenty-six homes were painted in 1986, 42 in 1987, 75 in 1988, "and we're looking to do 100 in 1989," Bruce said.

The Paint Your Heart Out concept has expanded in Pittsburgh to include a "Cement Your Heart In" program, which asks cement contractors to donate cement and labor to repair or replace sidewalks in front of the homes of low-income or elderly residents.

"We did 20 sidewalks in 1988, but it hasn't been the howling success the paint campaign has been," said Bruce. "You can only do cement work with professionals, so naturally you can't recruit as many people."

Success Breeds Success

Word of Pittsburgh's successful paint program spread to Tampa Mayor Sandy Freedman, who asked local business leader Doug Lobel, president of Medical Facilities Development, Inc., to investigate the Pittsburgh program and see if it could be replicated in Tampa.

According to Lobel, "Rich Bruce was extremely helpful. He gave us exhaustive materials to review and I photocopied all of the forms they used in their program. It gave us such a head start that we'll probably catch up in one year to what Pittsburgh's done in three."

In exchange for all his help, Bruce asked Lobel and Tom Willet, co-chairman of the Tampa program, to "pass the baton" (or in this case, the paintbrush) to another city. This was to be done during Tampa's paint campaign in April 1989.

"The logistics of this program are unbelievable," Lobel said, referring to the

30 subcommittees he created to handle different aspects of the program, "but so is the community support. Everywhere I speak, I leave with fistfuls of business cards of people waiting to put together a team or donate materials.

"For instance, Webster Hall, the president of Chase Bank, asked how he could help, and I said he could raise some money for us to buy materials that can't be donated. He wrote a check for \$2,500 and asked other banks to do the same. The Tampa Electric Company and the Tampa Bay Buccaneers volunteered to purchase and serve barbeque for the paint teams.

"Never before, in all my volunteer efforts, have I had such an easy time rallying support."

Tampa's Paint Your Heart Out is also producing a ripple effect, resulting in benefits far greater than spruced-up homes, Lobel added. "Our program will get Webb Hall, and others like him, into the inner-city areas they never enter, where they'll find out that people are not living there of their own volition. Their circumstances are difficult, but they're nice people."

Benefits Outweigh Effort

Connie Hogland agrees that the benefits of organizing a paint campaign far outweigh the work involved. "Sure it's a lot of work, especially in the first couple of years," she said, "but we are absolutely reaping the benefits."

Whether organized by an NHS, by a city administrator or by volunteers, Paint Your Heart Out programs have mass appeal and elicit widespread support. Steven P. Roberts, executive director of the Pittsburgh NHS, said that although he worried that a city-wide approach might dilute the effects of the campaign, "we think the city has done a great job with it, and it's a super program."

Pittsburgh Mayor Sophie Masloff, who wielded a paintbrush herself in last year's campaign, had this to say about the program:

"The spirit generated by the Paint Your Heart Out, Pittsburgh program fosters an overwhelming tribute to the partnership between the city, corporate entities and thousands of volunteers, all pulling together to lend a hand at improving the quality of life in our neighborhoods."

THE MECHANICS OF A SUCCESSFUL PAINT CAMPAIGN

The Boise NHS has produced a Paint Your Heart Out booklet that can provide a solid foundation for planning a paint campaign. Copies can be ordered by writing to the Boise NHS, 1101 North 28th, Suite C, Boise, ID 83703.

Richard Bruce cites the following tips as being especially important for creating a successful volunteer paint program:

- Secure the support of co-sponsors. These include the mayor's office, the chamber of commerce, any housing councils or associations, neighborhood groups, homeowners associations and government agencies.

- Have clear eligibility guidelines. State clearly on all outgoing materials and in all interviews that the campaign is designed to assist low-income, elderly, and disabled homeowners. Qualified homeowners can be identified by neighborhood organizations, business leaders or interested residents.

- Evaluate eligible homes. (In Pittsburgh, houses could be constructed of any material, but houses with aluminum siding, brick or insulbrick exteriors were not painted unless a professional painter was willing to supervise the job. The homes also needed to be located within the city, be single-family residences, be in fair condition to make exterior painting worthwhile, be no more than two stories in height and situated on a lot that enabled easy access to heights from all sides of the structure.)

- Utilize the mayor's office as much as possible. Mayors in both Pittsburgh and Tampa climbed ladders and wielded paintbrushes. In addition to these well-publicized gestures, both mayors signed letters to volunteers and to private sector donors asking for and thanking them for their donations of time and materials.

—Reprinted by permission from the spring 1989 issue of *Stone Soup*, a publication of The Neighborhood Reinvestment Corporation.

Volunteers 'Stop Child Abuse Now'

Bleeker Strand is doing something about the estimated two million children who are abused each year—she's volunteering to counsel families through an award-winning program called Exchange/SCAN (Stop Child Abuse Now). The Exchange Club Child Abuse Prevention Center of North Carolina developed the program in 1981 to address child abuse and neglect cases in Forsyth County. Last year, the program received one of four 1989 Leadership Awards given each year by the Sara Lee Foundation in recognition of "innovative leadership in improving life for the disadvantaged in communities where Sara Lee Corporation divisions have facilities."

Exchange/SCAN trains its volunteers as "lay therapists" to provide in-home counseling and parenting information to troubled families. The volunteers also help end feelings of isolation by visiting the parents in their homes and making themselves available by telephone. In more than 95 percent of Exchange/SCAN cases, there is no recurrence of abuse. This compares to a na-

tional norm of only 50 per cent.

"The issue of child abuse is one that really concerns people," says George M. Bryan, Jr., Exchange/SCAN executive director. "The program enjoys a large pool of volunteers who commit for long-term relationships. Past experiences often stimulate people to volunteer, but Exchange/SCAN also has many volunteers who are studying in this field or exploring a career."

Volunteers undergo an extensive training session that covers all areas of abuse: physical, sexual, emotional and neglect. The lay therapist volunteers, called "parent aides," spend a minimum of four hours a week working with a family and are available 24 hours a day if necessary.

Bleeker Strand, a mother of three children and a part-time bookkeeper, wanted to volunteer a few hours a week. She became a parent aide, she says, because she enjoys her own children so much and wants other people to learn how to enjoy theirs.

"Child abuse is a cycle that abusers learned as children," she said. "And to



Mary Hagen (rt.), volunteer parent aide, works with a mother and daughter through Exchange Club/SCAN Child Abuse Prevention Center of North Carolina. The parent aide program sends trained volunteers into homes of troubled families to teach effective parenting.

break that cycle, we need to show them that parenting is a blessing and can be fun."

Strand's first assignment was to help a single, 30-year-old mother with two boys ages five and one. Strand believes that the mother really wanted help because she told her older son to tell the truth if anyone questioned him about his bruises. Over an 18-month period, Strand has weathered some bad times with the family, including several suicide threats.

"Every volunteer goes through a period with each family that has a certain amount of responsibility you have to carry," she said, "but you always have someone higher up than you, like George Bryan, who can help you. You just have to continue to give love and laughter and support, because many lacked this for most of their lives."

The family is now doing well enough that it is no longer an official case. Strand still continues to see the family members on a weekly basis and has become good friends with them. In March, she will be starting a new case and is looking forward to helping another family.

Over 700 cases of child abuse and neglect are reported in Forsyth County each year. According to Bryan, most of

the families participating in Exchange/SCAN are referred by the courts or social service department, although a third are self-referrals. In 99 percent of Exchange/SCAN cases, the parents were abused or neglected as children.

Due to Exchange/SCAN's success, satellite programs have been started in two other North Carolina counties, and recently the organization helped start similar programs in Davidson County, North Carolina and Lynchburg, Virginia.

The \$25,000 Leadership Award grant from the Sara Lee Foundation will be used to develop a therapeutic treatment service for victimized children and a group treatment program for sexual offenders.

"Our hotline calls indicate sexual abuse is a growing problem, yet there's nowhere to refer offenders for help," Bryan said. "Our plan is to implement a counseling program that should pay for itself eventually through court referrals."

"An important part of preventing child abuse is letting people know what child abuse is and how to get help," so another use of the grant will be to launch a publicity campaign for Exchange/SCAN services.

In 1990, Exchange/SCAN will serve more than 80 families with intensive

home-based therapy and parenting classes, and nearly 400 calls are expected on the 24-hour child abuse hotline.
—Cindy Vizza

A Big Brother Learns the Meaning of Volunteering

By Eric Januzelli

In college, I wondered about the value system in this country. Everyone out for themselves. People not caring about people. I thought about how to make the world better, but I never acted.

Then, about a year ago, I became a Big Brother for the Ithaca Youth Bureau in Ithaca, New York. I always wanted to help children, but I didn't have time. I resolved it was time to make time.

I quickly discovered being a Big Brother wouldn't be like being a blood brother. Sherman, my brother, didn't receive any attention from his family. Listening was a foreign term in his house, though yelling and screaming were part of the *de rigueur* vernacular. Although most of the children in the program came from broken homes, Sherman had both parents. He just didn't receive the care and love needed by a 10 year-old. Not exactly an emotional superman, I was supposed to change that.

I was relieved when I met Jenifer, my youth bureau counselor. She helped tremendously because she listened. She was interested in even the most minor detail about Sherman. Talking to Jenifer helped resolve my relationship problems not only with Sherman, but with others as well. Having counselors assisting volunteers is an invaluable asset to any program.

It was difficult understanding Sherman, since he had needs and desires I had never experienced. I had to probe to discover his feelings. He enjoyed himself with me, but he didn't have many friends. My goal was to give him confidence to enjoy life on his own.

I forgot the knowledge level of a 10 year-old. Though I couldn't believe how much he knew about sex and drugs, his street information wasn't



A woman who has been abused and endangered by her spouse can find help and security at The Center For Women In Transition in Holland, Michigan—another Sara Lee Foundation 1989 Leadership Award winner.

flawless. We discussed these topics like father and son—not a situation I was used to. There were days when we clicked, but there were others when I wanted to give up.

I wasn't the only one who wanted to give up. Sherman had a self-esteem problem evidenced when he broke a glass in my apartment:

"God, I am so stupid," he said. "I can't do anything right. I'm such a loser. I guess I was born to screw up."

Not being a philosopher, I didn't know the "right" way to respond. I wanted to make sure he knew a broken glass shouldn't induce trauma, so I later broke a glass on purpose and made it look like an accident.

"See," I said. "The world didn't end and now I don't have to look at my roommate's Giants glass anymore."

He laughed and although I told him that he shouldn't make glass-breaking a hobby, he understood everybody makes mistakes.

Sherman and I went to ball games, bowling alleys and video arcades. He had fun; a novel experience for him. We continued for several months on a "buddy" level; we were friends, but I felt like little more than an entertainment center. I didn't think I mattered any more than an ice cream cone.

Just when I thought I wasn't making progress, Sherman's mother convinced me otherwise:

"You're the greatest thing that's happened to him. He talks about you all the time. He's always saying, 'When's Eric coming over?' It's like you're his reason to live. I don't know what we'd do without you."

I almost fell over. I never thought I could mean that much to someone. I realized then what Big Brothers and volunteering were all about. No gift or award ever made me feel that special. I was elated. I was shocked. I was crying.

Sherman later confirmed what his mother said which made me feel even better. I began to ask Sherman about his life outside of our relationship. I received a clearer picture of his home life and was better able to respond to his needs.

Sherman began to open the invisible door to his inner self. If we weren't together on a weekend, he left messages on my phone machine about how he couldn't wait to get together and how

much he loved me. I was always overwhelmed by his affection. It's easy to take your spouse or better half for granted because you expect their affection. With Sherman I never expected it, but always received it. I finally had a real relationship with him.

We spent every weekend together for three months until I graduated. When I left school I left Sherman. It was both an agonizing and joyous good-bye. A year ago Sherman was scared of life and sought refuge in our Saturdays. Now I felt assured he could make it on his own. He possessed the self-confidence to give himself a fighting chance.

We both cried on the last day. I never thought I would become so attached to Sherman. I was wrong. It was the most fulfilling experience of my life. I learned about loving and being loved. We still write to each other and I make sure to stop by when I visit Ithaca on alumni weekends.

I derived as much benefit from volunteering as Sherman. I felt needed for the first time in my life. I initially was skeptical of volunteering because I didn't think one person could make a difference.

Then I heard Peter Gabriel, while he was on the Amnesty International Human Rights Now tour, say if one person was helped by Amnesty, the tour was a success. I understand that I can't save a nation myself. However, one person can make a nationwide difference. M.A.D.D. (Mothers Against Drunk Driving) was started by one woman. One person making a difference: That's the concept behind volunteering.

The emotional rewards of volunteering are inexplicable without first-hand knowledge. I cherished the opportunity to have an impact on someone's life. I didn't solve Sherman's problems in a year, but I witnessed visible progress in his emotional development.

Since I can't be with Sherman now that I live in Valley Forge, I am involved with the Philadelphia Youth Service Corps. I am a volunteer tutor and will soon be involved in their mentoring program. This program is similar to Big Brothers, though its assistance is focused on inner-city high school drop-outs.

Volunteering helped Sherman. Volunteering helped me. Volunteering is now an integral part of my life.



At Merricat's Castle, an Association to Benefit Children (ABC) program, 25 to 30 disabled, homeless or terminally ill children are mainstreamed with 50 to 60 healthy children in a unique day-care environment. ABC is one of four recipients of the Sara Lee Foundation's 1989 Leadership Award.

Research

IS Reports Independent Sector, Private Support Continue to Grow in Third Biennial Profile

By INDEPENDENT SECTOR

INDEPENDENT SECTOR is a coalition of 700 corporate, foundation and voluntary organizations whose mission is to encourage giving, volunteering and not-for-profit initiative to better serve people, communities and causes.

The independent or nonprofit sector, and its support from private giving, continues to grow, according to *Dimensions of the Independent Sector*, compiled by Virginia Hodgkinson, Ph.D., and Murray Weitzman, Ph.D., and recently published by INDEPENDENT SECTOR in Washington, D.C. *Dimensions*, the third biennial profile of the independent sector of American society, looks at the independent sector in relation to its place in the United States economy, and the sources of support and uses of its resources. The base years of observation used in this report are 1977 through 1987, and also includes estimates for earlier years.

According to this latest edition, the independent sector in 1987 had annual funds totaling about \$327 billion, a 186 percent increase from 1977 when the annual funds equalled \$114 billion. Sources of the annual funds consisted of 27.3 percent from private contributions; 38.6 percent from dues, fees and charges; 7.9 percent from other receipts including endowment and investment income; and 26.1 percent from government resources.

Dimensions reports that these funds,

supporting the independent sector, grew the fastest between 1977 and 1982 (86 percent), a period of substantial inflation, compared to the period between 1982 and 1987 (54 percent). The share of total annual funds from government peaked at 27.0 percent in 1982, then declined to 26.1 percent in 1987. Dues, fees and charges increased from 36.4 percent in 1977 to 38.6 percent in 1987. At the same time, private contributions declined from 29.6 percent of total annual funds in 1977 to a low of 26.2 percent in 1982, and then increased to 27.3 percent in 1987. Also in 1987, funds from government as a share of total annual funds were lower than private contributions for the first time since 1977.

According to *Dimensions*, the independent sector in 1987 consisted of 907,000 organizations. These groups include tax-exempt voluntary and philanthropic organizations, such as schools, hospitals, social service organizations, advocacy organizations, civic/social/fraternal organizations, arts and cultural organizations, foundations, and religious institutions, such as churches, synagogues and mosques. The sector represented 4.2 percent of all institutional entities in 1987, a decline from 4.6 percent in 1977.

"Overall, by 1987, the independent sector had 5.8 percent of total national income, the same share it held in 1982," said Dr. Hodgkinson, vice president for

research at INDEPENDENT SECTOR. "This represented a stable level of its share in national income after a slight decline in 1984 to 5.7 percent but revealed a cessation of the growth typified in the years from 1977 to 1982 when the independent sector increased its share of total national income from 4.9 percent to 5.8 percent."

According to Hodgkinson, these figures include the value of volunteer time, which increased from \$32.7 billion in 1977 to \$86.5 billion in 1987 (2.3 percent of national income).

Giving and Volunteering on the Rise *Dimensions*, which looks at trends in total private sources of support for the independent sector, including trends in giving, volunteering, foundation giving and corporate contributions, reports that total private contributions for 1987 equalled \$97.8 billion. (It rose even further in 1988 to \$104 billion, according to *Giving USA*). It represented 2.68 percent of national income in 1987, only slightly less than the peak of 2.70 percent in 1986. This reflected a steady increase in contributions since 1978 and 1979, when contributions had declined to a low of 2.07 percent. These were the highest percentages in contributions as a proportion of national income since 1963 when it was 2.64 percent.

According to *Dimensions*:

- Approximately 90 percent of gifts came from living persons and personal bequests. Per capita individual giving in constant (1982) dollars peaked at \$281 in 1987. As a percentage of personal income, individual giving rose from a low of 1.77 in 1978 to a high of 2.16 in 1986, the highest it had been since 1963.
- Per capita individual giving in constant dollars had its highest growth rate in three decades. During the 1980s, per capita giving in real terms increased 35 percent from 1980 to 1987 in constant (1982) dollars, compared with 10 percent during the decade of the 1970s, and 19 percent during the decade of the 1960s.
- In 1987, 71 percent of households contributed an average of \$790 or 1.9 percent of household income.
- Estimates in giving from households show that in 1987, the 60 percent of households with incomes of \$30,000 or below gave 48 percent of the total contributions. The 40 percent of households with incomes above \$30,000 gave 52 percent of total contributions.

Volunteering on the Rise

The study reports that giving of time has also been on the rise. In 1987, 80 million Americans 18 years of age or older reported volunteering an average of 4.7 hours per week, totaling 19.5 billion hours for the year. They represented 45 percent of the population 18 years of age or older. The estimated value of volunteer time in 1987 was \$150 billion, excluding informal volunteering, such as babysitting for a neighbor.

According to *Dimensions*, the incidence of volunteering has a direct relationship to contributions. In 1987, respondents who reported household contributions, but did not volunteer (32 percent of households) reported donations averaging \$489, or 1.3 percent of household income. Respondents who reported household contributed and volunteered (40 percent of households) reported contributions averaging \$1,021, or 2.4 percent of household income.

Concern Over Decline in Social Services Subsector

Most subsectors of the independent sector grew faster than the rest of the economy from 1977 to 1982, then grew slower than the rest of the economy between 1982 and 1984. Between 1984 and 1987, the sector grew at nearly the same rate as the rest of the economy. Essentially in 1987, the sector had rebounded to its 1982 position.

During the slowdown in growth rate of total annual funds in most subsectors, the social and legal services—which took the bulk of cutbacks in federal funding during the early 1980s—revealed the most substantial changes in trends in funding, employment, and current operating expenditures. Between 1977 and 1984, this subsector's share of total annual funds as a percentage of total funds for the independent declined from 10.2 percent in 1977 to a low of 8.6 percent in 1984, then increased its share to 9.1 percent in 1987. Over this period, government support as a proportion of this subsector's total annual funds steadily declined from 54.3 percent to 41.4 percent. Private contributions as a proportion of its total funds increased from 31.9 percent in 1977 to 38.7 percent in 1987.

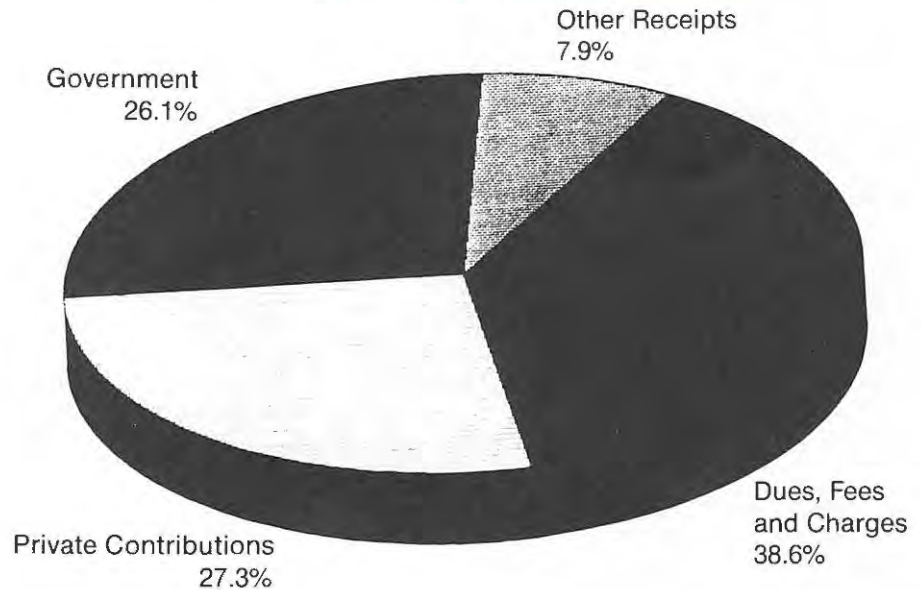
In 1977, the social services subsector had nearly one-quarter of its funds in reserve; by 1987, the reserve was down to less than one percent, down even further from four percent in 1984 when this trend was first reported.

"This trend is disturbing because it reflects the continuing inability to secure funds for purposes other than current operating expenditures," said Dr. Hodgkinson. "This drawdown on reserve funds is an indication of the increasing fiscal restraints on social services, while federal support as a proportion of its annual funds continues to decline and the sector

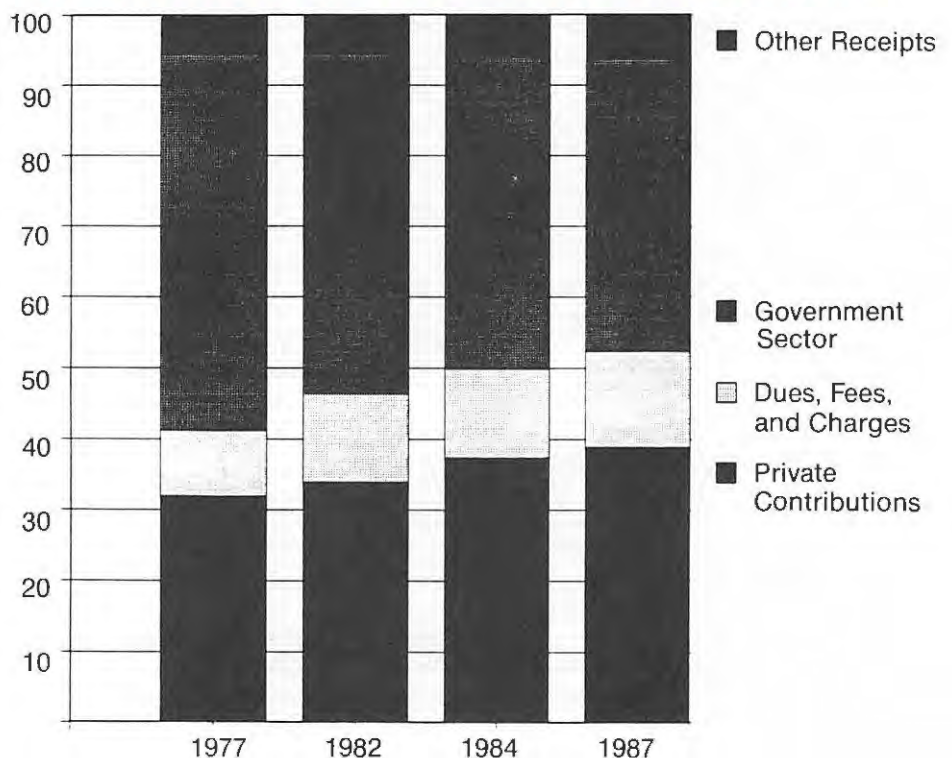
continues to grow. Should there be a major downturn in the economy as a whole, without infusion of new resources, this sector would not be able to meet existing and increased demands."

To obtain a copy of *Dimensions of the Independent Sector*, see listing in the Tool Box section of this magazine. ■

SOURCES OF ANNUAL FUNDS — 1987 (Total = \$327 billion)



SOURCES OF FUNDS IN SOCIAL AND LEGAL SERVICES



VOLUNTEERING IN TIMES OF DISASTER

By Cindy Vizza

"If you need relief assistance or can volunteer to help in relief and clean-up efforts, call the Volunteer Center at 423-0554." (Message broadcast following the Loma Prieta Earthquake, Santa Cruz, California, October 17, 1989.)

Natural disasters can strike without warning and devastate entire communities within minutes. On November 28, 1988, a tornado touched down in Raleigh, North Carolina. Hurricane Hugo hit South Carolina on September 21, 1989, and several weeks later the Loma Prieta Earthquake rocked California.

During a natural disaster, people pull together to help their neighbors. Volunteers play a crucial role following a disaster, and organizing those volunteers becomes one of the greatest challenges to a Volunteer Center. The experiences of the Volunteer Centers—sometimes chaotic, sometimes well-orchestrated—illustrate that it makes sense to plan for emergency situations before a disaster strikes.

Of the sampling of Volunteer Centers interviewed for this article, only the Volunteer Center of Santa Cruz County, California, had a disaster management plan. Director Karen Delaney attributes their readiness to react to the October 17 earthquake to lessons learned more than seven years ago. "After the mudslides in 1982, we got together with the county and became a part of its overall disaster management plan," she said.

Cindy Vizza is a contributing editor of VAL.

In this plan (see sidebar), the Volunteer Center is a key player in official relief efforts. Immediate access to the disaster command center is the most obvious benefit. Accurate information from the official source and support from the emergency communications system made it possible for the Santa Cruz Volunteer Center to begin broadcasting telephone numbers for people to call to volunteer or to request help.

"Within two hours after the earthquake, we were broadcasting our telephone number," says Delaney. "Within two days, we had the phone company install ten additional lines to handle the incoming calls, and we borrowed eight cellular telephones from the emergency communications system for outgoing calls."

During the ten days following the earthquake, the Volunteer Center handled an average of 200-300 volunteer referrals during weekdays and 600 on weekends. Some of the things that helped in sending the volunteers where they were needed included:

- Apple Computer, Inc.'s donation of several Macintosh computers—preprogrammed for disaster management—and the staff to assist in getting the system operational, and
- Daily staff visits to major sites, such as shelters, foodbanks and Federal Emergency Management Agency (FEMA) centers to find out volunteer needs.

Volunteers Offer Assistance, Add to Chaos—Initially

In San Francisco, the Volunteer Center's director was out of town and Program Co-

ordinator Rob Stengel handled the crisis. Unlike Santa Cruz, this Volunteer Center could not respond to the disaster as quickly because of various problems. For instance, it took several days before electricity and telephone service were restored to the Volunteer Center's office. Once staff returned to work, they faced the time-consuming task of compiling a list of their agencies that would be involved in disaster relief.

Lack of the means to communicate in the areas hardest hit by the quake made it difficult for Stengel and his staff to assess each area's special needs and to dispatch volunteers immediately. Once telephone service was restored, the Volunteer Center was inundated with calls from people wanting to help.

"Our first need for volunteers was to answer the telephones at our office," said Stengel. "Once the calls were under control, our priorities turned to placing volunteers with shelters run by the Red Cross and at FEMA centers."

The San Francisco Volunteer Center and the other Bay Area Volunteer Centers attribute the large volume of telephone calls in part to a volunteer recruitment program implemented more than three years ago.

The Volunteer Centers, along with KRON-TV, are partners in "That's What A Friend is For," a media campaign that matches volunteers with Bay Area needs. One feature of the program is an area-wide "800" number, which is the first point of contact for individuals wishing to volunteer. After the earthquake, KRON-TV and other media organizations broadcasted

this 800 number, encouraging volunteers to call. They recorded nearly 11,000 calls during a 10-day period. In addition, each of the Bay Area Volunteer Centers received calls from volunteers at their individual offices.

"We were very lucky to have the 800 number in place prior to the earthquake," said Loyce Haran, executive director of the Volunteer Center of San Mateo County. "It allowed us to coordinate our efforts with the Volunteer Centers in the Bay Area, and put us in a good position to refer volunteers."

In Marin County, one of the areas which didn't experience much quake damage, Tina Cheplick found many willing volunteers—some 800 during the first week—but faced a different obstacle.

"For us, transportation was a major problem," said Cheplick, executive director of the Marin County Volunteer Center. "We had volunteers, but only limited ways to get them where they were needed. We also began to see that the Volunteer Centers circling San Francisco needed to join together and cooperate."

Two weeks after the quake, Cheplick, colleagues from other Bay Area Volunteer Centers and the Junior League of San Francisco, worked together to identify the needs of agencies in the region. The groups developed a Volunteer Needs Bank, a temporary organization which recorded and disseminated—via fax machines—agency needs to local Volunteer Centers. Through this network, area Volunteer Centers were able to get the resources to where they were needed fast. According to Cheplick, the network is in place for another disaster, and in conjunction with the Junior League, the Volunteer Center is developing a model plan.

Silicon Valley to the Rescue

In San Jose, the Volunteer Exchange Executive Director Siobhan Kenney experienced a similar outpouring of volunteers and had a similar problem as the Bay Area Volunteer Centers in handling the volume. With the help of Apple Computer, Inc., a prototype database was developed to identify volunteers by geographic location, skills, language ability, access to heavy equipment and transportation, and other specific categories relative to a disaster. Within three weeks, a bank of approximately 1,800 people was compiled. The database software was shared with other agencies involved in volunteer coordination, including Volunteer Centers in San Mateo, Alameda, Santa Clara, and

Santa Cruz Counties. Apple Computer also provided computers and technical and support assistance in setting up the systems elsewhere.

Losing Your Office and Records

Other Volunteer Centers needed to cope with the loss of an office or access to their files and records. After the California earthquake, The Volunteer Centers of Alameda County, Inc. needed to develop alternative locations and operations for its



A volunteer helps to field one of the 1,400 phone calls to the Santa Clara Valley Chapter of the American Red Cross in the first few days following the earthquake.

Oakland Center staff and volunteers after the earthquake because the office could not be used for nearly a week. Its Santa Cruz satellite office was destroyed, and another took two weeks to repair.

Leslie Davis is the director of the Voluntary Action Center-Trident United Way in Charleston, South Carolina, the area most devastated by Hurricane Hugo. Though Davis tried to prepare her office in advance of the storm, the Volunteer Center sustained major damage.

"We lost all records for volunteers and potential volunteers," says Davis, "and that hurt the most because I always felt that my records were safe." All of the Volunteer Centers' books, papers and many computer diskettes were lost. Fortunately, by covering her computers well, the Volunteer Center saved its hardware.

Davis notes that volunteer programs in Charleston have lost 25 to 30 percent of their volunteers, "partially because people are busy with their own clean-up efforts and partially because they haven't been contacted to volunteer."

The loss of data was not the only problem the Charleston Voluntary Action Center was faced with. Because the agency was not an "official player" in the disaster management plan, it took a week before the Volunteer Center was recognized as the valuable resource it became.

Overall, 24 counties and 90 percent of



Red Cross relief volunteers feed local residents and other emergency relief workers at a mobile feeding station at Redwood Estates in the Santa Cruz mountains.

Photos by Angela Carillo (bottom) and Bridget M. Scullion, Santa Clara Valley Chapter, American Red Cross

the population in North Carolina and South Carolina were affected by the hurricane, with three Charleston counties among the worst hit. Each county operated its own emergency operations center (EOC), setting up a volunteer desk to handle needs and volunteers. The Volunteer Center, however, was not part of that operation. At first, it passed along agency needs for volunteers to the official volunteer desk set up by the county. But after a week, the Volunteer Center offered to begin handling the calls, which averaged 300 to 400 daily requests for assistance and only 100 calls per day from people wishing to volunteer.

"In many communities, neighbors helped each other to get back on their feet," said Davis. "Those people who normally associated with each other, worked together to get their neighborhoods cleaned up. People didn't need to ask where they could help. It was obvious."

After closing the EOC, the city established "Heartline," a temporary agency to send volunteers to homes of people needing assistance in clean-up and repair efforts. "Direct service to individuals is not really what the Volunteer Center wanted to do, so this program filled the bill nicely," said Davis. This program ended on December 1, and calls to volunteer or to request volunteer assistance are now referred to various agencies by the Volunteer Center.

"It took a couple of months to get formal volunteer groups organized," said Davis, "but now there are some church and community groups that have evolved to help in our continuing efforts to get Charleston back to normal."

Joint Efforts Ease Confusion

In Charlotte, North Carolina, Lisa Martinez, director of the Volunteer Center of United Way of Central Carolinas, Inc.,

found her agency taking a lead role, along with the city and several other organizations, following the storm.

During the first week, the City of Charlotte started "Hugo Hotline," a disaster relief referral service, and the United Way had the role of deciding how to handle the calls. After the first week, United Way's information and referral agency, First Call For Help, replaced Hugo Hotline.

Responding to needs and calls from volunteers largely became a joint effort among the city, United Way's Volunteer Center and First Call For Help, the Red Cross and the Independent Order of Foresters (a fraternal benefit insurance company). For example, Charlotte is known as a city of trees, and the hurricane destroyed many of them, littering the streets with debris. The Foresters responded by sending work crews of their own employees to take care of the tree damage. When the needs became greater than the em-

TALES OF CARING

"I couldn't imagine not helping when I had the resources to do so," said Tracy Gentry, a small business owner in Watsonville, California, near the epicenter of last fall's earthquake. Her catering business was located in a renovated hotel that had been converted to senior housing.

When the earthquake hit, Gentry and her business partner (her mother) helped evacuate the less mobile residents. After relocating to a safe place, Gentry began caring for the more than 80 senior citizens by preparing food and gathering blankets and towels.

"I lost 80 percent of my business during the last two weeks of October," Gentry said, "but I had plenty of food from the conventions that never took place and a trailer barbeque to prepare it." Gentry also set up coffee stations for the volunteers and police working in the area and gave additional coffee makers to the Red Cross.

"Tracy is representative of all the volunteers that helped during the earthquake," says Diana Hanson, manager of Community Relations for JC Penney in the Greater Bay Area. "She saw a need that she could fill—

no one had to ask her." Hanson, who serves on the state board of directors for the California Volunteer Centers, notes that support to disaster victims came from all types of people and organizations nationwide. JC Penney was among the many corporations that assisted in relief efforts.

By overnight delivery, JC Penney shipped 2,000 blankets to Santa Cruz, California, one of the hardest hit areas. Stores across the country set up containers to collect Christmas gift donations to be sent to Santa Cruz and, whenever the Volunteer Center asked for assistance in its "Adopt-A-Family" Christmas program, JC Penney provided supplies, gifts, toys and clothing for 120 Santa Cruz families.

Another corporation that provided tremendous support to the Volunteer Centers and Red Cross Chapters is Apple Computer, Inc., which loaned 21 Macintosh computers, developed software and provided technical and support people to help with the large volume of volunteers needing referrals.

"It was a tremendous contribution," said Loyce Haran, executive director of the Volunteer Center of San

Mateo County. "They not only provided the computers and software, but also sent their own staff to help get the database set up."

Denise Davis helped to organize volunteers at a foodbank—a Volunteer Center referral. The first thing she observed was the large outpouring of volunteers. Said Davis, "There were so many bodies I could see that helping to organize them was where I could be of the most help."

Ron McRobbie also contacted the Volunteer Center to see how he could help. At first, he conducted on-site assessments for the Volunteer Center at the foodbank. Soon after, however, he began working with foodbank staff, Davis and other volunteers to coordinate an airlift. "Events were intense," said McRobbie. "The foodbank staff and volunteers collected and processed food, Ham and Charlie organized the pilots, Denise and I served as liaisons to outside parties. Everyone was anticipating and every vacuum was filled."

"The spirit of the emergency was amazing," said Gallagher. "No one said 'no' and everyone asked, 'What else can I do to help?'"

ployees could handle, the Volunteer Center referred volunteers to work with the Foresters.

United Way determined that it would provide assistance primarily to elderly, low-income or single-parent families. The city's social work office assisted by identifying individual and family needs. The Volunteer Center was responsible for matching volunteers to the needs and required additional temporary telephone lines to handle requests. In addition to the telephone requests for help, the Volunteer Center provided volunteers for county operations such as shelters and foodbanks and to the Red Cross.

During the first week after the hurricane, more than 1,000 volunteers delivered meals and provided assistance with transportation and clean-up. According to Martinez, more volunteers are still needed and additional recruitment efforts are being undertaken. In November, Martinez sent letters to corporations requesting teams of five employees to help with clean-up efforts.

"We've suffered a loss of momentum with volunteers," says Martinez. "We still have 2,000 cases requesting clean-up help. Recently we placed a half-page ad in the newspaper requesting volunteers," said Martinez, "but only ten people responded. That's a big difference from the 100 calls we received from people in one hour on the first day after the hurricane."

Stephen Dudek, director of the United Way of Wake County Voluntary Action Center in Raleigh, North Carolina, forewarned Martinez that maintaining a pool of volunteers for disaster clean-up would be difficult. A tornado devastated Raleigh in November 1988, and Dudek recalls the weeks following the disaster.

"We received loads of help, warm hands and hearts as long as we were in the news," says Dudek. "But the minute you're out of it, it slows."

"My advice to Lisa was to keep the media informed and ask for help for the long-term. As long as you handle the media professionally up front and let them know that people will still be hurting after the disaster is no longer a front page story, they'll cooperate," says Dudek.

Though the loss of trees is the only reminder of the tornado in Raleigh, Dudek vividly recalls the devastation and the initial rush to organize agencies, people and resources.

The tornado hit during the night and by morning the television stations were broadcasting the United Way's telephone

number. Working together with the Red Cross and Salvation Army, a plan was set in motion to address the various needs of the community with the Voluntary Action Center handling the telephone calls. The Voluntary Action Center set up a database

to record every volunteer call received—some 692 the first three days.

"The automation made it possible to keep up with the volunteers and requests for help," says Dudek. "Raleigh is a community that takes care of its own. In this



Volunteer workers map out strategies for tree and debris removal project, coordinated by United Way of Central Carolinas, Inc., and the Independent Order of Foresters during last September and October. United Way took over the operation after November 1.



Fort Bragg soldiers cut trees during their volunteer visit to Charlotte, N.C. in aftermath of Hurricane Hugo. Fifty soldiers helped clear trees and debris from properties of elderly, disabled, and low-income people in early November.

Photos by Scott Wharton, United Way of Central Carolinas, Inc.

INDIVIDUAL EFFORTS IN TIME OF DISASTER

Individual volunteer efforts highlight the commitment and generosity of people following a natural disaster. Christopher Baca, a photography student, was waiting at the door of the San Francisco Volunteer Center when Rob Stengel, program coordinator, first returned to the offices following the earthquake. Baca played a key role that first day at the Volunteer Center as no other staff member or volunteers made it to the office.

Using agency lists and a Volunteer Center directory, Baca spent much of his time calling agencies to log their needs and contacting other Volunteer Centers for assistance.

"I feel that I was very fortunate that nothing happened to me and my home," said Baca. "I had been downtown and had seen a brick building collapse on people. The least I could do was help others in my spare time."

That feeling of wanting to help in whatever way they could was something that Baca saw a lot of at the Volunteer Center. "The phones kept on ringing with people wanting to volunteer," he said "Sometimes they requested to volunteer at the Marine Middle School [the primary shelter for people in the Marina District who had lost their homes], but mostly people just rallied together to do what was needed."

The individual efforts of volunteers are both diverse and essential. Whether it's removing debris from a crumpled neighborhood, serving meals to people who have lost their homes, or helping people fill out insurance forms, people get involved in times of disaster with numerous acts of kindness and generosity. Here are a few more examples of volunteers who helped following the earthquake:

■ Donna Wolf gathered three fellow accupressurists and worked to relieve the tension of Red Cross, National Guard, and FEMA personnel in Santa Clara County.

■ Tim Bryan, on loan from the *San Jose Mercury News*, helped repair a water station and restore electricity at Redwood Estates, relocated businesses in Los Gatos, repaired homes

in Santa Cruz, and repaired heating systems in Watsonville.

■ Sharon Beckler helped organize and worked with a group of mental health counselors sent to assist Santa Cruz Red Cross shelters.

■ Francisca Reardon, stationed at an air force base in Sunnyvale, traveled to Watsonville to work as a translator in FEMA offices, explaining the process and completing forms for Spanish speaking homeless.

■ Ed Abalateo, of the California Conservation Corps, coordinated young people working at a San Jose warehouse, sorting clothing and food and making deliveries.

■ Elizabeth Arrington provided leadership to more than 200 Apple Computer volunteers who designed and supported a volunteer management database used by Volunteer Centers and Red Cross Chapters throughout the Bay Area.



Photo by Angela Carillo

Red Cross volunteer assists Hugo victim at the Disaster Service Center located in the United Way of Central Carolinas' auditorium during late September, immediately after Hurricane Hugo hit Charlotte area.



Photo by Scott Wharton

Jim Lanning, Red Cross mobile feeding volunteer, delivers hot food to earthquake victims in the Santa Cruz mountains.

instance, it was somewhat unique in that our upper-middle class community was the main victim of the tornado and it was our economically disadvantaged who turned out to help."

Overwhelming Response

Pride and optimism override feelings of frustration and exhaustion on the part of Volunteer Center staff interviewed for this article. Despite the fact that both earthquake and hurricane relief efforts are far from over, each individual managed to

see a bright side to handling a catastrophic event: the tremendous outpouring of people helping people.

Rob Stengel of the San Francisco Volunteer Center said, "The cooperative effort among the agencies—the Volunteer Center, Red Cross, Salvation Army and City—was amazing. At no time was there ever a greater sense of community."

Even though Volunteer Centers see the generosity of people every day, in times of disaster, the large numbers of volunteers seem overwhelming. Said Leslie Davis,

"The Charleston military and national guard were fantastic volunteers. Teachers called to help because schools were closed for three weeks. Many state government employers released staff to help FEMA, the Red Cross and Salvation Army. Church and community groups organized. You can't believe the outpouring of support at first. It's a wonderful feeling."

Stephen Dudek agrees, "We see good news every day, but to see it on this scale is incredible!" ■

GROUP VOLUNTEER EFFORTS

Sometimes it was a group of people with a common interest that collaborated with others to perform a major relief service. In Marin County, California, Charles Gallagher, an aircraft insurance businessman heard of an airlift organizing out of Concord, California. After finding out more details, Gallagher suggested to colleague Hampton Kirchmaier, an aircraft broker, that they organize a similar effort from Marin County. Within 48 hours, 54 planes were ready for takeoff, carrying more than 28,000 pounds of food, clothing and supplies to Watsonville, a hard hit area. More than 20 volunteers organized this airlift operation that involved hundreds of volunteers.

They worked out the details with the local foodbank in Marin, and the media assisted in efforts to collect additional supplies. A telephone tree, started by Gallagher and Kirchmaier, resulted in more than 100 pilots volunteering to participate in the airlift, many from the Ninety-Nines, a women's pilot association founded by Amelia Earhart. Volunteer Flight Coordinator Jim Richmond secured Federal Aviation Administration clearance and flight plans, and the Army granted permission to use Hamilton Air Force Base as the staging area.

Kirchmaier credits the success of the airlift to the many people who volunteered. "Most people felt so lucky after the earthquake that we wanted to do something to help," said Kirchmaier. "The effort required the collaboration and coordination of a number of people."

Gallagher credits Hampton Kirchmaier as instrumental to the entire effort. "Without him, I wouldn't have attempted it." Gallagher also has high praise for the many volunteers. "Everything was so well coordinated . . . the volunteers at the foodbank were superb."

* * * * *

Associations also provided assistance to the disaster areas. In Raleigh, North Carolina, the Young Lawyers Association offered free legal advice to victims of the tornado; the North Carolina Psychological Association provided free counseling; a local PTA arranged work crews to help in clean-up efforts; and the Homebuilders Association recruited and organized work crews.

Volunteer groups from as far away as Minnesota traveled to Charlotte, North Carolina to help with Hurricane Hugo relief efforts. They were joined by such diverse groups as Amish volunteers from Lancaster, Pennsylvania; Pan Am employees who flew in from different parts of the country; and volunteer groups from Virginia, Tennessee and New York.

Volunteers from an army base spent a weekend in Charlotte helping with clean-up efforts and General William Westmoreland, former U.S. Army chief of staff, visited relief sites. Senior citizens in Charlotte were recruited by the Retired Senior Volunteer Program (RSVP) director to prepare food for the multitudes of volunteers. Corporations donated the food.

'BE PREPARED' — MORE THAN A MOTTO

Many suggestions and good advice were offered by those involved in recent disasters. Here's some of the best advice from Volunteer Centers on how to prepare before a disaster strikes:

1. Form an emergency preparedness team from your local government and other disaster relief agencies and assign roles.
2. Keep a staff and board member list of addresses and telephone numbers at your home.
3. Develop a list of addresses and telephone numbers of your agencies that would be involved in disaster relief and keep it at your house.
4. Keep a copy of important records offsite and a back-up copy of your computer files. Keep back-up disks and computer files in a safe place such as a vault.
5. Plan responsibilities for your staff members in the event of a disaster.
6. Keep emergency equipment such as flashlights, batteries, blankets, a radio and a first aid kit at your office.

After a disaster strikes:

1. Visit primary disaster sites such as shelters, foodbanks, Red Cross stations, and FEMA centers at least daily to ascertain needs.
2. Maintain a professional relationship with the media so that you'll have long-term support in making volunteer needs known.
3. Contact other area Volunteer Centers and ask for assistance.
4. Make sure that people know that the Volunteer Center is the place to call to volunteer so that they don't become frustrated wandering from site to site trying to offer their services.

Today's Volunteer Administrator: A MANAGER OF VOLUNTEER SERVICES

By Virginia Cronk, Ph.D.

The position of volunteer administrator was first established within organizations in the mid-nineteenth century. The position has undergone many changes of definition and function since those days of the friendly visitors. Just what does today's volunteer administrator do? Does the trend towards calling this person the manager of volunteer services more accurately reflect the true nature of the position today? What qualifies a person to be a manager of volunteer services? How should a person looking towards entering the profession go about preparing for it?

The Volunteer Manager's Duties

In 1987, the Volunteer Center of Greater Milwaukee, Inc. conducted a survey of its member organizations to find out what the manager of volunteer services and the agency executives perceived as the duties of the manager of volunteer services. This research showed that the most common duties assigned to the manager of volunteer services included:

- Recruiting volunteers
- Interviewing and screening potential volunteers
- Assigning volunteers to jobs
- Providing orientation to volunteers
- Providing for recognition of volunteers

Virginia Cronk recently resigned as executive director of the Volunteer Center of Greater Milwaukee, Inc. She holds faculty appointments at Cardinal Stritch College (Milwaukee, Wisc.), Central Michigan University, and St. Leo College (Florida).

The position has undergone many changes of definition and function since those days of the friendly visitors.

These duties correspond to the critical points in the volunteer management process, so we can safely say that they form the core of the job description of any manager of volunteer services.

There were some differences, however, in what executive directors and the practitioners saw as duties assigned to the manager of volunteer services. Executive directors were more likely to perceive that interaction with other staff was an assigned duty than were the managers of volunteer services. The interactions most mentioned by executive directors were working with other professional staff to design volunteer jobs and training other staff in volunteer management techniques.

The managers of volunteer services saw the administrative task of writing reports as a distinct, assigned job duty. This implies that the executive director, who is ultimately responsible for assuring ade-

quate personnel to carry out the work of the organization, perceives the duties of manager of volunteer services as indeed a manager and as a peer staff member with the professionals carrying out the work of the organization. She/he perceives the duties of the position as more administrative.

The following lists the 15 most commonly perceived duties of the manager of volunteer services in the order reported:

How the Executive Director Perceives the Volunteer Manager's Duties

1. Interview and screen volunteers
2. Work with professional staff to design volunteer jobs
3. Recruit volunteers
4. Assign volunteers
5. Orientation for volunteers
6. Recognition activities
7. Personal interest in volunteers
8. Public speaking
9. Terminate unsatisfactory volunteers
10. Work with clerical, support staff to develop volunteer jobs
11. Supervise volunteers
12. Do market research on volunteers
13. Train volunteers
14. Keep records on volunteer services
15. Resolve volunteers' grievances

How the Manager of Volunteer Services Perceives Her/His Duties

1. Orientation for volunteers
2. Recognition activities
3. Interview, screen volunteers
4. Assign volunteers

5. Write reports
6. Recruit volunteers
7. Work with professional staff to design volunteer jobs
8. Supervise volunteers
9. Draft policies for volunteers
10. Personal interest in volunteers
11. Keep records on volunteer service
12. Public speaking
13. Terminate unsatisfactory volunteers
14. Work with clerical, support staff to design volunteer jobs
15. Train volunteers

Executive directors and managers of volunteer services were asked which of the duties performed by the manager of volunteer services were most crucial to the success of the organization. Again, there was enough agreement that we can say that working with professional staff to design volunteer jobs, interviewing and screening volunteers, and providing an orientation to volunteers are the duties of the manager of volunteer services that are perceived to be the most crucial to the successful operation of the agency.

Over one half of the executive directors said that interviewing and screening volunteers, as well as working with the professional staff to design volunteer jobs, were the key duties. This probably reflects the executive's approach to his/her responsibility to staff the organization. On the other hand, the managers of volunteers most frequently mentioned taking a personal interest in volunteers as their key duty, which probably indicated their perception of the importance of interpersonal communications in maintaining an unpaid work force.

All of this shows that the manager of volunteer services is indeed a manager, and that primarily the position is assigned the duty of securing and maintaining an appropriate volunteer work force. What qualifies a person for this position?

Qualifications

The executive directors, who probably hire the manager of volunteer services and view the job performance in terms of smooth functioning and adequate volunteer services, said that the most important qualification was dedication to the mission of the organization. (Interestingly, research on executive directors repeatedly shows that dedication to the mission is a primary qualification in that position as well.) The manager of volunteer services reflected a different perspective in saying that the most important qualification was

management experience.

The six most important qualification from the perspective of the agency executive director are:

1. Dedication to the mission
2. Personality
3. Management experience
4. Prior work experience
5. Prior volunteer experience
6. Rapport with clients

The manager of volunteer services reported his/her qualifications in this order of importance:

1. Management experience
2. Dedication to mission
3. Personality
4. Rapport with clients
5. BS or BA degree
6. Contacts in the community

There was enough agreement to say that working with professional staff to design volunteer jobs, interviewing and screening volunteers, and providing an orientation to volunteers are the volunteer manager's duties perceived to be the most crucial to the successful operation of the agency.

Preparing for a Career in Volunteer Administration

The Higher Education Task Force of the Association for Volunteer Administration of Greater Milwaukee reviewed the findings of this 1987 survey, and prepared a set of suggested undergraduate courses for people preparing for a career in volunteer administration. This set of courses is recommended on the belief that volunteer administration requires skills and knowledge from many disciplines. No one major field of study is required for entry into the field or to pursue certification from AVA. These courses will provide the broad education which we believe is necessary for a competent volunteer administrator. Additional (or perhaps major) academic preparation may be necessary in the specific area of practice (i.e., social work, art history, recreation, etc.)

These courses have been selected from the University of Wisconsin-Milwaukee catalog. Similar courses should be available from any university or college.

Highest Priority

From Business Administration:

Organizations
Managerial Accounting or Analysis of Financial Reports
Budgets and Budgetary Control
Human Resources Management
Principles of Marketing

From Education:

Leadership and Management of Volunteer Programs
Principles of Adult Education or Program Planning in Adult Education
Community Educator as Change Agent
Foundations of Human Relations
The Group as a Framework for Community Change

From Communications:

Public Speaking
Leadership and Communication
Interviews and Interviewing

From Social Work:

Introduction to Human Services

From Mass Communication:

Introduction to Public Relations

From Sociology:

Introduction to Social Psychology

From Educational Psychology:

Overview of Counseling
Statistical Methods (could also come from

the departments of Sociology or Business).

I recommend two companions to academic preparation for the position of manager of volunteer services. The first is reading to acquire a more in-depth understanding of the voluntary sector and the service approaches reflected in the missions of the organizations in which he or she might work.

In 1985 the Volunteer Center of Greater Milwaukee, Inc. wrote to national and local leaders in the voluntary sector and asked the question: "What books or articles have been most useful to you in your work within the voluntary sector?"

The responses to this mail survey came from staff and volunteer leadership in such national organizations as VOLUNTEER—The National Center, United Way of America, Family Service of America, American Red Cross National Headquarters, American Heart Association National Center, Girl Scouts of the United States, Boys Clubs of America, The Foundation Center, Kiwanis International, Business Committee for the Arts, American Symphony Orchestral League and League of Women Voters of the United States.

The most frequently cited writings were *The Bible*, books by Brian O'Connell (INDEPENDENT SECTOR) and Peter Drucker. The books that have been most influential on the local and national leaders who responded and should be included on a reading list for managers of volunteers are:

Social Issues, Philosophies of Approach:

Bible

The Predicament of Democratic Man by Edmund Cahn

The Gift Relationship by Richard Titmuss
Of Kennedys and Kings by Harris Wofford
Reclaiming the American Dream by Richard Cornuelle

Blaming the Victim by William Ryan

Reveille for Radicals by Saul Alinsky

The Future of Work by Charles Handy

Caring by Willard Gaylin

Voluntary Simplicity by Duane Elgin

Helping Ourselves by Bruce Stokes

How Can I Help? by Ram Dass and Paul Gorman

Creating Alternative Futures by Hazel Henderson

The Backyard Revolution by Harry C. Boyte

Voluntary Agencies in the Welfare State by Ralph Kramer

The Other America by Michael Harrington
Seek the Widening Path by Orin Arnold
Activism That Makes Sense by Gregory Pierce

New Rules by Daniel Yankelovich

History:

Any of the works of American historian Daniel Boorstin

Grapes of Wrath by John Steinbeck

By the People by Susan Ellis and Katherine Noyes

Centuries of Childhood by Phillippe Aries

Democracy in America by Alexis de Tocqueville

America's Voluntary Spirit by Brian O'Connell

The Men Who Wear the K by L.A. Hapgood

Women Volunteering: The Pleasure, Pain and Politics of Unpaid Work from 1830 to the Present by Wendy Kaminer

Germinal by Emile Zola

Great Moments in History by Barbara Tuchman

The Citizen Volunteer by Nathan Cohen
Work and Family in the U.S. by Rosabeth Moss Kanter

Management and How-to's:

Anything by Marlene Wilson

Anything by Peter Drucker

Anything by John Gardner

Mega-Funds by John Naisbitt

Volunteers from the Workplace by Kenn

Allen, Shirley Keller, Cindy Vizza

Developing Successful Volunteer Programs by Susan Casey

The Successful Volunteer Organization by Joan Flanagan

Effective Leadership in Volunteer Organizations by Brian O'Connell

In Search of Excellence by Peters and Waterman

Harvard Business Review

Strategic Management for Non-Profit Organizations by Unterman & Davis

Managing Your Board of Directors by Joe Weber

Foundation News

Trustees and The Future of Foundations by John Nason

The Effective Voluntary Board of Directors by William Conrad

Marketing for Non-Profit Organizations by Phillip Kotler

**All of this shows
that the manager
of volunteer
services is indeed a
manager, and that
primarily the
position is
assigned the duty
of securing and
maintaining an
appropriate
volunteer work
force.**

Another approach to assist in the preparation for a position of manager of volunteer services is to participate in a volunteer activity which gives the opportunity to develop management and leadership skills, and which provides opportunity to sharpen interpersonal skills or "personality." Service clubs, political or activist organizations, community or neighborhood organizations and youth groups are especially appropriate for providing volunteer positions on committees, boards or as group leaders. Active participation in a local Association for Volunteer Administration or DOVA (Directors of Volunteers in Agencies) offers the opportunity to learn from practitioners, as well as to develop leadership and group process skills.

While volunteer management has a long history in our country's care of people, education and culture, we are entering a time when this management arena has as great a need as all others to develop enhanced skills. The changes which are seen in the work force are the same changes we see in the volunteer force. It is more important than ever to define the functions and to identify the academic and life experiences which prepare today's managers of volunteers.

For the Newcomer:

A BRIEF LOOK AT VOLUNTEER ADMINISTRATION

Compiled by The Council for Volunteerism

The following tips were compiled by the Council for Volunteerism in Champaign, Illinois, as a first-year project in support of Daring Goals (the Give Five Coalition). Drawing from several past issues of Voluntary Action Leadership and other resources, the Council published its work in a useful booklet called "Volunteer Administration: A Beginner's Guide." We are pleased to have permission to present many of the book's concise presentations.

RECRUITING VOLUNTEERS

Recruiting prevents volunteer administrators from becoming lonely. The real question is *how* to recruit rather than *why*. Only after careful planning should recruiting be considered.

Methods of Recruiting

- Try the local Chamber of Commerce for groups.
- Talk about the program—create interest.
- Recruit friends.
- Put items in church bulletins.

The Council for Volunteerism is a professional organization open to all members of the volunteer community in Champaign County, Ill. Members are mostly staff members of organizations which involve volunteers. One of its main purposes is to provide professional development and continuing education opportunities for people concerned with the advancement of volunteerism.

- Give small talks at organizations (get a contact person's name at each).
- Don't overlook the lady at the market or the guy on the bus.
- Suggest established volunteers bring a friend to an activity.
- Get lists of newly retired people from a local large employer.
- Hold out for the right person—don't take the first warm body in the door.
- Accept "no" when a prospect is not interested.
- Be honest when describing time and skills required.
- Remember—guilt does not a good volunteer make!
- Keep a sense of humor.
- Be fair.
- Be objective.
- Have a definite plan for follow-up of inquiries about the program.

Source: Voluntary Action Leadership, Summer 1986

INTERVIEWING

Why?

When someone volunteers, it simply means she wants to volunteer; it doesn't mean she is the right person for the job. This is precisely the reason each applicant should be interviewed. An interview offers an opportunity to learn about individual skills and interests and gives the potential volunteer an opportunity to learn about the organization—its expectations, its goals and its objectives. Take the time to make the right choice.

How?

- Make the appointment.
- Be familiar with the organization's needs, goals, objectives and its business climate.
- Listen to the individual's skills, interests and reasons for volunteering.
- Prepare an application form.
- Treat the individual courteously and in a business-like manner.
- Be flexible—an interviewer knows what she wants, but can't be sure of what she gets. Be prepared to make use of multiple skills, talents, interests and work schedules.

Cautions

What if this isn't the right person for the job? Don't despair! Here is a person who has expressed interest in the organization—so find out what she *can* do, what she *wants* to do and then design a position for her. Whenever possible, don't turn a volunteer away. Help each volunteer find a niche!

Source: Voluntary Action Leadership, Spring 1979 and Summer 1986

ORIENTATION

Regardless of the particular job assignment or the expertise a volunteer brings to the job, there are basic facts about your agency that all volunteers must have. It is this "must have" information that constitutes orientation. Without this introduction to the agency or program, a volunteer cannot function effectively and become a productive, committed volunteer. During this upbeat, informative and friendly session, attempt to answer the volunteer's basic question, "What makes this use of my time and talent worthwhile?" The overall goal of an orientation is to help the volunteer feel as comfortable and confident as possible. A well-oriented volunteer understands the organization's function and its mission.

How?

Orientation can be done individually or, preferably, in a group. Things you might include:

- Overview of the agency: philosophy, purpose and history of the agency; relationships with other agencies in the community; description of clients and services offered; organizational structure and introduction to key board and staff members; definitions of basic terms and technical jargon peculiar to your agency; funding sources and fundraising policies; tour of the facility.
- Opportunity for questions and answers.
- Volunteer program information: role of the volunteer within the agency; policies and procedures, such as dress code, scheduling, absence procedures, confidentiality, client relationships, training expectations, safety procedures, etc.; benefits, such as insurance, reimbursement of expenses, free meals, recognition system, opportunities for continuing education, etc.; introduction to co-workers and other volunteers; logistical information, such as parking, bathrooms, coat room, where coffee is available.
- Opportunity for the volunteer to make a polite exit if he realizes this is not the agency or position for him.

Cautions

Hold orientations frequently, timing them as soon as practical after the volunteer has agreed to participate in the program. A volunteer can retain only so much information at one time; provide written material in a volunteer manual, if possible.

Source: Voluntary Action Leadership, Spring 1985

TRAINING

No one ever volunteered to do a bad job! By providing adequate training, the volunteer administrator can enable the volunteer to do the best possible job while enjoying the experience. Ideal training will continually develop the skills, knowledge and attitudes of volunteers. Training should also produce happy, confident and satisfied volunteers who will be important advocates for your agency.

How?

Depending on the skill level involved, training can range from short, specific, on-the-job training to a formal classroom session lasting a number of weeks. There are two basic types of training that should be offered: job training and inservice training. Remember:

- Job training provides practical information about how to do the specific job or task which has been assigned to the volunteer.
- In-service training or continuing education provides opportunities for the volunteer to grow, enhance her development and take on more responsible or complicated tasks.
- Planning is the key—decide in advance:

WHAT

knowledge
attitudes
skills

HOW (variety is important)

lecture
slide show or film
role play
demonstrations
case study

WHO

the volunteer administrator
staff
other volunteers
clients
outside experts

WHEN AND WHERE

location
physical requirements
supplies
schedule (including breaks)

- Finally, don't forget evaluation—deciding how well you did trained. Take the results seriously, amend, change and try again!

Cautions

- Fit the training to the job. Training should never be more complex than the task that is to be accomplished.
- Don't limit training to a formal classroom presentation. We remember 10% of what we hear and 90% of what we do!
- Be aware of differences in training needed for adults and youth.
- Train for success—the trainer has a responsibility to build, not destroy, the self-concept or ego of the volunteer.

Source: Voluntary Action Leadership, Winter 1986.

SUPERVISION

Supervision of volunteers on the job makes it possible for a administrator to: raise or lower the level of tasks being performed, relocate a volunteer from an unsuitable task to one which is more satisfying, hear the volunteer's opinion about how the work methods might be improved, and to become better acquainted with the skills and interests of the particular volunteer.

Try These Ideas:

- Listen to the volunteer—really listen—for hints of discontent.
- Expect the same quality of work from the volunteer as from those getting paid.
- Insist on punctuality.
- Keep in touch with other supervisors.
- Be tactful and considerate.
- Be available to the volunteer.
- Be flexible and know the world will still turn even if you goof once in a while.
- Make demotions seem like lateral changes—"I think you're ready NOW to stuff envelopes!"
- Develop methods of praise which aren't patronizing.
- Remember, the volunteer administrator is not a warden.
- Use tact—no volunteer *tries* to do a bad job.
- Expect good work and recognize it.
- Remember, like fine cars, volunteer administrators go in reverse now and then.
- Evaluate the volunteer administrator as a supervisor.

STAFF-VOLUNTEER RELATIONSHIPS

The volunteer administrator must keep in mind that not everyone will be open to working with volunteers. The job then is to reverse the resistance of paid staff *and* to make the volunteer feel like a valued member of the group. Tall order? Here are some tips:

Is There. . .

- Lack of staff involvement in planning for volunteers?
- Fear of losing control of the quality of services when "free people" get involved?
- A sense of fear among staff members of being replaced by volunteers?
- Lack of staff training to understand and work with volunteers as team members?
- Lack of apparent rewards for staff for utilizing volunteers well?

This Might Help:

- Involve staff in both planning and defining the job descriptions for volunteers.
- Help staff consider volunteers as non-paid staff; hold volunteers accountable; never lower standards just for the volunteers.
- Help staff realize that volunteers make great advocates in the community for services they believe in and are involved in delivering.
- Conduct staff orientation and training regarding working with volunteers (including attitudes as well as skills); also use team training and volunteer management seminars.
- Get top-level executive and board commitment to the volunteer program.
- Include appropriate staff members in recognition ceremonies as team members with volunteers.
- Include a place for rating "use of volunteers" on staff performance evaluation forms.
- Include letters of commendation in staff personnel folders for exceptionally fine utilization of volunteers.

Cautions:

Be sure that staff-volunteer problems, real or imagined, are resolved as quickly as possible. Do not ignore even the smallest conflict.

Source: Voluntary Action Leadership, Spring 1981.

RECOGNITION

Think of recognition as a volunteer's salary. Many times it is at least part of the reason why an individual continues to volunteer. Even if it does not help to *attract* volunteers, it may help *keep* them.

A recognition event can also be used as a public relations tool to help promote a particular program. If an event is newsworthy, notify the media!

Ways to Recognize Volunteers

- Thank you cards
- Thank you cards for family
- Recognition event (meal, party, outing, etc.)
- Certificates/awards/plaques, etc.
- Added responsibility
- Newsletter "thank you"
- "Volunteer of the Month" article, plaque, parking space, etc.
- T-shirts, bumper stickers, pens, pencils, etc.
- Coordinate participation with special volunteers during Volunteer Week
- Be innovative! Co-sponsor events to make them "bigger and better," investigate donations from community businesses (classes, trips, discount coupons, etc.)

Cautions

Remember that every volunteer will have a different perspective on recognition. A simple "thank you" may be to one what an engraved plaque is to another. This means that the volunteer administrator must be sensitive to the type and the degree of recognition a volunteer will appreciate. When an individual insists he doesn't want recognition, believe him. To force him to become "volunteer of the month" may cost the program an excellent worker.

When planning an event, make sure it will be enjoyable and accessible to all of your volunteers.

Source: Voluntary Action Leadership, Winter 1985

FIRING A VOLUNTEER

Yes, the volunteer administrator can and should fire volunteers who fail to perform in an acceptable manner, or place them in other positions where they will be more comfortable and productive. A dissatisfied and/or ineffective volunteer is not a good advocate for the program and can, in fact, hurt it. It is best to deal directly with this situation. Failure to terminate an unsatisfactory volunteer will only result in greater problems at a later date.

To Minimize the Occurrences of Having to Fire:

- Recognize that the planning for unpaid staff (volunteers) is as important as for paid staff.
- Write the volunteer job descriptions so that they clearly define the roles, specific duties and expectations of each volunteer.
- Be sure the job description states the minimum acceptable qualifications, required training and supervision to be received.
- Supervise all volunteers adequately.
- Evaluate all volunteers appropriately.
- Deal with problems as they occur.
- Interview, orient and train!

When Firing Becomes Inevitable:

- Take care of the matter privately, professionally and confidentially.
- Have dated, written records of occurrences that have brought about this decision.
- Explain to the volunteer how the work done did not meet the requirements of the job and/or the expectations of the program.
- Remember to thank the volunteer for her efforts and good intentions.

Cautions

Always check to see if the volunteer being fired can fit into another job—and turn a potential failure into a success!

Source: *Voluntary Action Leadership*, Fall 1979.

EVALUATION

Evaluation that is *planned* and *ongoing* makes a program more effective in its use of volunteers—whether this evaluation is formal or informal. In order to be most effective, a program needs to know where it has been and where it wants to go. A yearly evaluation of the staff, volunteers and program can be checked against the program's goals. This will uncover a program's strengths and weaknesses and help the program coordinator redirect, redefine and/or reemphasize the goals of the program.

Evaluating the Staff and the Program

The evaluation may measure the:

- Quality of the volunteer training
- Degree to which the training information transferred to the volunteer work
- Volunteer's desire for advanced training or input into the training program
- Quality of the staff supervision of the volunteer
- Specific strengths and weaknesses of the program
- Accessibility of the staff to the volunteers
- Overall quality of the program
- Effectiveness of the staff in working with volunteers
- Treatment of volunteers—were they treated as paid staff?

Evaluating the Volunteers

- Demonstration of competence
- Dependability
- Growth/ability to broaden scope or be promoted
- Commitment to the program
- Ability to work with paid staff
- Fulfillment of responsibilities outlined in the job description
- Satisfaction in the job—for example: Did the work match the job description? Was the work rewarding and worthwhile? Was adequate time allowed to do the job?
- Plans to continue with the program

Cautions

This is an easy area to look at and say, "Well, there are more important things to do," but there aren't! An evaluation will strengthen the program.

THE MARQUEE

By Loretta Gutierrez Nestor

Have you ever noticed how many marquees are in any given community? There are marquees on theaters, markets, night clubs, hardware stores, shopping centers, etc. Once you start looking you'll find they are everywhere!

How about a marquee blitz during your Volunteer Recognition Week? Here is how this low-cost project might be accomplished:

1. Ask your Board of Directors, your organization's leadership, your volunteer committees, your office staff, or a few interested direct service volunteers to start keeping track of marquees in the community.
2. Have everyone involved turn in the names and addresses to you or a designated volunteer who will compile a list of marquee locations.
3. Ask a volunteer to contact each of these establishments and ask them to place a short volunteer message on their marquee during the month of your recognition week. Give them suggestions: *Join the [your agency/organization] Team, Close Encounters of the Best Kind—Volunteer! Celebrate Volunteers . . . , Call . . . , etc., etc.*
4. This may result in hundreds of free "ads" across the entire community. People will see the message over and over throughout the community.
5. Recognition for those who participate can be in the form of a simple thank you letter or certificate. In communities with local newspapers you might convince the editor to run a collage photo displaying several pictures of the marquees with your agency's messages. What better way to thank a business than a little free advertising?
6. In order to evaluate the project, it would be helpful if each organization would have a volunteer compile a brief report listing the results and this will be your starting point for next year. Share your successes with VOLUNTEER.

Good luck!

Loretta Gutierrez Nestor is the national director of volunteers for the American Red Cross.

Tax Deductions for Volunteers in 1990

Can an attorney who provides free legal assistance to a local housing organization claim on his/her tax return the estimated value of his service? Can a doctor who volunteers at a free clinic claim a charitable deduction for the estimated value of the service rendered to the clinic? Can a teacher who volunteers as a tutor on behalf of a literacy organization claim a charitable deduction for the estimated value of the service provided for the organization? The answer to all of these questions is "No." Volunteers **MAY NOT** deduct the value of their volunteer time or services.

There are a number of tax benefits available to volunteers, however. The allowable deductions remain the same for 1990 as they were in 1989. In preparing 1989 tax returns, volunteers may deduct *unreimbursed out-of-pocket expenses* directly related to their volunteer service *if they itemize deductions*.

Volunteer service or other charitable donations must have been contributed to what the Internal Revenue Service terms a "qualifying organization." This includes government agencies and organizations operated only for charitable, religious, educational, scientific or literary purposes. Certain organizations that foster national or international amateur sports competitions are also included. A general rule is that, when deducting volunteer-related expenses, organizations or companies operated "for profit" *do not* qualify.

Examples of the types of expenditures that volunteers may deduct on their tax returns include:

- bus and cab transportation expenses
- parking costs and toll fees
- the cost and expenses of upkeep of special uniforms
- telephone bills
- supplies purchased to perform volunteer duties
- automobile mileage and expenses for gas and oil
- dues, fees or assessments made to a qualified organization
- noncash contributions of property (e.g., clothing, books, household items, equipment, etc.)

A person or couples who volunteer as foster parents may deduct unreimbursed expenses paid to provide foster

care. These expenses must be amounts spent in support of the children placed in their homes by a charitable organization.

Volunteers may deduct automobile expenses at a standard rate of 12 cents per mile or on an actual expense basis. Volunteers may not deduct general automobile repair and maintenance expenses. Good record-keeping for transportation-related costs is a must for volunteers who intend to claim automobile-related deductions.

A charitable deduction is denied for travel expenses (including amounts expended for meals and lodging) while away from home, whether paid directly or by reimbursement, *unless* there is no significant element of personal pleasure, recreation or vacation in the travel.

The "out-of-pocket" requirement eliminates from deduction any amount that is to the direct benefit of the taxpayer (or taxpayer's family) rather than to the organization. Items for which a volunteer receives reimbursement may be deducted only to the extent that actual expense exceeds the amount of reimbursement.

In general, the following guidelines should be followed when claiming charitable deductions on tax returns:

1. Cash contributions must be an amount actually paid during the taxable year, not just a pledge.
2. Contributions must be made to a qualifying organization.
3. Unreimbursed expenses must be the actual out-of-pocket amount.
4. The volunteer must maintain records which include the name of the organization contributed to and details about each contribution.
5. Where possible, especially for large gifts, a statement of donation should be obtained from the donee organization.

More detailed information can be obtained from the Internal Revenue Service. Check the blue pages of the phone book for the appropriate contact. Publication #526, "Charitable Contributions," can be obtained from the IRS Forms Office. A toll-free telephone number for ordering is also listed in the phone book.

1990 VOLUNTEER TAX RECORDKEEPING FORM

Name of Volunteer _____

Organization (complete a separate sheet for each organization for which you volunteered) _____

[illegible]

Signature of Supervisor_____

HOW TO RECEIVE A DELEGATED ASSIGNMENT

By Dennis LaMountain

Whether offered delegated assignments or told to do them, we can have a variety of reactions. We may feel: (a) imposed upon—perhaps even overwhelmed with work; or (b) that we have been offered a golden opportunity to learn new skills or work with new people; or (c) that we have a chance to do work that will be highly visible to key executives or managers whose opinions often shape decisions about important assignments, promotions and other organizational rewards.

How positive you feel about a particular assignment is often strongly influenced by how it was presented to you by the person delegating the work. The following guidelines outline how you may "position" the task or project from your end of the conversation.

1. Communicate an ability and a desire to take on additional assignments (i.e., state your interest in assignments that go beyond your current responsibilities).

2. View delegated assignments as a significant opportunity to grow and develop on the job, as well as a way to keep your work interesting. For example, it is often important to be seen by both your supervisor and your peers as a "team player." Of course, this can be overdone, and you would want to avoid developing a reputation as a person who will always do the least interesting or challenging things without complaint!

3. Assume that the delegator has good intentions. View the delegator as a person

who wants to give you assignments that will help you to grow and to make a meaningful contribution to the work of your organization. Some managers are not particularly skilled in communicating the larger picture of why a certain assignment is important or of some potential benefit to you. If this is the case, you might not realize that your manager is, in fact, delegating with an eye towards your future.

4. Be clear about your objectives for your first discussion of a new assignment. In order of priority, these might be (a) making certain that you understand what the delegator wants done; (b) learning where the assignment originated and who has an interest in the outcome; (c) determining deadlines and how rigid these are; (d) getting an initial answer to the questions, "How will results be measured?"; (e) getting an initial reading on the priority of the assignment in relation to other work you are doing.

5. Think in terms of long-term payoffs. A particular assignment may create "work overload" in the short run or may cause you to "stretch" beyond what is currently "comfortable" for you. Think in terms of its impact months and years from now.

6. Prepare for discussions about delegated assignments. Many people enthusiastically accept a new assignment, begin taking action and only then realize how many questions must be asked to avoid expending valuable energy in the wrong direction!

7. Be prepared to ask for the resources and support required to maximize your chances of successful completion of the assignment. Be prepared to at least "open the door" for further discussion of issues such as (a) access to someone who has done similar work; (b) clerical or other support; (c) a budget for printing, duplicating, graphics or other services that may be critical in achieving deadlines.

8. If the person offering the delegated assignment is vague about key aspects of what's involved, ask for specifics such as how this project/task originated and who has a vested interest in the outcome, major activities that must take place and deadlines.

9. Avoid pitfalls such as playing the "loyal martyr" or, alternatively, creating the impression that you always want to shun additional work.

Supervisors sometimes "overload" employees who constantly say "yes" to any assignments that need to be done. Accepting a large volume of trivial work will seldom serve your long-term interests.

By contrast, employees who seem to "always" have a reason why they cannot take on another assignment are seldom regarded favorably by their supervisors. They also miss many opportunities to develop new skills or establish new working relationships.

10. Once you have the overall picture of the assignment, you can be assertive about the conditions you feel you need to be successful. You may want to ask for (a) more time to do the work; (b) more support from others; (c) training on special skills you have yet to master, etc.

11. If the assignment is complex and there is high potential for misunderstandings about expectations, write a memo that documents your understanding and ask for feedback on how accurately you have summarized key points.

12. As you carry out the assignment, keep interested parties informed in a timely manner.

13. Ask for feedback once the assignment is complete.

Dennis LaMountain is the author of "How To Receive A Delegated Assignment," a four-page tip sheet from which this article is excerpted with permission. The complete tip sheet contains more in-depth guidelines and a self-scoring quiz, which is available in a five-pack for \$10 (pre-paid) from ODT, Inc., PO Box 134, Amherst, MA 01004.

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Tool Box

Volunteer Today. MBA Publishing, 821 Lincoln, Walla Walla, WA 99362, (509) 529-0244. 8-page newsletter, 6 issues/year. \$20.

Well-known author/trainer Nancy Macduff publishes this newsletter for volunteer and professional staff in private non-profit service agencies, public sector services, and government agencies with volunteer programs. Includes articles on recruitment, retention, training, programming, communication, as well as news items and a comments section.

Training Wheels. Sue Vineyard, VMS/Heritage Arts, 1807 Prairie, Downers Grove, IL 60515, (708) 964-1194. 4-page newsletter, 6 issues/year. \$29 prepaid.

A newsletter for and about trainers and their work by this noted trainer, author and expert on volunteering. Contains tips on training and information about potential trainers.

The Release of Human Possibilities. INDEPENDENT SECTOR, 1828 L Street, NW, Washington, DC 20036, (202) 223-8100. 1989. Videotape. \$45 (30% discount for members and associates) plus \$2.50 handling charge for orders under \$100 and \$5 for orders over \$100.

The first in a new series on leadership, this videotape features John Gardner, co-founder and first chairperson of IS. "The Release" examines the role of organizations and society in human development. It also covers nature versus nurture in leadership development; obstacles that hinder the release of human potential; expectation versus performance; and the impact of computers and technology in human development and creativity. Includes highlights of Gardner's latest book, *On Leadership*.

Dimensions of the Independent Sector: A Statistical Profile. Third Edition. Virginia Ann Hodgkinson and Murray S. Weitzman. INDEPENDENT SECTOR, 1828 L Street, NW, Washington, DC 20036. 1989. 224 pp. \$20.

This third biennial profile of the independent sector of American society looks at the independent sector in relation to its place in the U.S. economy, and the sources of support and uses of its resources. Three parts examine the independent sector, trends in private sources of support and profiles of organizations in the independent sector by subsector (i.e., health, education and research, arts, legal, religious).

AIDS: A Guide for Hispanic Leadership. The National Coalition of Hispanic Health and Human Services Organizations, 1030 15th Street, NW, Suite 1053, Attn: Publications, Washington, DC 20005, (202) 371-2100. 1989. 26 pp. \$1 plus \$1 postage/handling. Specify English or Spanish version.

This booklet provides the basic facts about AIDS and data about how the disease is affecting Hispanic communities. It offers information for assessing the response to AIDS in your community and makes suggestions for a course of action for Hispanic leaders.

The National Directory of Internships. National Society for Internships and Experiential Education, 3509 Haworth Drive, Suite 207, Raleigh, NC 27609, (919) 787-3263. 1989-90. 349 pp. \$22 plus \$2.20 postage & handling, prepaid.

This resource provides detailed information on opportunities in 61 different fields—from the arts to the environment, from public policy to direct human services. Each entry includes information on who to contact, how to apply, responsibilities, qualifications, number and length of internships and educational arrangements. Indexed by geographic location, field of interest and organizations.



To have your resource listed, send information to VAL Tool Box Editor at VOLUNTEER.

Charity Begins at Work. National Committee for Responsive Philanthropy, 2001 S Street, N.W., Suite 620, Washington, DC 20009, (202) 387-9177. 1986. 62 pp. \$20 prepaid.

A magazine-style publication about workplace fundraising, *Charity* includes information about who is raising money at the workplace, how they're doing it, and why they're doing it.

An Agile Servant: Community Leadership by Community Foundations. Edited by Richard Magat. The Foundation Center, 79 Fifth Avenue, Dept. SV, New York, NY 10003. \$15.95 + \$2.00 shipping/handling.

A collection of essays that explores the philanthropic contributions of community foundations. Drawing on their own experience and research, the authors investigate all aspects of the community foundation, including its origins, historical development and changing role in society; its ability to combat social ills and encourage progressive change; and more.

A Guide to Communicating with Members of Congress. U.S. Chamber of Commerce, Publications Fulfillment, 1615 H Street, NW, Washington, DC 20062. 1990. \$3.25.

This guide offers valuable information on how and when to make your point of view known to members of Congress. Contains helpful advice on how to write an effective letter; what not to say; how to express yourself by telephone and how to increase your chances of personally talking with a member of Congress; how and when to meet with a representative or senator face to face. Also includes a glossary of key legislative words and phrases and a listing of useful federal government telephone numbers.

1990 Congressional Handbook. U.S. Chamber of Commerce, Publications Fulfillment, 1615 H Street, NW, Washington, DC 20062. 1990. \$3.25.

This pocket-size directory contains such vital facts as room number, telephone number and committee assignments for each member of Congress; House and Senate committees with members ranked by seniority; senators up for reelection in 1990; important Capitol Hill telephone numbers for legislative information; Congressional leadership roster; map of Capitol Hill.

NEW LISTINGS IN VOLUNTEER READERSHIP:

The following books are some of the new additions to the 1990 Volunteer Readership catalog available from VOLUNTEER. (Note: The \$2.75 shipping/handling charge covers purchases up to \$20.00.)

Essential Volunteer Management. Steve McCurley and Rick Lynch. Available from Volunteer Readership, 1111 N. 19th Street, Suite 500, Arlington, VA 22209, (703) 276-0542. 1989. 136 pp. \$9.95 + \$2.75 shipping/handling.

This basic text on operating a volunteer program covers planning for a volunteer program, creating volunteer jobs, recruitment, screening, training, supervision, retention and recognition.

Reconsidering Legal Liability and Insurance for Nonprofit Organizations. Charles Robert Tremper. Available from Volunteer Readership, 1111 N. 19th Street, Suite 500, Arlington, VA 22209, (703) 276-0542. 1989. 213 pp. \$12.95 + \$2.75 shipping/handling.

This book provides up-to-date, essential information for anyone interested in making the appropriate legal liability, insurance and general risk management arrangements for nonprofit organizations and volunteers. Designed for readers at all levels, it is written in lay language with additional footnotes defining terms as well as elaborations on some points for more advanced readers.

Designing Programs for the Volunteer Sector. Nancy Macduff. Available from Volunteer Readership, 1111 N. 19th Street, Suite 500, Arlington, VA 22209, (703) 276-0542. 1989. 24 pp. \$5.00 + \$2.75 shipping/handling.

This booklet answers basic program planning questions and provides a system for planning in the volunteer community. It covers five steps: conducting a needs assessment, establishing objectives, selecting activities and techniques, administrative planning and budgeting, and evaluating the outcome.

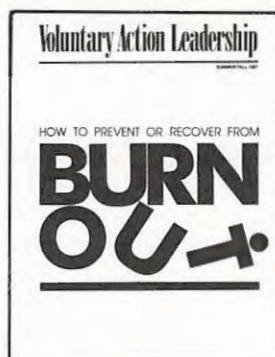
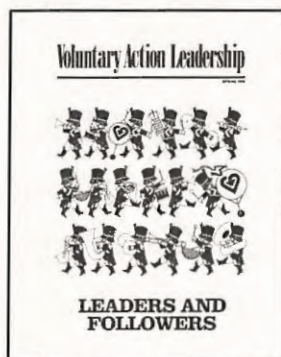
No Excuses: The Team Approach to Volunteer Management. Susan J. Ellis and Katherine H. Noyes. Available from Volunteer Readership, 1111 N. 19th Street, Suite 500, Arlington, VA 22209, (703) 276-0542. 1981. 64 pp. \$8.75 + \$2.75 shipping/handling.

Designed for the organization that does not have a full-time volunteer administrator, this book gives tips on building the volunteer management team both within and outside the organization. Appendices include volunteer management task analysis guidelines.

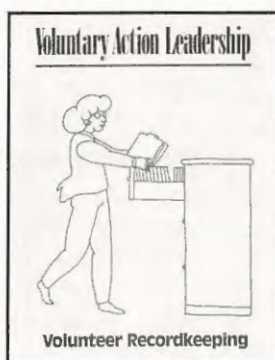
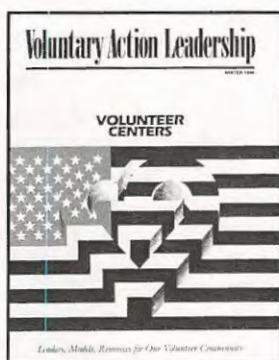
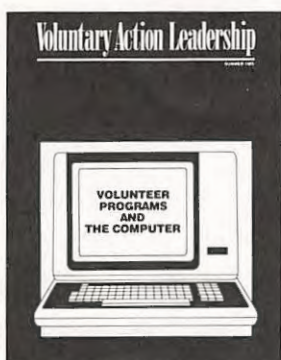
Making a Leadership Change: How Organizations and Leaders Can Handle Leadership Transitions Successfully. Thomas North Gilmore. Available from Volunteer Readership, 1111 N. 19th Street, Suite 500, Arlington, VA 22209, (703) 276-0542. 1988. 279 pp. \$23.95.

A tool for any organization in search of a new leader or an individual who is taking over an executive position. For the latter, for example, the author provides tips on how to take charge quickly and insight on how to deal with the shadow of the previous leader.

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Calendar

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

April 29-
May 2

New Orleans, LA: 9th Annual Conference of the National CASA Association

This is the only official meeting of CASA (Court Appointed Special Advocates for Children) programs and volunteers, bringing together volunteers, program managers, judges, social workers, attorneys and others who work with abused children in court. Fees: \$250 members; \$300 non-members. Lodging is additional.
Contact: National CASA Association, 2722 Eastlake Avenue East, Suite 220, Seattle, WA 98102.

June 24-27

San Diego, CA: The 1990 National VOLUNTEER Conference

Sponsored by VOLUNTEER—The National Center. See our ad on page 4.

July 8-13

Boulder, CO: First Level Volunteer Management Program

Presented by the Office of Conference Services, University of Colorado at Boulder, this is the first of a three-level intensive program for volunteer administrators. Level one focuses on basic skills taught by a faculty of nationally known leaders and trainers in the field. Descriptive brochure available.
Contact: Office of Conference Services, Campus Box 454, University of Colorado, Boulder, CO 80309-0454, (303) 492-5151.

July 8-14

Fort Collins, CO: Third Annual Summer Concordia for Leaders

Sponsored by Renaissance Educational Associates, this international leadership institute is for men and women who "sense the significance of their lives and seek to refine the quality of leadership they extend personally and professionally." Limited to 50 participants.
Fee: \$875 (includes lodging, meals and recreation)
Contact: Summer Concordia, REA, 4817 N. County Road 29, Loveland, CO 80538, (303) 679-4309.

Oct. 25-28

Kansas City, MO: 1990 International Conference on Volunteer Administration

Sponsored by the Association for Volunteer Administration, this year's conference theme is "Toward the Year 2000—The Challenge."
Contact: AVA, PO Box 4584, Boulder, CO 80306, (303) 497-0238



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