

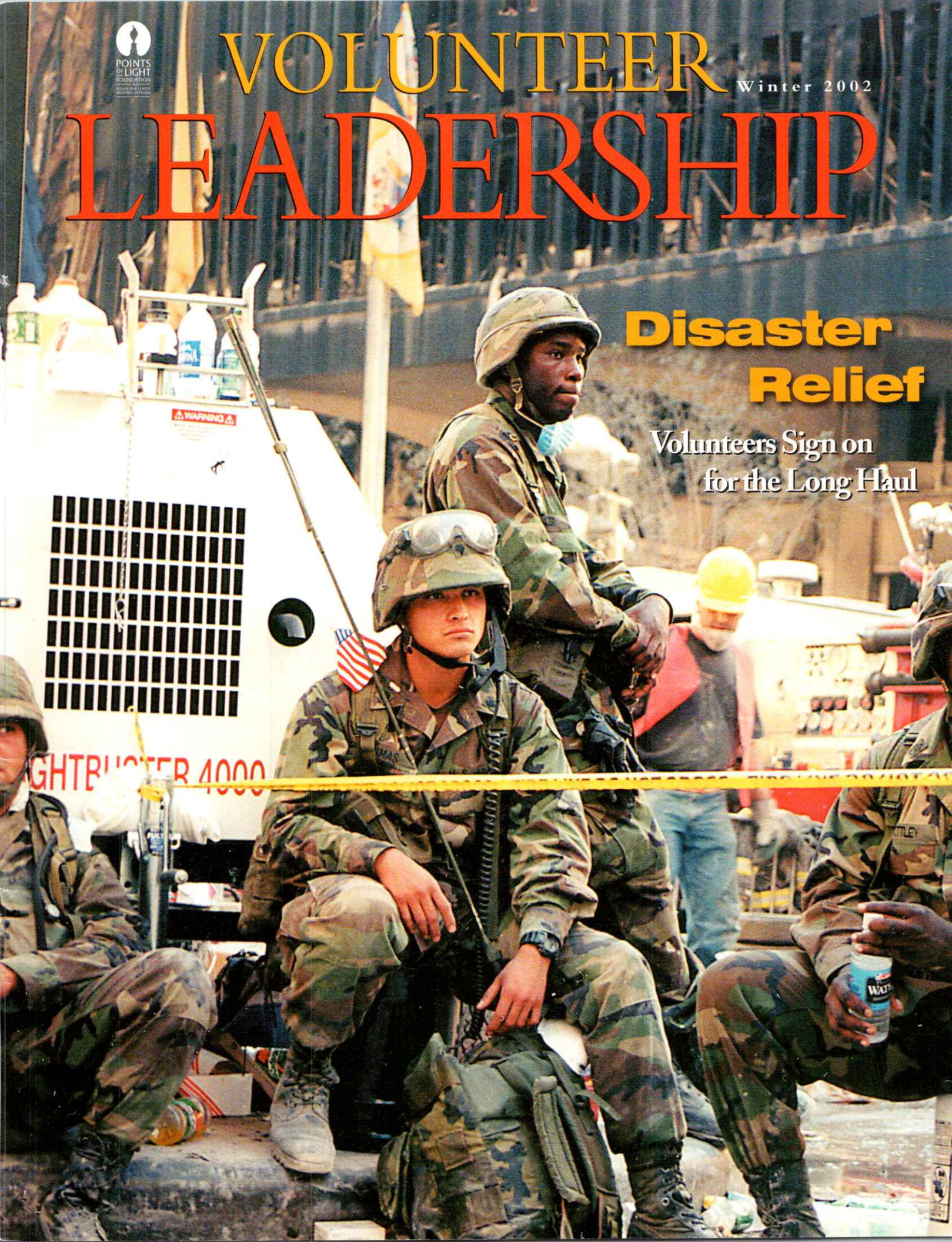


VOLUNTEER Winter 2002

LEADERSHIP

Disaster Relief

Volunteers Sign on
for the Long Haul



VOLUNTEER LEADERSHIP

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Foundation

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POINTS
OF LIGHT
FOUNDATION
&
VOLUNTEER CENTER
NATIONAL NETWORK

The Points of Light Foundation is a nonprofit, nonpartisan organization dedicated to engaging more people more effectively in volunteer community service to help solve serious social problems.

Contents

cover story

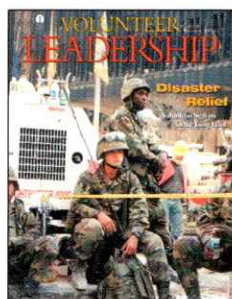
4 Disaster Relief

By Patty Rhule

Volunteer agencies sign on for the long haul in the wake of major disasters.

Cover Photo: National Guard troops at Ground Zero, New York City

Photo: Jennifer Groff; Design: Julie DeAtley



departments

15 Solution Finder

19 Point of View

20 Shop Talk

22 Recognition

24 Foundation News

25 Recognition

34 Briefly Noted

36 Calendar

9 workshop

Aftermath

10 FEMA's Supporting Role *By Ben Curran*

11 Mayor's Voluntary Action Center *By Gerald Pannozzo*

12 Telephone Pioneers *By Jim Gadd*

13 The Faith-Based Connection *By John Gavin*

14 POLF Response *By Richard Mock*

16 Service Beat

By Kathleen Phalen

Law enforcement volunteers prove devoted, essential and valuable.

26 Community Foundations

By Roy DeLaMar

Donors looking for the local approach to philanthropy find their answers here.

30 Helping Themselves

By Patty Rhule

Communities draw from their own people and strengths to solve problems.

president's letter

That Spirit



Dear Reader,

Each year as we approach the New Year, we look back, evaluate the past and look forward with hope to the coming year. For all of us, 2001 is a year that we'll never forget. For thousands, it was a year of deep personal loss. For everyone, it was a year in which many things changed.

We've read for years about the effects of terrorism in the Middle East, in Ireland or in other parts of the world, but it was always at a distance. While we were saddened by these reports and could never understand them, unfortunately, for most of us the evil behind terrorism wasn't real till it struck home. Whether we live in Manhattan, Washington, D.C., or any of the thousands of towns or cities across the nation, the barbaric attacks of September 11 affected us in a way we could never have imagined.

While our world has changed more rapidly in the past half century than at any other time in history—communications, travel, the rise and fall of communism, the spread of democracy—some things will never change. There will always be the struggle between good and evil, between tolerance and intolerance, between caring and apathy. There are still those, both in the United States and in countries around the world, who are marginalized because of color, religious affiliation, a lack of education or economic status.

But in the aftermath of the attacks, it was the giving and caring spirit of many Americans that helped to carry us through. It is that spirit that led kids in a small town in Mississippi, many of whom will never make it to college, to make patriotic buttons to sell to raise money for college scholarships for the children of those killed in the attacks. It was the spirit that inspired other youngsters to answer President Bush's call for American children each to send a dollar to help the children of Afghanistan. It was the spirit that filled our churches, synagogues and mosques, as people of all faiths reached out in prayer for those whom they did not know.

And it's that spirit that will carry us through not only this crisis but the longer term struggle to make the world a better place for all—to ensure that children have enough to eat, that everyone has access to adequate health care, that people have adequate housing—the list could go on indefinitely.

One of the lessons that we can all learn from the past year is the importance of reaching out, of sharing, of giving to others. It's what has carried us through in the past and is what is the best hope for building a safer and better world where everyone can live in dignity.

Sincerely,

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cover story

Salvation Army personnel offer refreshments to workers at Ground Zero.



Charles Olsen



Jeff Karg

A Salvation Army cadet and a volunteer, seated, provide beverages for rescue workers at Ground Zero.

An American Red Cross van in front of the bombed Edward P. Murrah Building, Oklahoma City, 1995.



Warren L. Wayne

Disaster Relief

Volunteers Sign on for the Long Haul

By Patty Rhule



A Salvation Army volunteer sits exhausted after serving many hours on a canteen near the World Trade Center site.

As Red Cross volunteers helped the survivors of the Sept. 11 terrorist attacks pay rent, find homes and rebuild their lives, volunteers from the Oklahoma City bombing were getting counseling to cope with the suffering they saw during the 1995 incident.

The Federal Emergency Management Agency was helping to rebuild businesses and neighborhoods still suffering in the aftermath of the 1991 Northridge earthquake in California. In Houston, homes still needed drywall and rugs replaced after Hurricane Allison's floodwaters hit last June; more than 900 families were still in temporary homes. In North Carolina, volunteer carpenters, electricians and masons were still needed to rebuild homes hit by Hurricane Floyd in 1999.

Disaster relief—whether from an act of war, terrorist bombing, natural disaster or smoldering cigarette that ignites an apartment fire—is not a short-term commitment. Sustaining public interest and volunteer support is critical to the effort, as is channeling that concern into action that can help. The techniques used to harness the goodwill of people who step forward in a crisis can be used as a blueprint to marshal volunteer forces for the everyday needs of any group that relies on volunteer help to fulfill its mission. ➡



Warren L. Maye



Above, onlookers in New York cheer as a convoy of three Salvation Army vans passes.

Right, volunteers serve meals to rescue workers in Oklahoma City following the 1995 bombing of the Murrah Building.



Oklahoma City National Memorial

Surge of Concern

The Sept. 11 attacks on New York City and Washington, D.C., inspired an unprecedented outpouring from communities across the country and across the world to volunteer, donate blood, money and other goods. The American Red Cross received \$564 million in donations and pledges by November to help the people most affected by the attacks; and 25,000 Red Cross workers aided people affected by the attacks all over the country—stranded travelers among them. Of that number, 24,000 were volunteers.

The 500 Volunteer Centers across the country reported a flurry of calls from people compelled to do something in the wake of the worst disaster in U.S. history. In New York, the Red Cross signed up 10,000 new volunteers in the first five days after the attack; 5,000 signed up in Boston and 10,000 in Atlanta.

Many volunteers simply headed for the Pentagon in Washington and Ground Zero in New York—and that presented a problem for the rescue and relief efforts.

“We don’t want to be rude,” says Ben Curran, FEMA volunteer agency liaison and donations program manager. But “there were several thousand people milling around. In the hours or first several days after a terrible disaster, it’s critical for us to get the professional people in there. It’s counterproductive for [other] people to be literally blocking the way.”

Curran urges volunteer organizations to “get the word out, year-round, to affiliate oneself with a volunteer agency. Frankly, your chance of being involved in a recovery is hugely increased if you get yourself in there ahead of time. We’ll make priority for the Red Cross to get its team in there, the Salvation Army, etc.—that’s who we need there to serve—they’re trained.”

Rescue workers keep a close watch on smoldering buildings at Ground Zero.

The Salvation Army generally avoids using spontaneous volunteers in direct service at a disaster site, where it provides for the immediate needs of rescue workers—food, beverages, clothing. “You don’t know who the volunteers are, you don’t know their healthiness in terms of emotional makeup,” says Major David Dalberg, coordinator of national disaster services.

Redirecting Concern

For Volunteer Centers who got calls from people desperate to help, the challenge was to capture that desire to commit to a cause and channel it.

“We never want people to get frustrated when they get turned away,” says Elizabeth McKee, director of corporate relations for the Points of Light Foundation, a member of the National Voluntary Organizations Active in Disasters (NVOAD).



Michael Ontz

Advance Planning for Disaster

For volunteer agencies wanting to play a role in community disaster relief, experts advise making a plan now:

➤ **Develop your network in advance.** The Points of Light Foundation's Kelley Vickery urges Volunteer Centers to network before the fact with other Volunteer Centers and county emergency networks to clarify roles and prevent duplication. FEMA (www.fema.gov) offers training courses on handling donations and volunteers. NVOAD (www.nvoad.org) also has regional branches that have information.

➤ **Look beyond the immediate crisis.** The Salvation Army's Dalberg says the Sept. 11 attacks brought up the need for planning for the long-haul. The Red Cross's Gregory Smith says he expects the agency will be involved for years with the families of these disasters.

➤ **Be flexible.** Each emergency situation presents its own unique set of challenges, says Craig Evans, director of public information for the Greater New York Division of the Salvation Army. As Faye Stone solicited state employees to man the emergency hotline for Hurricane Floyd, she sought bilingual volunteers from the office of Hispanic and Latino Affairs. That turned out to be a true blessing the night before the storm made landfall. More than half the phone

calls were from Spanish-speaking residents who knew something was happening but couldn't access information locally. Calls were stacked for the bilingual volunteers. After that, Stone made sure there were two bilingual operators on duty at all times.

➤ **Use local connections to recruit.** Even if a disaster doesn't occur in a Volunteer Center's backyard, it can still supply volunteers. Stone urges advance recruiting through civic groups, corporations and churches, let them know you're creating a database for emergency responses.

➤ **Support traditional disaster relief agencies.** National VOAD members are a good place to start to connect early with disaster relief services, says FEMA's Ben Curran. Throughout the year, get involved and find out from local emergency management offices how you can be helpful.

➤ **Have a system for intake, training and deployment.** You need to have a system to intake volunteers and engage them even if that engaging them is to stage them for a later deployment, says Smith. Capture that care and concern and put them into the system in the most effective way so they can have their conditions of satisfaction met.

The Corporate Volunteers of New York City, including American Express, Verizon, MTV Networks, Goldman Sachs, contacted New York's Volunteer Center right after Sept. 11, wanting opportunities for their employees to heal and help the city rebuild. So they cleaned parks, planted more than 1 million daffodil bulbs, sorted donated clothing at the Brooklyn Navy Yard.

The Points of Light Foundation's Helping is Healing initiative is trying to capture that spirit of volunteerism nationwide, McKee says, and focus it back on local communities across the country. In December, the focus was

on helping people who serve their communities—firefighters, police, city workers.

When Hurricane Floyd flooded eastern North Carolina in September 1999, Faye Stone of the North Carolina Commission on Volunteerism and Community Service had volunteers wanting to help, but no way to do so: The first week, roads to the flooded area were impassable, even to rescue workers. The National Guard airlifted food and water to flood victims. Volunteers simply had to wait.

Stone, who created a statewide emergency hotline in the hours before Floyd hit land, took names and

numbers, creating a database of volunteers. She enlisted 14 employees in the governor's office as caseworkers, each assigned to various counties. Working with Volunteer Center directors and interfaith groups, they called weekly to find where volunteers were needed, then called names in the database with contact information. Volunteers gutted flood-damaged homes and cleared debris.

To keep up the volunteer forces, a few months later, the governor brought together church leaders from across the state, who placed flood-related volunteer needs in their church bulletins, Stone says. ➤



Rescue workers and a search dog look for victims in the rubble of the Murrah Building, Oklahoma City.

Kelley Vickery, manager of Volunteer Center partnerships and disaster response for the Points of Light Foundation, urged Volunteer Centers to encourage volunteers to donate blood, organize a yard sale or car wash to raise money, visit the elderly. "More than ever, people who are homebound need people to visit with them, so they have an outlet to discuss this, because they're watching a lot of television."

One Volunteer Center created a buddy system, pairing volunteers with Muslim women who felt threatened by anti-Muslim sentiment as a result of Sept. 11. "There's a lot of work being done with tolerance and education—a great opportunity to work with partners in the interfaith community."

Vickery also encouraged volunteers to prepare their communities for emergencies—stock food banks, take Red Cross training courses. "We're trying to emphasize the need to build a healthy, strong community, so if something should happen, you'll be ready."

Volunteer Houston used the outpouring from Sept. 11 to remind people of local needs going unmet, particularly the June floods that

ravaged the city. *The Houston Chronicle* gives Volunteer Houston weekly column space to list volunteer opportunities.

Sustaining Volunteers

Special care needs to be given to volunteers at a disaster site. The Salvation Army makes sure each volunteer knows what is expected, the work schedule and how their basic needs of food and shelter will be met. It helps prepare them for the difficult work ahead. New volunteers spend overlap time with volunteers who are performing the duties they will take on.

More than 400 Salvation Army officers and professional volunteers in the United States and Canada were brought in to New York for 14-day, 12-hour shift rotations.

Dalberg, who has been working on the Sept. 11 sites since the beginning, says it's important to take into account the spiritual toll such events have even on professional volunteers, especially those in casework management, working directly with people who lost family members. For the first time, the Salvation Army made a visit to the scene of the World Trade Center collapse part of the formal plan for preparing its volunteers. "It gave them

a solid idea in their head what people were up against. People who did that said as hard as it was, it helped that they had been there to visualize it."

After the volunteer's rotation is over, Salvation Army staffers review the experience and the emotional impact it may have had on them. Sleep disorders and eating disorders are not uncommon for people who share a traumatic event as volunteers. "We talk about what it's like to go home to family—do you tell them everything you've experienced, do you tell them nothing? We try to get them thinking."

The Salvation Army has a national help line with a counseling service for stress-related experiences that's available 24 hours to all personnel.

"The need for crisis counseling is acute," says Gregory Smith, vice president of youth and nursing for the American Red Cross. "That's a lesson learned from [the bombing in] Oklahoma City, the number of rescue workers who continue to be traumatized years after the fact."

Smith expects volunteers in New York to experience similar difficulties. "The scene at Ground Zero is very difficult to articulate. You've seen it repeatedly on television, but the scope of it can't be articulated."

FEMA's Curran can't say enough about the importance of volunteer agencies in a disaster. "The power and combined resources, skill and talent among the entire group of volunteer agencies... We know when they all work together and we avoid duplication of efforts, we go that much further." ♦

Patty Rhule, a freelance writer in University Park, Md., is a regular contributor to Volunteer Leadership.

W rkshop

Aftermath

Experiences from Ground Zero

Organizations that deploy volunteers to help communities recover from disaster have been pressed beyond expectation in the wake of the Sept. 11 attacks in New York and Washington, D.C. Volunteers daily have done more, given more, seen more than they had ever imagined. But in the twisted rubble of the World Trade Center and the Pentagon, volunteers and the agencies that organize their efforts have experienced heroism and selflessness that can only be called legendary.

In this issue of *Volunteer Leadership*, we feature a cover story on how to sustain volunteer response following disaster. Workshop also focuses on disaster response—specifically to the events of Sept. 11. Our guest editors represent some of the organizations and agencies that quickly responded to those horrific events. We hope that these articles will inspire and inform you, our readers. ♦

Workshop, a standing feature of Volunteer Leadership, offers how-to tips and valuable insights on selected topics. If you'd like to be a guest editor or want to suggest topics for future coverage, write to Volunteer Leadership Workshop, Points of Light Foundation, 1400 I St. NW, Washington, D.C. 20005; fax 202-729-8100; e-mail: jharveyeditwrite@turtleflock.com



Michael Ortiz



Jennifer Groff

Salvation Army staff and volunteers join rescue workers at Ground Zero in New York City.

FEMA's Supporting Role in Disaster

By Ben Curran

Certain basic rules of emergency management remain the same in all disasters. One of those basic rules is that the Federal Emergency Management Agency (FEMA) is always in a *support* role to state and local emergency management authorities. FEMA may have extraordinary resources at its disposal and it may have the ability under the Federal Response Plan to provide a vast number of additional federal resources through the family of federal agencies, but one of the most important principles under which FEMA operates will always be its respect for state and local authorities who have the lead authority in their jurisdictions.

When a governor asks for help in responding to a disaster and the president declares it a national disaster, FEMA responds in full, depending on the needs of the state and local authorities.

Minutes after the first attack at 8:45 a.m. on Sept. 11, first responders—most notably from the New York City Fire Department and Emergency Medical Services and the New York City Police Department—rushed to the site. Many heroic efforts were made to evacuate many hundreds of people from the scene. New York Gov. George Pataki immediately declared a state disaster emergency in New York and directed the New York State Emergency Management (SEMA) Office to activate its Emergency Operations Center in Albany, N.Y., to provide any kind of immediate assistance to New York City. For example, some 500 national guard troops were quickly deployed to lower Manhattan and 500 state troopers and 427 addi-

tional police personnel were deployed to support public security and safety. Gov. Pataki asked President Bush to declare a federal disaster to expedite all resources and assistance, including urban search and rescue and other federal disaster response units.

Quick Response

Well before the North Tower collapsed at 10:28 a.m., FEMA had activated the Federal Response Plan and opened the National Interagency Operations Center at FEMA headquarters. Eight urban search and rescue teams were deployed to New York and four to the Pentagon site.

These highly experienced teams' capabilities include physical search-and-rescue operations in damaged and collapsed structures; emergency medical care for trapped victims, task force personnel and search canines; reconnaissance to assess damage and needs and provide feedback to local, state and federal officials; hazardous materials survey and evaluations; structural evaluations of buildings needed for immediate occupancy to support disaster relief operations; and, stabilizing damaged structures.

In Washington, D.C., two of the country's most experienced teams based in neighboring Maryland and Virginia were activated and deployed to the Pentagon site within hours.

Teamwork

Later the same day of the attacks, President Bush issued a major disaster declaration for both public and individual assistance. This official declaration allowed FEMA to make available a wide number of federal programs and services for those affected in the New York and

Northern Virginia disaster areas. Critical logistical support resources and management experts already had departed for the Jacob Javits Center near the Lincoln Tunnel, which was established as a major logistics hub for federal resources.

A team of community relations experts also traveled north to New York City to assist with community relations issues and donations and volunteer management issues. Critical FEMA communications support provided sophisticated levels of assistance to the badly affected New York City Office of Emergency Management, which had lost its own Emergency Operations Center when Building 7 of the World Trade Center collapsed.

FEMA headquarters started twice daily conference calls to discuss the challenge of unsolicited donated goods and unaffiliated volunteers. Discussions included representatives from SEMA, FEMA personnel assisting in New York City, the Red Cross Chapter on Amsterdam Avenue, the Community Food Bank in New Jersey, Adventists Community Services, America's Second Harvest, the leaders of the New York State Voluntary Organizations Active in Disaster and United Way. One very helpful partner was the New Jersey Motor Coach Association, which helped tremendously in persuading truckers to either not embark on their journey to New York City with loads of donations or to bring their shipments to one of six donation facilities. ♦

Ben Curran is NGO liaison and donations program manager, FEMA headquarters.

Mayor's Office Links Agencies

By Gerald Pannozzo

The Mayor's Voluntary Action Center's (MVAC) office is seven blocks from Ground Zero. On Sept. 11, we saw the World Trade Center towers burning from our office windows. There was little information when we were first instructed to evacuate the building.

After telling our staff and volunteers to go home for the day, Harriette Heller (executive director) and I went into our building. We made phone calls and listened to a radio. That is when we heard about the Pentagon.

We were told to evacuate the building again and to walk north. As we looked west we saw an incredible amount of what we "thought" was smoke moving north on Church Street. We walked about 40 blocks, stopping at a coffee shop. That is when we heard the World Trade Center towers had collapsed.

I was glued to the television for about 48 hours, desperate for information. During this time, Harriette attempted to contact our boss, the deputy mayor. She and I were in constant communication.

MVAC's office phones were down, the neighborhood was closed and our computers and e-mails were not working. On Wednesday, we agreed that I would send an e-mail from home to colleagues, informing them that staff and volunteers were safe and that we didn't have access to our office or normal communication systems.

Many city agencies were relocated, as was the MVAC staff. We were to report to our clothing bank warehouse in Brooklyn, which had two phone lines and no e-mail access. I tried to check out our office building

on Saturday as the news stations reported the neighborhood had been opened. It was still off limits.

Mobilizing

On Sunday we were instructed to have MVAC representatives report to Office of Emergency Management (OEM). OEM had been relocated to Pier 94 following the collapse of 7 World Trade Center. MVAC was reporting to OEM, FEMA and SEMO (State Emergency Management Organization).

We also participated in VOAD meetings (Volunteer Organizations Active in Disasters). We were assigned to the Human Resource section that included Red Cross and Salvation Army, New York Cares, City Harvest, Center for Animal Care Control, World Church Service and others.

MVAC initially identified our role as a communication link with our colleagues. Using membership directories from New York Association for Volunteer Administration (NY AVA) and Greater New York Association of Directors of Volunteer Services in Healthcare (GNYADVS), I compiled a group e-mail list. MVAC identified key leadership professionals and anyone we could think of. We asked them to share the disaster relief information that was being identified daily by OEM, FEMA, SEMO and VOAD. We also invited them to information sessions that were being convened by FEMA.

Readiness

MVAC provides volunteer referrals in all five city boroughs through its database. MVAC also administers the annual Mayor's Volunteer Service

Awards; provides training; works with alternative sentencing programs; and operates a clothing bank, which distributes new clothing contributed by apparel manufacturers to a network of community agencies serving the homeless throughout New York City.

I started work at MVAC only three weeks before the World Trade Center disaster. Therefore, this was a learning opportunity for me. Perhaps my experience will assist you as you review your emergency preparedness strategies. Here are some questions to consider:

- What is your local relationship with VOAD and state emergency management organizations?
- Do you have a partnership with your local Red Cross, Salvation Army, etc.?
- Do you have a plan if you can't get into your office or access to normal communication systems?
- Can you communicate with your staff and volunteers if you are not in your office? How will you communicate with your colleagues?
- What will you do to build partnerships *before* a disaster?

Finally, my personal mantra each day was the following: "Give me humility, intelligence balanced with compassion, patience and energy."

A friend asked why I didn't focus on energy first. I replied, "Energy without the others might lead to less effective actions as opposed to deliberate and thoughtful responses." ♦

Gerald (Jerry) Pannozzo, CVA, is assistant director of the The Mayor's Voluntary Action Center.

Pioneers Answer the Call to Service

By Jim Gadd

The phones at the Telephone Pioneers Association offices in Denver began ringing early the morning of Sept. 11, much as they had at our chapters in New York City and Washington, D.C. Members across North America, still stunned by the attacks, were eager to talk of what Pioneers could do to be of service.

Pioneers have responded to such hard times before—the San Francisco earthquake, hurricanes Hugo and Andrew, and the Great Flood of '93, to name a few. Their desire to play a role in helping America on this sad morning was even greater. I was not surprised at all by the calls, just proud.

Communication Experts

Pioneers really have but one goal and employ two simple tools in responding to a disaster. The goal is to bring as many resources to bear as we can muster. The tools are communication, early and often, and a willingness to partner with others.

As communications industry workers, Pioneers know obtaining and quickly distributing information up and down the organization is key to our ability to respond effectively. As volunteers, we recognize as well that combining our energies, talents and resources with those of other service organizations and with our companies only maximizes that response.

At headquarters, we quickly moved to establish a line of communication with regional and chapter-level Pioneers leaders, particularly those representing locations within the “ground zero” areas. Past experience told us that cash donations are the most liquid commodity in a recovery effort, and these chapters

looked to set up disaster-relief accounts to which Pioneers units and employees could contribute. A flow of e-mails and updates to our association's web site helped keep Pioneers everywhere abreast of what was going on, what was needed and how they could participate.

Tangible Help

In just a matter of hours, Pioneers were having an impact. Here are a few of the many ways:

Pioneers in Atlantic Canada were among the first to respond, creating “bed banks” and contributing food, funds and personal care items to help house and comfort the thousands of travelers stranded in Newfoundland, New Brunswick and Nova Scotia.

In the U.S., Pioneers units from coast to coast were leading employees' efforts to donate blood and raise funds for the Red Cross; assembling food, blankets and other supplies for the Salvation Army; compiling supplies of homemade Pioneers Hug-a-Bears for the children of the tragedies.

- Pioneers in Atlanta would soon get a call from FEMA to assist in setting up a 24-hour hotline to help rescuers locate victims who may have had cell phones or pagers with them.

- Within days, Pioneers in Connecticut would be matching skills and coordinating the schedules of 3,000 prospective Red Cross volunteers.

- In Cincinnati, Pioneers would man the phones at a major fund-raising telethon. And Pioneers in New Jersey would locate and contribute 23 full sets of “turnout gear” (coats, hats, gloves, boots, etc.) for the firefighters.

- Our sponsor companies and their charitable foundations have also been a source of strength to us,

donating millions of dollars in funds, equipment and services to the immediate and long-range relief efforts.

Long-Term

When the association executive committee decided to cancel the annual meeting scheduled for late September, our membership was united by the realization that right then, the best place for Pioneers was at home, in their communities, doing the kind of things they do every day.

To demonstrate that point, the executive committee called for a Days of Remembrance and Caring campaign to begin November 2, the 90th Anniversary of our founding. The idea was to create a month-long list of projects across the United States and Canada, with Pioneers emphasizing family involvement and programs honoring the victims and heroes of the Sept. 11 attacks.

Preliminary results show Pioneers embracing the effort in startling yet familiar fashion. By mid-November, Pioneers representing 40 chapters reported over 135 projects in upward of 100 communities across 31 states and provinces.

I'm not surprised at all, just proud. ♦

Jim Gadd is the executive director and chief operating officer of the Telephone Pioneers of America, a volunteer service organization of 750,000 employees and retirees of Aliant, AT&T, BellSouth, Broadwing/Cincinnati Bell, Frontier Communications, MTS, Qwest, SaskTel, SBC, Telcordia Technologies and Verizon. He is vice chair of Points of Light Foundation's Connect America initiative. TPA was Connect America's Partner of the Year in 2000.

Mobilizing People of Faith

By John Gavin

We call them churches, congregations, communities of faith, church groups, religious organizations and now faith-based organizations. Whatever we call them, they are a mighty force in times of disaster. Within minutes of the World Trade Center and Pentagon attacks they rushed to action either individually or as a unit; nearby or in their own communities. Here are some of the ways they have responded:

- Praying and talking with victims and their families;
- Opening their doors for food or shelter or for drop-in counseling;
- Supporting rescue workers, police, and soldiers;
- Deploying crisis care teams on the streets to support passersby;
- Distributing water and other supplies needed on site or in shelters;
- Sorting and warehousing donations off site to keep it from disrupting rescue and recovery efforts;
- Lighting candles and singing at parks and other places where people gather;
- Holding special services such as meditation and prayer vigils for comfort and healing;
- Sending volunteers to other organizations that are short-handed;
- Sponsoring humanitarian aid for war-torn and developing nations.

Generous Givers

Faith-based organizations have much to offer. Their church buildings, synagogues, mosques, temples and schools are freely given for shelters, warehouses, distribution centers and meeting places. Their vans, buses, trucks and other equipment augment those in use by local government and

disaster response organizations.

Their contribution goes way beyond these physical assets or building, vehicles and equipment. Faith-based organizations usually are already active in their neighborhoods by responding to on-going needs of the homeless, hungry, and sick and beyond by supporting mission programs in other lands. They understand their community and have a deep commitment to them. When people are in crisis they often turn first to a faith community. Partnerships with faith communities bring more services to the places where people go anyway.

When people are in crisis they often turn first to a faith community.

Then there is the much-discussed faith factor—that intrinsic quality that buoys suffering humanity, strengthens those who care, rescues, transcends the present pain if only for a moment, begins to restore hope and make sense out of chaos. Faith people and faith-based organizations keep going.

Broad Outreach

Faith-based organizations and their supporting congregations are often tied into national or international programs which have provided them with training and tools to lead and perform their own distinct mission. This means they bring this capacity with them to help. But it may also mean that they are not available to support other organiza-

tions in their own missions.

Faith-based organizations, churches and congregations are best approached as partners in service rather than abundant sources of free help and money. Meaningful partnerships recognize their limits and their need to connect their present activity with the needs at the front line. For example, while 30 teenagers from the church on the corner can pack boxes or stuff envelopes with frightening speed and efficiency, they need to see how it connects with the people in need.

Working with faith-based organizations has its challenges. Sometimes there are lengthy approval processes to navigate. Some fear that religious activities will override the humanitarian services. Or that religious practices will be required for services. The relationship also takes a great deal of work. These issues are best addressed directly while planning together how best to meet the needs that have been presented.

Gary Gunderson, in his book *Deeply Woven Roots*, characterizes the faith communities that do the heavy lifting as possessing eight strengths—the strength to accompany, convene, connect, tell stories, give sanctuary, bless, pray and endure. At their best they have these strengths, and at our best we can find the best ways to tap that enormous power. ♦

John Gavin, M.S.W., is the executive secretary for the National Voluntary Organizations Active in Disaster.

Points of Light Foundation Response

By Richard C. Mock

As a member of the national Voluntary Organizations Active in Disaster (NVOAD), the Points of Light Foundation's role is to facilitate "unaffiliated" volunteers during time of disaster—those who want to help but aren't officially associated with one of the official disaster relief agencies. Because the opportunities to volunteer at Ground Zero in New York City and at the Pentagon in Washington, D.C., were limited to official rescue workers, people who wanted to help in some way were often at a loss as to what to do.

Within 48 hours of the attacks, the Foundation had added a crisis page to its web site directing people to their Volunteer Center for volunteer opportunities. In the weeks following, response to the web site, calls to 1-800-VOLUNTEER and general telephone calls to the Foundation about volunteering increased substantially. There was also a significant increase in the number of calls from Volunteer Centers for technical assistance in emergency preparedness.

Helping Is Healing

Because of the enormous impact on the New York business community—not only the immediate loss of lives, but disruption in business and the longer term impact on employee morale—the Foundation assumed responsibility for organizing two employee volunteer activities each month between October and the first of the year. With a different theme for each project, the activities gave the New York corporate community an opportunity to benefit the community while helping to heal themselves.

The Foundation broadly promoted the "Helping Is Healing" ini-

tiative through Volunteer Centers and corporate networks across the country:

- October, "Make A Difference"—Activities included sorting donations to the New Jersey Food Bank, Oct. 5-6; volunteering on New York Cares Day, Oct. 13; and, on Make A Difference Day, Oct. 27, planting daffodil bulbs in city parks in memory of those killed.

- November, "Family Matters"—Volunteers joined with family members and friends for a variety of activities on National Family Volunteer Day, Nov. 17; on Nov. 10, employees and their families worked in a clothing bank.

- December, "Serving Those Who Serve You"—At press time, two activities included a return to the clothing bank and connecting corporate volunteers with police precincts.

- January—"Unifying a Nation"—Activities, including workshops on tolerance and diversity, will focus on building unity. One of the activities will be scheduled for Martin Luther King, Jr. Day, Jan. 21.

The Foundation received funding for Helping Is Healing from Levi Strauss & Co. and Verizon.

Scholarship Fund

Because Make A Difference Day (Oct. 27) came just over a month after the attacks, the Foundation worked with its Make A Difference Day co-sponsor, *USA Weekend* magazine, to partner with the Citizens' Scholarship Foundation of America (CSFA) to establish the Make A Difference Day Scholarship Fund. The Fund will provide post-secondary education benefits to children and spouses of those killed or disabled in the attacks, including air-

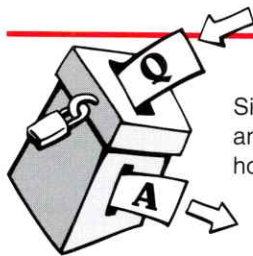
plane crews and passengers; World Trade Center and Pentagon employees and visitors; and relief workers, including firefighters, emergency medical personnel and police officers. The fund is part of CSFA's "Families of Freedom" scholarship fund initiative, which will provide financial support to family members of the victims for the next 20 to 30 years.

Make A Difference Day volunteers were urged to collect pledges against their volunteering or to collect money for the fund in conjunction with their volunteering.

A generous contribution of \$460,000 from KPMG pushed the fund to well over half a million dollars. KPMG active and retired employees and partners around the world had raised funds for disaster relief; the company contributed an additional \$1 million. Bernard Milano, president of the KPMG Disaster Relief Fund, said, "It is my sincere hope that our efforts will make a real difference to those struggling to return to a normal life." The Make A Difference Day Scholarship Fund was one of several beneficiaries of the KPMG relief fund.

The Foundation will continue to accept contributions to the fund through the new year. Donations, which are tax deductible, can be made by visiting www.makeadifferenceday.com and paying by credit card; calling 1-800-416-3824 to make a pledge or pay by credit card; or sending a check payable to MDD Scholarship Fund to 1400 I Street, N.W., Suite 800, Washington, DC 20500. ♦

Richard Mock is vice president of recognition and board relations at the Points of Light Foundation.



Situations, problems
and questions and
how to respond

solution finder

Building a Civil Society

"As key members of the Voluntary Sector within our various communities and countries, we have a responsibility to ourselves and to others to uphold our belief in a 'Civil Society.' ... A Civil Society is one where the citizens are responsible for the greater good; where civility, values, morals and ethics prevail; and where individuals participate in civic life. It seems to me that this is what we facilitate as professionals in Volunteer Resources Management. We must continue to be the best that we can be." — Sue Wood, President of the Association of Volunteer Administrators, in the aftermath of Sept. 11.

Too Many Volunteers?

Situation: A board member laments that there are too many would-be volunteers for his small staff to manage but, "It just seems a shame to turn so many people away." How do you turn them away without turning them off?

Response: The terrorist attacks on America have brought into focus the ongoing, some might say enviable, problem of how to handle too many volunteers. Many organizations that rely on volunteers, such as museums and humane societies, are accustomed to gently turning people away. But in times of crisis, organizations such as relief agencies are besieged with people wanting to help.

Volunteer managers voice a unified cry for collaboration, both in everyday circumstances and in the face of crisis.

Warren Dow, a Winnipeg, Manitoba, Canada-based consultant on nonprofit issues, suggests coordinating with related agencies to "refer some overflow to the other, lesser known and even more cash- and staff-strapped groups, so your subsector as a whole becomes stronger."

Building a rapport with other agencies reaps added benefits, says one volunteer coordinator of her efforts to refer people to other agencies. She talks with people about their skills and interests, leaving them with a good impression of her agency—and reducing the likelihood that offended volunteers might withdraw financial support. Others suggested hosting a day of service, which would utilize large numbers of volunteers who can't be absorbed into daily programming.

Volunteer coordinators in New York City relied on creativity and flexibility on Sept. 11. At New York University Medical Center, Rebecca Randel had regular volunteers "helping out hospital departments that were short-staffed because their staff couldn't get to work. Volunteers were usually flexible and did whatever we needed. And whenever I had too many volunteers, I was honest and told people to try back later, thanked them for their help and suggested other places they might try. I tried to be very sensitive to their needs to help. It was very hard for people, psychologically, to be turned away repeatedly from places like hospitals and blood banks."

Nora Simmons, who served as director of volunteer services at St. Anthony Hospital in Oklahoma City at the time of the Murrah Federal Building bombing, "dealt with many, many people wanting to do something to help. While it was heartwarming to know that a tremendous amount of citizens were willing to drop everything to assist our community, being able to utilize them at our hospital was impossible." Simmons cautions against using unscreened, walk-in volunteers. "By allowing unauthorized volunteers on our premises we would have opened up a risk-management can of worms."

Now the Volunteer Services Coordinator for Jefferson County Open Space in Golden, Colo., Simmons says that the local Red Cross has added additional training courses in response to an increased interest from the public. "Hopefully it will make the public more aware of the need to be already associated with an organization, trained and ready to go, when a crisis happens."

Mary Merrill agrees, citing a need for cross-training among volunteer agencies. A volunteer issues consultant and a board member of the Columbus, Ohio, chapter of the American Red Cross, Merrill champions "the role of all volunteer coordinators in times of big national crises to help one another." One option is to give disaster relief training to volunteer managers from all sectors so that they could provide on-site assistance. ♦

Looking for Answers?

Send your questions and concerns to maryevans1@yahoo.com.

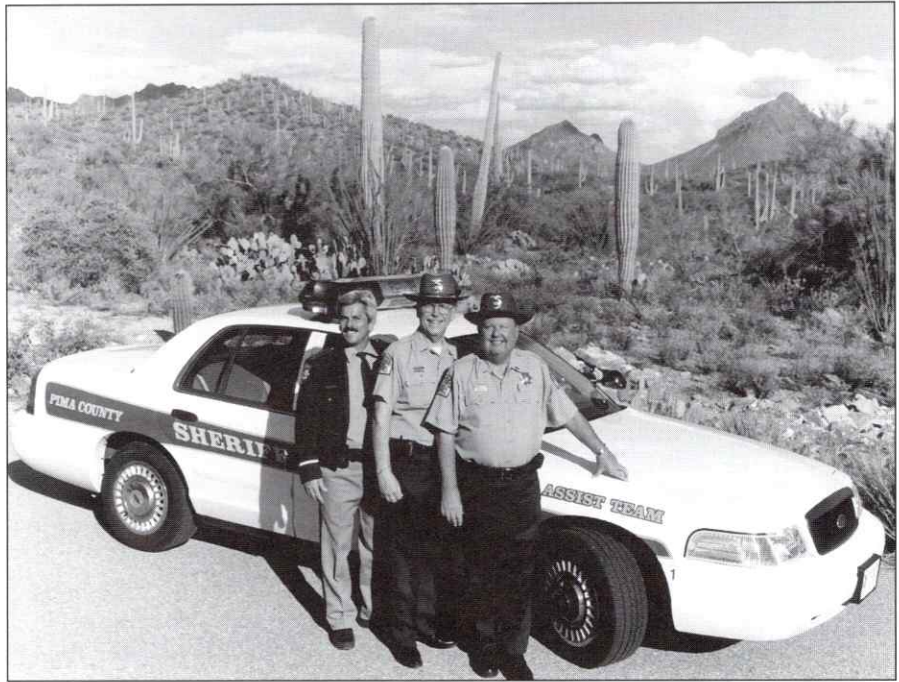
Service Beat

Law enforcement volunteers are doing a lot more than filing papers and answering phones. They're helping keep neighborhoods safe, they're working alongside sworn sheriff's deputies, they're filling in gaps where budget cutbacks meant fewer services, and they're finding lost campers and wandering Alzheimer's patients.

"Volunteers serve as the right hand of the Pima County Sheriff's Green Valley District," says Lt. Chris Nanos, Pima County, Ariz., Sheriff's Department Green Valley District Commander. "They represent the essence of community policing. Because of their efforts and their willingness to get involved in the community, the Green Valley area is virtually crime free."

In the sheriff's department in San Bernardino County, Calif., volunteer hours last year would have equaled \$10 million in salaries if calculated at an average deputy's wage. In the retirement community of Green Valley, Ariz., sheriff's auxiliary volunteers patrolled 91,750 miles, physically checked 19,500 homes while residents were away and answered 705 emergency calls.

In rural St. Martin's Parish, La., volunteers assisted bailiffs and developed a crime victims notification program. In Los Angeles County, volunteers worked in the detectives' bureau; did undercover surveillance; patrolled streets; called victims of domestic violence; worked the Arson Prevention Program; and interpreted for non-English speaking people in court. L.A. County law enforcement volunteers speak 50 dif-



Michael McGee

Some of the principals who make the Green Valley, Ariz., Sheriff's Auxiliary Volunteers program a success, from left, Lt. Chris Nanos, commanding officer, Pima County Sheriff's Department; Commander Bob Hoeckelberg, Green Valley Sheriff's Auxiliary Volunteers; and Michael McGee, civic affairs officer, Sheriff's Auxiliary Volunteers.

ferent languages.

"I have this poster of a dark alley. The caption says, 'you wouldn't go in here for \$1million, the cop does it for a lot less, the reserve goes in for free,'" says Lt. Mike Tuttle, executive officer of the Volunteer Forces Unit of the San Bernardino County Sheriff's Department. Tuttle oversees 2,000 volunteers. "They provide a substantial savings to the citizens we serve. We have 106 different volunteer units and they are all very dedicated. They are invaluable."

Meaningful Jobs

Helen Reardon is a legend of sorts in California law enforcement circles, says Leslie McGill, the deputy executive director for the Califor-

nia Peace Officers Association. "She knows everything there is to know about recruiting, training and retaining law enforcement volunteers."

Perhaps that's because Reardon started out as a volunteer. "I had just sold a business and saw an ad in the local paper for volunteers needed at the Santa Clarita Valley Sheriff's station," says Reardon, who lives in Palm Desert, Calif. "I went to the station, filled out the application, asked what I would be doing and they said, 'We don't really know.' After a few weeks of cleaning out cupboards and files, I thought, this isn't what I call a volunteer program."

So she decided to change things. "There's more to being a volunteer

Law Enforcement Volunteers Deemed Essential

By Kathleen Phalen

than making copies," she says. "If you're willing to take the time to train volunteers, there's nothing they can't do."

With the sheriff's blessing, Reardon started writing job descriptions and administrative manuals. "If you don't have support from the top down, your program will fail," she says. Within a few years she was appointed to a paid position as director of special programs for the Los Angeles County Sheriff's Department, which grew its volunteer base of 500 in 1982 to nearly 7,000 today. They've even got 16 volunteer dogs in their canine unit. "One of our volunteer dogs went to Oklahoma City after the bombing and found a child," Reardon says.

First thing is defining the jobs to make sure volunteers have something meaningful to do, she says. Then learn how to do all the jobs. The L.A. Sheriff's Department serves 11 million people and they have 14,000 employees at several locations. So Reardon also made sure there was a volunteer coordinator at each facility. "A deputy coordinated the volunteers in addition to doing their regular job," she said. Reardon would meet monthly with coordinators to make sure things were going well.

And it seems that successful law enforcement volunteer programs around the country—large, medium and small—have the same ingredients as Reardon's:

- Clearly defined, meaningful jobs, someone to oversee volunteer efforts

- Employee support
- Extensive training

- Careful screening of volunteers
- Uniforms
- Matching volunteer skills to positions

- Volunteer recognition
- Rules and regulations.

"First, get support from the boss.

Then get the staff to buy into it," says Audrey Thibodeaux, Special Services Director and Director of the Elderly Crime Victim's Program for St. Martin Parish, Louisiana Sheriff's Office, who started the nation's first Triad—partnership between a local



Some Sheriff's Auxiliary volunteers work the marina area (top photo) while others patrol the streets after learning how to write parking citations.

Photos: Helen H. Reardon

sheriff, a police chief and a senior citizens group. "And be very careful to make sure the job fit is good. I use a likes and dislikes survey."

Top-Notch Training

The Green Valley, Ariz., Sheriff's Auxiliary, with its 85 badged volunteer officers may seem small in comparison to Reardon's 7,000, but they get the job done. "We are a 7-day patrol operation," says Michael McGee, civic affairs officer for the auxiliary volunteers.

Located about 30 miles north of Nogales, Mexico and just south of Tucson, the volunteers mainly work in Green Valley. But sometimes, says McGee, they get called out of their jurisdiction. "There was a train derailment and we got activated, and when Old Tucson burned we assisted," he says.

The Green Valley group is unique in several ways: They are self-funded through private donations; they own a fleet of 10 "assist team" vehicles, a mobile command center and their own operations center. They have an extensive training academy, and they screen potential volunteers with an FBI check, fingerprinting and make

sure they are physically and mentally capable to go on patrol.

Volunteers who make the cut attend a volunteer-run training academy. Sessions are 10 weeks long, three-and-a-half days a week—about 125 hours. Experienced volunteers and sheriff's department specialists provide training on a wide range of topics including geography, Spanish pronunciation, defensive driving, CPR certification, crime prevention and interview techniques.

"This is such a great organization, it is very professional," says McGee. "Some officers have contributed over 17,000 hours."

Still, recruiting is a big challenge, he admits. But Reardon says it doesn't have to be. "There are so many talented people out there," says Reardon who retired this year, but stays involved in training and recruiting. "Recruit wherever you can. I would go out with recruiting staff who were recruiting for sworn members. To career fairs, schools, colleges. We would go as a team." ♦

Kathleen Phalen, a freelance writer in Charlottesville, Va., is a frequent contributor to Volunteer Leadership.

An Expert Shares Tips



Helen Reardon answered an ad for volunteers and ended up growing the Los Angeles County Sheriff's Department Volunteer Force from 500 to 7,000. She offers some tips for getting started:

- Get support from the top down, otherwise your program will fail.
- Make sure the person heading the volunteer program knows how to do all the volunteer jobs.
- Have clearly defined duties for each volunteer and decide to whom volunteers report.
- Match volunteer skills to the job description.
- If there are no jobs available, start a waiting list.
- Identify potential volunteer populations (retired seniors, youth, college interns, clergy) and where to recruit them (career fairs, employee referrals, advertisements).
- Work out the details for training, policies and procedures, liability. Policies should be similar to your department manual.
- Establish a thorough training program. Give the volunteers the training they deserve.



Helen H. Reardon

The all-volunteer Korean Scholarship Committee presents four \$1,000 scholarships to children of Sheriff's Department members in Los Angeles.

Volunteers Sow Seeds of Trust

By Les Lenkowsky

In late October, shortly after I took over as head of the Corporation for National and Community Service, I had the privilege of administering the AmeriCorps pledge to 150 new inductees entering the National Civilian Community Corps program. By pledging “to make our people safer, smarter and healthier,” these inductees made a commitment to serve the nation by serving our communities.

Though these young men and women work full time and often travel far from their home communities, what they do is similar to what millions of volunteers in countless neighborhoods across the nation do every day. They teach children to read, clean up community centers, restore parklands and trails, provide companionship to the frail elderly, build homes for low-income families, and help small, local, faith-based and community groups dispense needed social services.

Such work clearly has tremendous value to our nation. Disadvantaged young people receive the tools they need to rise above their circumstances and contribute to society, while the elderly are allowed to live with dignity in their own homes and apartments for as long as possible. Our nation's great natural resources are made accessible to the public while being protected from degradation. And frontline charities receive the technical, business and administrative help they need to make a lasting contribution to their communities.

The work, of course, also benefits those who volunteer, providing the kind of satisfaction and personal fulfillment that can only come from

helping others. But the act of serving also has another benefit: It helps build the ethic of citizenship, of mutual responsibility for making a better society. And, in so doing, it helps build bonds of trust among Americans—the very types of bonds that terrorism seeks to undermine.

Those who have devoted a lifetime to serving others have long recognized this benefit. But the terrorist attacks and subsequent anthrax mailings have reinvigorated among the great majority of Americans the importance of active citizenship to our nation and to the workings of democracy.

Indeed, since Sept. 11, more people are expressing in word and deed how much they care about the ideals for which our country stands and are looking to do something positive to help make the nation safer and more secure. Volunteering, in other words, is more widely appreciated now as an expression of patriotism, of gratitude for the opportunity to live in the United States and enjoy the blessings of liberty it offers.

But maintaining liberty requires trust—trust in one another, trust in the self-evident truths of our society, trust in our system of government, trust in God. And one important way that we develop trust is through the institutions of civil society and the good works of neighbor toward neighbor.

As President Bush noted in his inaugural address, civility is “the determined choice of trust over cynicism, of community over chaos. And this commitment, if we keep it, is a way to shared accomplishment.”

Terrorism, on the other hand, is

an attack on civility that seeks to undermine trust. Terrorism spreads fear and distrust of people of particular ethnic origins or religious beliefs. It spreads fear and distrust of those with whom we share public spaces. It even spreads fear and distrust of the air that we breathe.

By contrast, the daily duties that volunteers perform help to build trust in communities across our great land. When we work with those who are different from us—especially across social, economic, racial, and religious lines—we build trust in our fellow citizens and exemplify the notion of one nation. When we pitch in to help our neighbors, we bring character to our communities. Whereas terrorists sow the seeds of distrust, volunteers sow the seeds of trust at a time the nation badly needs them.

In the months ahead, new volunteer roles will no doubt emerge as Governor Ridge and his Homeland Security team identify new national priorities and devise strategies to meet them, and those new roles will receive great media attention.

But equally important to our nation's well-being is the work that volunteers do every day to build up trust among our citizens so that we can continue to live freely. We need to make sure that we take advantage of this opportunity to promote and encourage the spirit of volunteerism so that we emerge a more trusting and unified nation. ♦

Leslie Lenkowsky, Ph.D., a leading scholar on philanthropy and America's civic traditions, is CEO of the Corporation for National and Community Service.

Exploring Contemporary Trends in Volunteerism

By Mary V. Merrill

Contemporary trends in volunteerism give us interesting insights into changes that are occurring and suggest potential strategies for making volunteer organizations more efficient and competitive.

The Independent Sector reported the highest-ever recorded level of participation in volunteering in the 1998 Survey of Giving and Volunteering in the United States: 56% of the adult population over 18 reported volunteering a total of 19.9 billion hours. A comparison of the survey results over an 11-year period shows that while the total number of adults volunteering increased, the average number of hours per week decreased, as did the total number of hours given to volunteering. Deduct the number of hours reported for informal volunteering, and the total number of hours devoted to formal volunteering has remained relatively consistent since 1989.

The 1998 survey reported that 41.9% of respondents indicated they had volunteered sporadically and considered it a one-time activity. Thirty-nine percent volunteered at a regularly scheduled time, weekly, bi-weekly or monthly; 9% indicated they only volunteer at a specific time of years, such as during a religious holiday. These figures seem to support an increasing trend by volunteers to be reluctant to commit to regular or long-term volunteer assignments and suggests growing concern about volunteer burnout as organizations are stretched to do more with fewer volunteers.

A variety of studies in the past five years have identified work and family pressures as the main reasons

for taking people away from volunteer work. Lack of time has led to an increased emphasis on creating short-term, time-specific volunteer opportunities, and more and more people are taking advantage of these episodic options. The growth of workplace volunteering and family volunteering has increased opportunities for people to combine work and family time with volunteer work. Generational differences seem to indicate that the current generation of parents of young children continues to place a high value on quality family time and tend to respond favorably to family volunteering opportunities.



Time and Place

The Netherlands Organization on Volunteering, at the 2001 World Volunteerism Conference, identified time as one the 10 top worldwide trends: "Time becomes more fluid: clear separations between time to work, time to care, free time and volunteer time disappears."

Societal trends, such as workplace changes (functional teams, free agents, self-employed, etc.), corporate volunteering, early retirements and the graying of America are leading to a professionalization of the volunteer corps. Volunteers have higher expectations of how they wish be treated as volunteers. Limited time and

increased expectations means volunteers are drawn to organizations that efficiently and effectively engage their skills and talents.

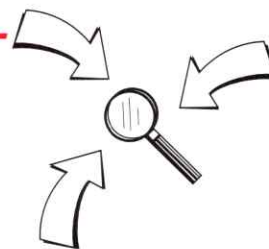
Emphasis on our global society has created opportunities for international volunteering that attracts retired couples who are not satisfied with "routine" volunteer work. Aging baby boomers are creating new models of service that actually go against the trend of short-term volunteering and require significant time commitments from volunteers.

These "new" volunteers are seeking new solutions to community problems by designing and implementing services provided solely by volunteers. They report great satisfaction in creating opportunities to utilize their skills and talents fully while making significant contributions. This new professionalism in the volunteer corps is placing an increased demand for professionalism in volunteer programs.

Change Agents

Any discussion of trends must include our changing demographics and technology. As we continue to become a highly diverse nation, volunteer managers are encouraged to increase pluralism and promote organizational openness and readiness for diversity. Changing urban centers, migration patterns, and an aging population will lead to new consumers of services and volunteer programs will be challenged to expand volunteer roles to new groups and new generations.

Technology offers opportunities to revolutionize volunteer work. Knowledge is becoming available



"You can't predict with certainty what will happen but you get some sort of idea by looking at the trends already in play."

— Dan Johnson,
World Futurist Society

anytime, anywhere. Click on the National Aging Information Center and find an extensive listing of resources on volunteers and older adults. Do an online search of "mentoring" and discover a wealth of resources. Go to the United Nations International Year of Volunteers web site and discover how volunteerism is changing the world. The Internet offers the unique ability to share information and form horizontal connections among volunteer managers around the world (www.cyberypm.com, www.avaintl.org, www.iave.org).

Web Power

Using technology to promote and engage volunteers is one of the most rapidly growing contemporary trends. Volunteers are not waiting for organizations to reach out to them via the Internet. The Sword and Staff web site was started in 1996 by fans of "Xenia: Warrior Princess," as a "catalyst for volunteer groups from around the world to work on projects concerned with bettering the life of people in their own communities." The Artemis web site serves the San Francisco Bay Area lesbian community by organizing and promoting

community service projects ranging from environmental restoration to helping the homeless. The SETI@home Project, headquarter at the University of California, Berkeley, has signed up more than 250,000 home computers to an innovative screen saver program that "harnesses spare computing power to crunch data from a radioastronomy search for extraterrestrial intelligence." The Blood and Goth site was started by a group of teens to promote and organize blood drives for local Red Cross Chapters.

Technology offers exciting options for maximizing volunteer resources, considering limited time is the biggest barrier to volunteering.

Online applications, CD or Internet training modules, and email newsletters are only three small ways of using technology to free up time so volunteers can do what they really want to do—make a difference in a life and in the world. ♦

Mary V. Merrill, LSW, is an independent consultant in nonprofit management, specializing in board development and strategic planning retreats, volunteer program development, and impact assessment. She publishes a monthly article at www.merrillassoc.com. For more information on her services, contact her at marymerrill@merrillassoc.com.

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The Daily Points of Light Awards

July 2001

July 2. Greg Cowan, Helper, Utah, developed a program to help youth and involve various organizations.

July 3. Richard Rosenkranz, Roseland, Fla., founded the Interfaith Call for Universal Freedom of Worship and for Human Rights in Tibet.

July 4. FMC Carswell Federal Women's Program/Staff Sponsors, Fort Worth, Texas, run a program to sponsor children and donate school supplies.

July 5. Ernest Wright, Sr., San Diego, Calif., began Pro Kids Golf Academy and Learning Center to increase minority children/youth participation in junior golf programs.

July 6. Fort Meade Partners in Education Program, Fort Meade, Md., links schools, students and the community in order to provide maximum support to improve academic achievement.

July 9. Jerry Robertson, Opelika, Ala., is active with the American Red Cross, his church and with a countywide feeding program.

July 10. Alton Beck, Springville, Utah, volunteers in the school program at the Slate Canyon Youth Center and on the Advisory Board.



Elder Services Network, July 17 winner.

July 11. Joe Spencer, Payson, Utah, volunteers with the Boy Scouts, on the Public Library Board and is a volunteer for the Utah "I Can Read" program.

July 12. The Pasco Angels, Port Richey, Fla., produce holiday baskets for the elderly home bound and those with special needs.

July 13. Colorado Vincentian Volunteers, Denver, Colo., help young people learn to live in solidarity with the poor and obtain spiritual growth while working to alleviate poverty.

July 16. Nos Amis/Children Helping Poor and Homeless People, Venice, Calif., is an educational outreach program conducted by children and teens with adult advisors.

July 17. Elder Services Network, Mountain Iron, Minn., coordinates volunteers to shop and deliver food weekly in six Iron Range communities.

July 18. June Perry, Milwaukee, Wis., mentors inner-city men and women with few life choices to become competent, self-sufficient members of society.

July 19. Jessica Frieder, Meadville, Pa., works with at-risk youth at a local service agency.

July 20. Jim Amos, Gobles, Mich., creates videos to attract senior volunteers.

July 23. B. Alma Hyatt, San Antonio, Texas, founded SAFFE Program to help the police department and better her neighborhood.

July 24. James Johnson, Dallas, Texas, works with inner-city youth growing up in impoverished, sometimes violent areas of the metroplex.

July 25. Lee County Community Development Corporation, Marianna, Ariz., builds wealth in local communities and helps families realize their dream of homeownership.

July 26. Yuma Reading Council, Yuma, Ariz., is a literacy provider serving the community at large.

July 27. Michael Roth, Damascus,

About the Award

Nominations for the Daily Points of Light Awards will be accepted throughout the year, but selections will be made on a quarterly basis with deadlines of Feb. 15, May 1, Aug. 1 and Nov. 1.

Complete listings of the award winners are on the Foundation's InternetWeb site: www.pointsoflight.org.

Nomination forms are available on-line or by calling the Points of Light Foundation, 202-729-3127. You may also nominate by letter, which must include a telephone number. Letters should be sent to The Daily Points of Light Awards Program, 1400 I St. NW, Suite 800, Washington, DC 20005.

The Daily Points of Light Awards program is cosponsored by the Points of Light Foundation, the Corporation for National Service and the Knights of Columbus, with the Knights providing the funding.

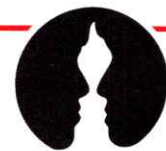
Md., helps motivate people to understand their farm heritage.

July 30. Project Linus NJ, Inc. "Blanketeers," Keyport, N.J., provide handmade blankets to fragile children from birth to the age of 17 years.

July 31. Blenda Wright, Claremont, Calif., works with the After School Tutoring Program.

August 2001

August 1. Donna Early, Cuyahoga Falls, Ohio, is implementing and developing a joint relationship between the International Institute and the American Red Cross.



August 2. Danielle Cathcart, Dallas, Texas, started the Kids for Kids project to raise funds for kids with cancer.

August 3. Project America, Inc., Richmond, Va., helps people to become involved in their communities and creates partnerships between volunteers and organizations.

August 6. Deb Naro, Plymouth, N.H., developed a support group for parents of special needs students.

August 7. Nyumburu Cultural Center, College Park, Md., focuses on issues affecting the African American community and joins groups of various ethnicities, races and cultures.

August 8. The LEAP Center, Kosciusko, Miss., helps at-risk students by providing tutorial assistance, reference materials and more.

August 9. Anisa Ramaileh, Bountiful, Utah, organized the group Helping Hands to raise money for cancer research.

August 10. Positive Opportunities, Inc., Harrisburg, Pa., provides HIV-related employment training, technical assistance, program development and client services to individuals and agencies.

August 13. Terrance Muscato, Canandaigua, N.Y., volunteers with the Canandaigua VA Medical Center.

August 14. Mario Montejo, Dallas, Texas, volunteers at a home for the elderly, his church, a Bible school program, Families United for Nurture and the Men's Club.

August 15. Rick Rollins, Dallas, Texas, volunteers for the Dallas County Juvenile Department's Youth Village, the Boy Scouts program and his church.

August 16. Carl and Norma Miller, New Market, Md., founded Concrete General to help terminally ill and severely handicapped children and their families.

August 17. Ron Patchett, Kalamazoo, Mich., is an In-Home Support program volunteer and helps homebound seniors and the disabled.

August 20. Goodfellow Shoe Fund, North Platte, Neb., provides shoes to poor preschool and school-aged children.

August 21. Carrie Hamerslag, Rancho Santa Fe, Calif., raises funds for cancer research for the Salk Institute.

August 22. Amanda Nevers, Wash., D.C., helped formulate the mission and program ideas for Ophelia's House to help teenage girls, many of whom are moms and minorities.



USinternetworking Corporation, August 30 winner. Above, U.S. Senator Paul Sarbanes of Maryland visits the Annapolis Housing Authority for the launch of USiConnects' Mentor Program.

August 23. Linda White Epps, Hamden, Conn., produced the calendar "Sisters' Journeys 2001" to help educate African American women about breast cancer.

August 24. Sandy Wimsatt, Encinitas, Calif., raises funds for Families of Spinal Muscular Atrophy.

August 27. Kathryn Donohue, New York, N.Y., promotes fire safety education programs.

August 28. Sarah Bell, Atlanta, Ga.,

mentors children at the church nursery and volunteers with Second Chance to help parents establish a stable living environment.

August 29. Pamela Belisle, Old Orchard Beach, Maine, founded the Don't Shake Jake awareness program to help educate others about the risks of shaking a baby.

August 30. USinternetworking Corporation, Annapolis, Md., provides computer centers and tutorial services to public housing youth.

August 31. Puerto Rico Youth At Risk, Inc., Guaynabo, Puerto Rico, is a one-on-one mentoring program that has transformed the lives of at-risk youth.

September 2001

September 3. David and Connie Amtower, Portage, Mich., are involved with Growing In Home Volunteer Effort, where they assist seniors by running errands.

September 4. Barbara Pittman, Philadelphia, Pa., volunteers as an advocate for abused women and their kids.

September 5. Gabriel Chavez, Las Cruces, N.M., was a driving force in the formation and expansion of the El Caldito Soup Kitchen and is now an integral part of its Gleaning Committee.

September 6. Howard and Nancy Terry, Houston, Texas, established The Terry Foundation to help financially needy children in Texas attend public colleges and universities.

September 7. Red Rope of Embry Riddle Aeronautical University, Daytona Beach, Fla., provides trained volunteers to assist with natural disasters.

September 10. DeQueen-Mena Educational Co-op Foster Grandparent Program, Gillham, Ariz., enables grandparents to work one-on-one with children in kindergarten through fourth grade.

(continued on page 33)



IYV U.S. Wraps Up Activities

The International Year of Volunteers (IYV) 2001 U.S. wrapped up a year of activities with a reception and awards luncheon in Washington, D.C., December 3-4.

The Association of Junior Leagues International and the Points of Light Foundation, lead partners of the IYV 2001 U.S. Committee, presented awards to 10 organizations, businesses, individuals and families. Chosen from more than 1,100 U.S. activities, the winners included Community Volunteers of Pueblo, Pueblo, Colo., Intel Corporation, Chandler, Ariz.; Edwin C. and Helen J. Ferguson,

Duarte, Calif.; Onondaga County Department of Aging and Youth, Syracuse, N.Y.; Charles Hennigan, Lacey, Wash.; Craig Martin, Los Alamos, N.M.; Junior League of Honolulu, Honolulu, Hawaii; Project Linus N.J., Keyport, N.J.; Regis University, Denver, Colo.; and Tennessee Commission on National and Community Service, Nashville, Tenn. KPMG sponsored the reception; Shell sponsored the luncheon, which was hosted by Cokie Roberts, co-anchor of ABC's "This Week."

Other sponsors of the U.S. activities included UPS, AGC and The Walt Disney Company.

million in Microsoft software. The grant, one of eight awarded nationwide, includes the latest versions of six Microsoft software applications to be made available to the network of nearly 500 Volunteer Centers. So far, 28 centers have been awarded the software, which includes a desktop and network operating system, office productivity, desktop publishing and Web site and project management applications.

Family Volunteer Day

More than 7,000 families turned out to volunteer on the third annual Family Volunteer Day sponsored by the Foundation on November 17. Volunteer Centers, businesses, non-profit organizations and the military sponsored more than 170 projects ranging from separating food at food banks to a greyhound rescue project. The day—held the Saturday before Thanksgiving to kick off the Alliance for Children and Families' National Family Week—is designed to show-

case the benefits of families working together and to introduce volunteering as a family activity. MissionFish and the National Tabletop and Giftware Association sponsored an on-line auction in support of the day and family volunteering. Articles in *Parents*, *Parenting* and the *Chicago Tribune* called attention to the benefits of family volunteering.

Volunteer Center Standards Established

In a move to professionalize the work of Volunteer Centers, the Foundation and the Volunteer Center National Network Council have developed and adopted Standards of Excellence and Required Standards. Designed to be inclusive rather than exclusive and developed by the Council's Unified Network Task Force over a two-year period, the standards offer Centers a road map to excellence based on their core competencies: connecting people with opportunities to serve; building the capacity for local volunteering; promoting volunteering; and participating in strategic initiatives that mobilize volunteers to meet local needs. One hundred twenty Volunteer Centers have completed the assessment tool and signed the partnership agreement with the Foundation, both now required for Volunteer Center membership in the Foundation.

Board News

Andrew H. Card, Jr., Chief of Staff to the President, has joined the Foundation's board of directors as an honorary member. Card resigned his active position when he was named by President George W. Bush to the White House position. ♦

Faith Partnership

In a move to strengthen its outreach to the faith community, the Foundation has developed a partnership with Interfaith Community Ministry Network (ICMN), a network of 140 members that represent interfaith coalitions and organizations across the country. The members, which work with approximately 3,000 congregations, share a commitment to improving communities through cooperative, congregational-based ministry. The Partnerships in Faith strategy will provide a guide toward engaging communities of faith effectively and building relationships between them and other volunteer involving and providing organizations.

Software Grant

The Foundation and the Volunteer Center National Network have been awarded a Microsoft Technology Leadership Grant for \$1



Join Hands Day 2001

Twenty projects earned Join Hands Day Excellence Awards, announced in September at the National Fraternal Congress of America meeting in Orlando:

- **Tucson, Ariz.** The Volunteer Center of Tucson, through the Arizona Youth Resource Fellows, cleaned a park, built theater sets and costumes, cleaned a Ronald McDonald House and completed a Habitat for Humanity Home. Groups involved: Vagabond Youth Theatre, Agape Christian Community Church, Utterback Middle School Youth, AmeriCorps, Youth Volunteer Corps, Family Resource and Wellness Center, Handmaker Jewish Services for the Aging, Habitat for Humanity Board and Volunteers, Girl Scouts of America Troop 255, Akre Valley and Groom Creek Fire Departments, Arts for All/Third Street Kids and the Coronado Neighborhood.

- **Colorado Springs, Colo.** The Volunteer Center of the Pike's Peak Region worked with Lutheran Brotherhood Branch 8170 and the Mayor's 100 Teens, energizing volunteers from Fleet Credit Card Services, Home Depot, Target and LexisNexis to rehab a halfway house for women, do repairs for seniors and landscape the Lutheran Family Services Sibling House.

- **Dover, Del.** The Delaware State University Campus Community Service Learning Center, AmeriCorps, American Red Cross Youth and the Boys and Girls Club restored a playground in Capital Park.

- **Chicago.** United Way of Chicago staff, five Chicago high schools and community volunteers painted the hallways of Heartland Alliance's ACT (Assertive Community Treatment) residential program, a shelter for mentally challenged adults. The schools were St. Benedict, Maine South, Whitney Young, Jones

Magnet and Lincoln Park.

- **Freeburg, Ill.** Catholic Fraternal Life Council 10 and the Turkey Hill Busy Bees 4-H Club landscaped at the library; fixed up a cemetery; and did yard work for three senior citizens.

- **Naperville, Ill.** The National Fraternal Congress of America staff and Cornerstone Boys Shelter teens worked with residents at a National Alliance of the Mentally Ill House on landscaping and painting.

- **Rock Island, Ill.** Modern Woodmen of America Camp 26, Camp 26 Auxiliary and Youth Service Club 38-2 partnered with Guiding Influence for Tomorrow through Rock Island Schools to collect books for inner-city children.

- **La Place, La.** The River Net Digest Community Network connected with the YMCA, St. John the Baptist parish and The Church of Jesus Christ of Latter Day Saints to distribute packets of summer educational resources to 100 families.

- **Detroit.** Adults from the American Red Cross of Southeastern Michigan's Blanket Committee partnered with the American Red Cross youth councils and office staff to gather 1,500 blankets for area homeless shelters.

- **Marquette, Mich.** Lutheran Brotherhood Branch 8506 partnered with First Lutheran Church, Gladstone; Bethany Lutheran Church, Escanaba; and Messiah Lutheran Church, Marquette and Lutheran Social Services of Upper Michigan and Lutheran Brotherhood 8076 to improve the yard at a Voice for Youth transitional living facility.

- **St. Paul, Minn.** The Degree of Honor Protective Association, Eagle Fraternal Life, Wilder Foundation and the Hmong National Association built puppet theaters, part of the Foundation's Leap Forward for Children program.

About Join Hands Day

Join Hands Day, the third Saturday of June, connects youth and adults through neighborhood volunteering. The next Join Hands Day is June 15, 2002. For more information, see www.joinhands-day.org or call 1-877-OUR-1DAY.

The NFCA, founded in 1886, links 82 fraternal benefit societies—not-for-profit membership organizations that offer life insurance and annuities—to encourage education, training and community outreach.

- **Omaha, Neb.** The United Way-Omaha Volunteer Resource Center, Council Bluffs Volunteer Action Center, Woodmen of the World/Omaha Woodmen Life Insurance Society, Lutheran Brotherhood Mid-America Partners Agency, Omaha Central High, Abraham Lincoln High School, University of Nebraska at Omaha and the Nebraska Fraternal Congress organized a pantry, cleaned a playground and created a hiking trail.

- **Santa Fe, N.M.** Lutheran Brotherhood Branch 9022 and the Youth Development Advisory Council of the Adolescent Youth Development Program in the New Mexico Department of Health sponsored a Web Page Training Workshop for 10 youth and 10 adults. Participating groups: the Boys and Girls Club, Otero; Boy Scouts of America Troop 53, Santa Fe; Rocky Mountain Youth Corps, Taos; Albuquerque Wheelchair Basketball; Menaul High School, Albuquerque; St. Michael's High School, Santa Fe; and the Youth Conservation Corps/Life Center of Santa Fe.

(continued on page 33)

Community Foundations

When the first community foundation in the United States was founded in Cleveland, it had a clear mission: "To improve the quality of life for all citizens of the Greater Cleveland now and for generations to come." That was in 1914.

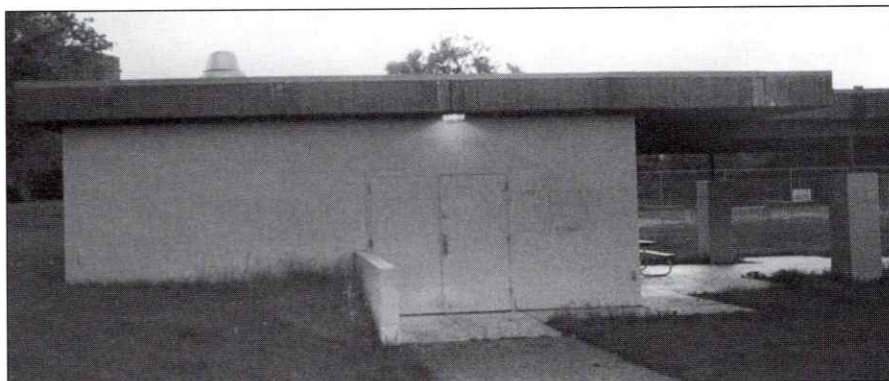
Today, the Cleveland Foundation is the oldest and second-largest community foundation in the nation, with more than \$1.6 billion in assets.

It is also one of more than 600 community foundations in the United States. Some are tiny operations run by volunteers who distribute a handful of small grants each year. Others, like the Cleveland Foundation, are major organizations that give away tens of millions of dollars every year.

A community foundation, according to the Council on Foundations in Washington, D.C., is "a tax-exempt, nonprofit, autonomous, publicly supported, philanthropic institution composed primarily of permanent funds established by many separate donors of the long-term diverse, charitable benefit of the residents of a defined geographic area."

"It is a widely diverse field," explains Suzanne Feurt, managing director of Community Foundation Services at the Council on Foundations. She estimates that about two-thirds of all community foundations have at least one full-time staffer.

Feurt explains that community foundations fill several key roles in local philanthropy. "A community foundation is the builder of charitable capital for the community, the steward of those funds, an agent who



The transformation of a simple park shelter into a Mexican-style plaza called the "Teoxochicalli"—sacred temple—house of arts and flowers, above and right. More than 50 young people volunteered to clean and paint this Riverfront Park shelter near the Red River in Moorhead, Minn. Leading to the front of the building, a bold red-colored river is painted on the low retaining walls.

helps the foundation meet the donors' philanthropic goals, a grant maker and a community leader."

They also help to meet needs that are not met by other philanthropic groups. "Community foundations have a great relevance in Vermont," says David Rahr, president of the Vermont Community Foundation, in Middlebury. "There is very little charitable capital in the state. I can count on one hand the number of private foundations that are here. And the corporate support is also very thin, since there are no corporations headquartered in the state."

The Appeal to Donors

Community foundations are popular with contributors because they offer a sort of "one-stop shopping" for giving. They provide an array of services to donors who wish to establish endowed funds without incurring the administrative and legal costs of starting independent foundations.

"Community foundations were

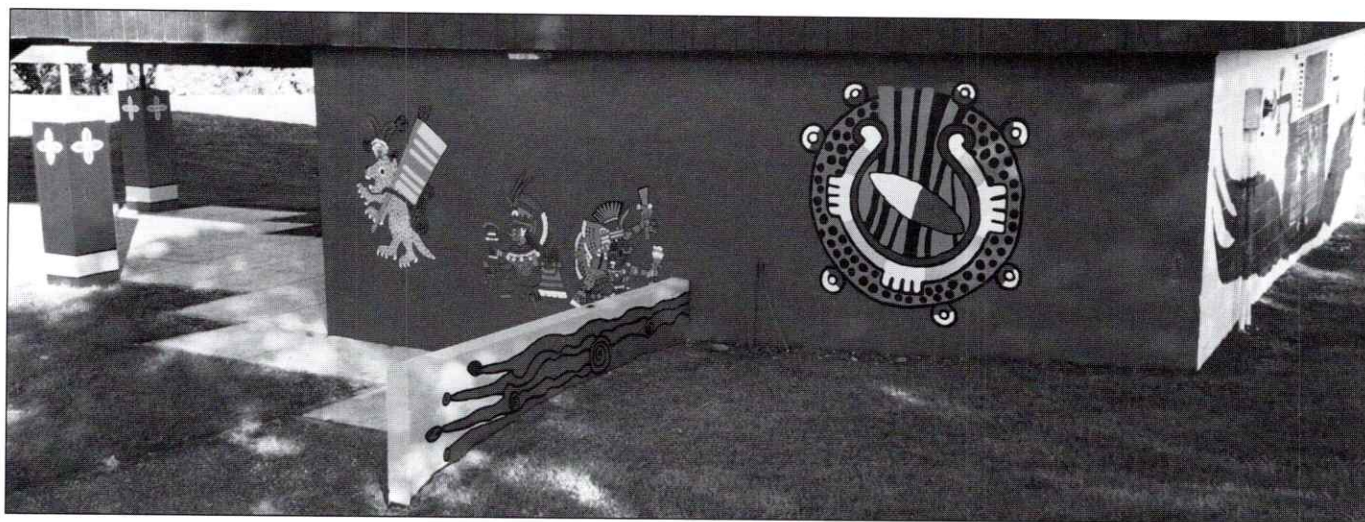
among the first entities to offer donors advice about their giving," says Feurt. "They also offer a knowledge of—and broad grant making within—the community. For a donor who knows where he wants his money to go and go quickly, community foundations are an excellent option." Community foundations also make philanthropy an option for more members of a particular community, not just its wealthiest citizens. "The concept behind a community foundation is that everyone can be a philanthropist. Gifts come from donors from all areas of our community," says Jan Ulferts Stewart, executive director of the Fargo-Moorhead Area Foundation, in Fargo, N.D.

"A large number of donors who establish funds are not high-profile people of enormous wealth," adds Rahr. "About 80% are people we've never heard of, people who lead very low-profile lives. These are not well-known philanthropists."

These donors also appreciate hav-

Philanthropy with a Local Focus

By Roy DeLaMar



Photos: Fargo-Moorhead Area Foundation

ing some say over how their money is spent. For example, Rahr tells the story about a 76-year-old woman with no children who had amassed some wealth. "She wanted to establish scholarships for kids in her small town of Pawlet, so she donated \$150,000 expressly for that purpose. And thanks to matching gifts, that money was doubled."

Home Sweet Home

But perhaps these foundations' strongest appeal comes from the fact that they are—and stay—local. "A lot of people have small businesses in local communities," says Feurt. "They make their money there, and they feel a sense of loyalty to the place. That's where they want to give their money."

A local attorney started the Fargo-Moorhead Area Foundation in 1960. "He recognized that there were so many generous people in the community, and he wanted to establish a clearinghouse to support philanthropy. We started primarily by giv-



Pablo Zamarron and his mother Genoveva paint the sunstone or Aztec calendar, modeled on a 500-year-old replica.

ing scholarships," says Stewart. Today, the foundation serves a two-county region in North Dakota and Minnesota. Their assets are around \$32 million, and each year they give away about \$1.5 million in grants.

"We play a major role in civic

leadership by supporting a number of focused and ongoing projects in the community," says Stewart. "A couple of years ago, we created our Community Visioning program. We asked people, what could we look like tomorrow? From that we got some well-defined areas that needed our attention."

For instance, the foundation discovered that young people ages 10-15 had fewer opportunities than younger and older kids. "So we supported programs and activities aimed at them, such as an after-school improv class and a group specifically created for young Hispanic women," Stewart recalls. "We identified the needs, expanded the groups' scope and helped them spread their wings."

The foundation also got behind a community beautification program by supporting a sculpture garden, landscaping and tree planting. "We realize that this area is the gateway for many travelers to the West, and it is important that it be welcoming and attractive," she says.

Filling a Gap

In 1985, a group of local business owners created the Pride Foundation in Seattle, one of the earliest foundations aimed at strengthening the gay and lesbian community. They made

their first grants, about \$15,000 worth, two years later. Today, the Pride Foundation has assets of about \$4.5 million; they raise about a million dollars each year. In 2000, they made \$650,000 in grants.

The foundation supports one of the largest scholarship programs for gay youth in the country. In 2000, they distributed more than \$90,000 to 48 students. "This is the first time that many of these high school stu-

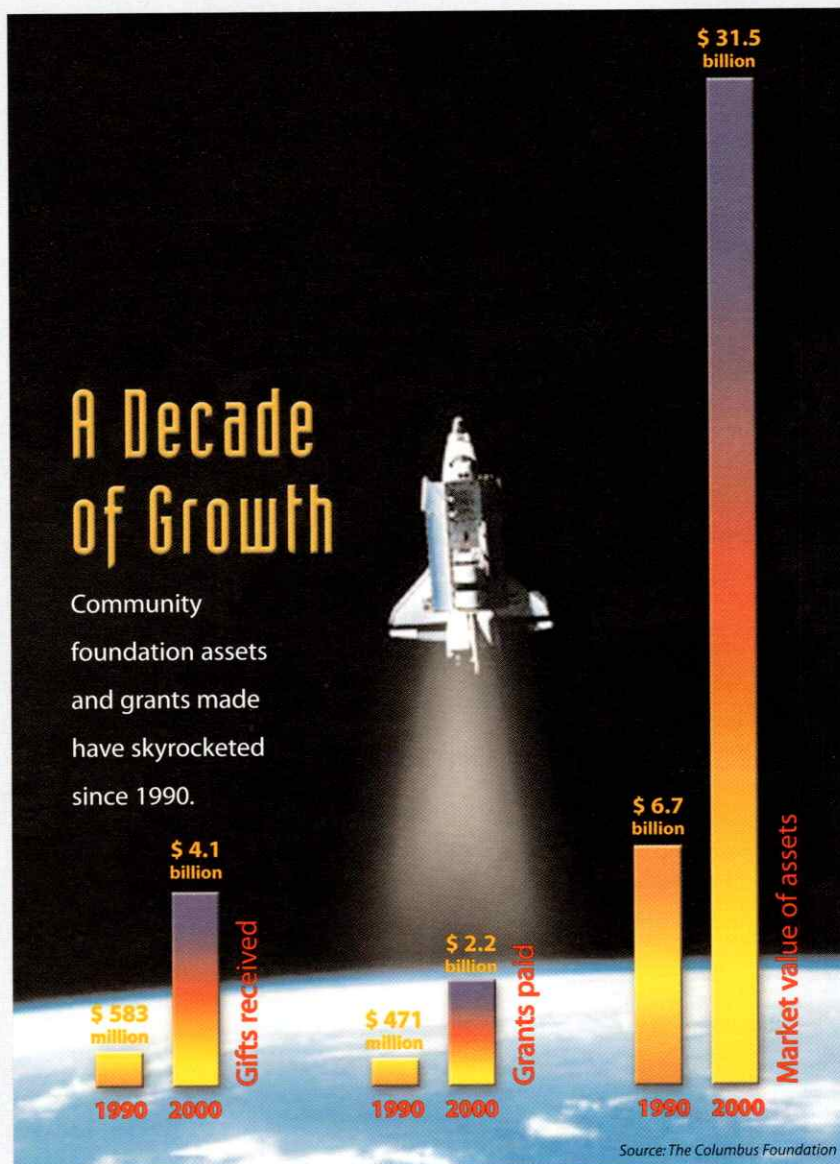
Looking Ahead

The souring economy will no doubt have an impact on the nation's community foundations. "A tightening economy may lead to a shrinking donor pool," says Suzanne Feurt. "Community foundations will have to look at their administrative and grant-making budgets and make sure they're getting the best value for the money. Balancing service to donors and service to the communities is the basic mission of the community foundation."

Feurt also sees other significant challenges for community foundations in the future. "They have to articulate their uniqueness and their added value to potential donors. They have to explain why a donor would want to use them. And at the same time, they have to manage growth and devise ways to measure impact in various roles and functions, two very complex issues that are unique in the philanthropic world," she says.

"We, like so many foundations, have the potential to serve as a Band-Aid instead of a real change agent," adds Audrey Haberman. "We have to ask ourselves what it means for us to make a big difference. We have to look at issues around the size of our grants and the question of multi-year commitments versus single-year commitments. We have to look at offering skills-building assistance in areas like fundraising and marketing. And we have to explore how best to be an effective partner, especially to some of the smaller organizations with few staff members or no paid staff at all. It's much more than just handing over a check."

"The charitable climate has never been stronger," adds Jan Stewart. "People recognize that it is an individual responsibility and privilege to support our neighbors. The success of any foundation is really due to the generosity in the community. We serve as the eyes and ears of donors who want to make a difference. We are that efficient organization that can connect those donors with groups that are truly making a difference. We are like a really good matchmaker."



dents are being acknowledged for who they are as well as for their achievements," says executive director Audrey Haberman.

They also created Pride State-wide, a program that provides professional training and support to leaders and activists in seven communities and offers them a fundraising challenge. "For every dollar that they raise, we match it two to one. And these groups can distribute that money in their own communities," explains Haberman.

"We're saying to them, 'As a volunteer, we trust you to know where the needs are in your community.' And the challenge has served as a catalyst for more local fundraising, and some groups have seen their donations increase by as much as 100%."

Pain Behind the Beauty

"People often associate Vermont with beautiful scenery and great skiing, and it is true we live in a gorgeous part of the world," says the Vermont Community Fund's Rahr. "But these quaint New England villages mask some very serious issues and pain. Vermont is a very rural state, and the population is fragmented across a lovely but isolated area. Most towns have less than 1,000 residents. We assess the issues and pain in our communities and build long-term capital to address them."

Founded in 1987, the Vermont Community Fund today has assets of approximately \$70 million in more than 400 component funds valued at anywhere from \$5,000 to several million dollars. Each year, they make between \$6 and \$7 million in grants.

But Rahr, like most other community foundation leaders, is quick to point out that there's much more to their work than dollars. "The size of assets and the number of grants made are only two measures of

impact," he says. "You have to ask, what impact are you having on livability on all members of the community? We are fueled by philanthropic gifts, but we work with groups, nonprofits and individuals to respond to community needs. We are not just a passive processor of grant applications.

"There are complex and critical needs in the state and in society right now. That's an economic fact," Rahr continues. "But the real solutions to any community's problems are not going to be completely funded by any foundation. We just don't have the assets. But we are an organization that can take some risk and help scout out solutions to problems. We're like the research and development arm of society." ♦

Roy DeLaMar, a freelance writer based in Philadelphia, is a regular contributor to Volunteer Leadership.

Want to Know More?

- **Fargo-Moorhead Area Foundation**, 609-1/2 First Avenue North, Suite 205, Fargo, ND 58102, 701-234-0756; jan@areafoundation.org; www.areafoundation.org
- **The Vermont Community Foundation**, Three Court Street, P.O. Box 30, Middlebury, VT 05753; 802-388-3355; vcf@vermontcf.org; www.vermontcf.org/
- **Pride Foundation**, 1122 East Pike St., #1001, Seattle, WA 98122; 206-323-3318; info@pridefoundation.org; www.pridefoundation.org
- **The Council on Foundations**, 1828 L Street, NW, Washington, D.C. 20036; 202-466-6512; webmaster@cof.org; www.cof.org

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Self-Help

In Western North Carolina, community leaders are tapping the region's cultural heritage in hand-made crafts to create jobs and boost an economy that's weaning itself from dependence on burley tobacco.

In Vermont, the Burlington Ecumenical Action Ministry (BEAM) is turning renters into homeowners, helping former welfare recipients buy cars to get to their jobs and loaning entrepreneurs money to sustain small businesses through a low-income credit union.

In Trenton, N.J., the Concerned Pastors of Trenton Economic Development Corp. plans to break ground this year on a restaurant complex that's designed to open new jobs and opportunities for residents who had been ill-equipped for the workplace.

Communities seeking solutions to the toughest problems—from lack of jobs and decaying downtowns to teens struggling with parenthood and families unable to own homes—are finding their answers within by summoning local talent and resources to create new paths for progress. The key to the success of those efforts is making local residents the people who both define and find solutions to their community's challenges and giving those people access to capital—both intellectual and financial—so their ideas for change can become reality.

Forget the old “bring in a consultant” concept in which outsiders “parachute in” to tell people what their problems are and how to fix them and then disappear.

“You can't look for miracle solu-

tions from outside,” says Carole J. Hamner, deputy director of the Pew Partnership for Civic Change, which is tracking innovative ideas for community development in 19 locations. Through its *Wanted: Solutions for America* initiative, a report on the initiative will be released in 2002.



Vladimir Selec received a start-up loan for his Bosnian grocery store in Burlington, Vermont.

“One thing that's new [in community development] is looking at a rigorous examination of local assets in context of a global economy,” says Hamner. “You can't look at your solution in a vacuum. The global economy has its web in every community.”

Marketplace Savvy

In North Carolina, the Asheville Chamber of Commerce prompted

the search for economic development within the state's crafts community. Few sites remained to recruit new industry, and when the Pew Partnership offered grants to develop partnerships for civic change, crafts seemed a natural. An economic impact study found traditional crafts brought in more income than burley tobacco.

“One of the lessons we learned quickly was to give value to the undervalued,” says executive director Becky Anderson. There were about 6,000 crafts people in the region, who were highly educated and earning about \$35,000 per household vs. \$29,000 for manufacturing families.

The craft community said they needed access to new markets. They wanted access to capital to expand their studios or buy equipment, they wanted crafts taught in schools, and they wanted to become involved in the revitalization of the region's small towns. HandMade in America made all that happen.

First, HandMade decided to bring the marketplace to the crafts community, tapping the 20 million annual visitors by creating a craft heritage trail guidebook that details seven self-guided automobile trails to visit crafts people at work. “They told us: ‘Do not dress us up in quaint costumes and ask us to make widgets,’” says Anderson. “The goal was let's educate the visitor about the joy of the handmade object.”

The Self-Help Credit Union of North Carolina and the Mountain Microenterprise Fund provided

Communities Turn Inward to Solve Problems

By Patty Rhule

money for loans. Crafts Across Curriculum began in schools, teaching children about crafts in subjects from science to math. And the Center for Creativity and Design, for university-level study, was established. The crafts community also reaches out with therapeutic programs for people who are disabled. The Small Town Revitalization Project started with four towns and has grown to 11; and 142 downtown facades have been restored—all part of HandMade's mission.

"Our goal was to integrate the rest of the community with the craft community," says Anderson. So far, 343 new jobs have been created; the incomes of crafts people along the craft trails is up 24% percent; at studios and galleries, up 28%. Of people who take trail drives, 97% buy something; 11% spend more than \$500, 60% \$200-\$400.

HandMade's next goal is to get a standard industrial code for craft, so an export bank could be established, making craft a true industry and opening it to international markets.

Urban Changes

In Trenton, the Concerned Pastors of Trenton—representing 30 congregations—receives funds from Mercer County to help welfare recipients ease their way into the workplace. The churches provide family mentoring, including how to deal with substance and spousal abuse and overcome barriers to employment. The Concerned Pastors also provide transportation to jobs using church vans. Sixty families take part in Operation Exodus, named after the



Photos: VDCU

Julie Rubaud of Frog Valley Farm in Burlington, Vermont, at Old North End farmers market with Dylan Zeitlyn of Diggers' Mirth Collective, another VDCU member/customer.

biblical story of Israelites leaving Egypt for a new land of promise. "We're trying to get our clients to exit out of the dependency stage to make a living and support a family," says the Rev. Wayne Rodney Griffith, president and CEO of the Concerned Pastors of Trenton Economic Development Corp.

About two years ago, Griffith urged the members to form an economic development corporation; he became the founding CEO. "The first thing I suggested we do is form a collective banking group." They interviewed 10 banks, seeking a strategic partner with whom they could achieve their goals. The churches' institutional assets exceed \$15 million. The pastors urge their 22,000 parishioners to flex the com-

munity's economic clout and bank with Summit, which was recently purchased by Fleet.

"Once we were structured as a [community development corporation], we were able—because of our contacts in and outside of government—to lobby for our organization," says Griffith. Fleet not only supports the work of Operation Exodus with grant money, but it also made another grant to be sure member churches have finances in order to be in a position to borrow. And it underwrites a radio program.

"Government can't do it alone and neither can the churches," says Griffith. "There also has to be involvement with the private sector. If the government and faith-based community work in partnership →

Credit Access is Critical

Economic access is critical to a community's development, says Pew Partnership's Carole Hamner. "You have to ensure that low-income communities have access to the same financial products and networks that every entrepreneur and family depends on for a stable and secure future. Good ideas need access to credible lending and credible financial products."

In Vermont, the faith-based BEAM social service organization found over and over that the missing link to true community development was that lack of access. In 1989, BEAM founded the Vermont Development Credit Union, which now has about 8,500 members. More than \$50 million has been loaned over the past 12 years, says Antonia Bullard of BEAM.

About half of the loans are for

homes; more than 350 people got mortgages through the credit union, including Vietnamese and Bosnian immigrants. Only three people were not able to sustain those loans. Most loans are in the \$7,000 to \$10,000 range. Used car loans are also a big need, especially for people leaving welfare for jobs. "It's all very well to be told to get back to work, but if you live down the road in rural Vermont, you need a way to get there," says Bullard.

Energy loans, home repairs and small business lending are also part of the credit union's business, as are emergency loans. "We loaned a Vietnamese family money so they could send it to their mother in Vietnam so she could buy an ox," says Bullard.

At the start, about half of the requests for loans were denied. "We

have to be responsible," says Bullard. The Vermont Development Credit Union developed a system of counseling-based lending. "We don't say no, we say when. If somebody doesn't immediately qualify, we'll work with them" to fix their credit or help them create a good track record.

Members must pay a \$5 administrative fee and put \$5 in a savings account, and must be affiliated with a religious group or nonprofit that serves the people of Vermont, either as a client, a donor or a volunteer.

Businesses interested in community development can invest in the credit union through federally insured CDs. VDCU has more than 100 social investors, including Ben and Jerry's and the national Episcopal church. "They can invest and do something with a social mission simultaneously," says Bullard.

with the private sector, we can bring people to self-sufficiency. But it has to be in concert, not just a solo act."

Connections

How do you get community members to realize their capacity to create change? In Minneapolis, a 30-year-old community social service agency called Freeport West decided to provide grants to allow neighbors to host living room gatherings

"We had the idea if you created healthy spaces in community and brought people together in healthy ways, you would get healthy results," says Repa Mekha, executive director of Freeport West. "We began to ask people where conversations about being connected, about community strength occur. Most people said 'in my home with people I care about

[and] who care about me.'"

Freeport West provides a host of services, helping families who have been through the child protection system, teaching young adults life skills, aiding homeless youth and more.

Since 1995, about 40 community living rooms have been operating. These community builders get a six-month stipend, through a grant from the McKnight Foundation that helps them provide food and drink for the gatherings. Some meet weekly, some more or less often.

Young people have become better connected to their elders; people with child-care challenges came to the living rooms and got connected to solutions; people who felt their views weren't worth expressing have developed into community guides.

"The only thing we pushed was

that people come with strength and assets and resources and stories that each other can learn from, they can be support for each other," says Mekha. ♦

Want to Know More?

- HandMade in America, www.wnccrafts.org
- Pew Partnership for Civic Change, www.pew-partnership.org
- Concerned Pastors of Trenton Economical Development Corp., 609-656-8150
- Burlington Ecumenical Action Ministry and the Vermont Development Credit Union, 802-865-3404, www.vdcu.org
- Freeport West, Minneapolis, 612-824-3040

Daily Points of Light

(continued from page 26)

September 11. The Community Drop-In Center, Lawrence, Kan., is a safe, homelike atmosphere where homeless or low-income people can get access to social services.

September 12. Hector Casado, Ocala, Fla., is a Guardian Ad Litem volunteer and speaks for the best interest of children brought into the judicial system.

September 13. George Hallett, Fresno, Calif., volunteers in the Senior Companions Program, providing respite companionship and support to the families of hospice and Alzheimer patients.

September 14. Paul and Alcina Dadurian, Sandia, Texas, run Floyd's Christian Restaurant, through which they feed the homeless and donate food and clothing to the needy.

September 17. Coral Springs Police Department Youth Mentoring Program, Coral Springs, Fla., strives to improve academic performance and develop decision-making skills and career interests.

September 18. Carroll Henderson, Bozeman, Mont., has extensive volunteer experience, including helping develop the Bozeman Deaconess Hospital and its foundation.

September 19. IMPACT Partners of R.G. Cole High School, San Antonio, Texas, visit special needs students in self-contained classrooms to reduce their feelings of isolation and to promote inclusion.

September 20. Regina Dayton, Lakewood, Ohio, created Students Helping in Neighborhoods Everywhere in order to promote community service.

September 21. Javier Santiago, Ridgewood, N.Y., volunteers with Learning Leaders, through which he helps meet the educational needs of students in public schools.

September 24. Marilyn Weaver, Rochester, N.Y., volunteers in many capacities and developed the Reading At Home Program.

September 25. Robert Bassett, Anchorage, Alaska, encourages the

growth of leadership in youth by engaging them in service learning opportunities and leadership.

September 26. James Johnson, Layton, Utah, serves youth in activities that will lead to their healthy and positive development.

September 27. Sandra Sayre, Covington, Va., volunteers with the TRUST homeless shelter and with HELPS, a network of homeless providers.



Rum River Interfaith Caregivers, Inc., Sept. 28 winner

September 28. Rum River Interfaith Caregivers, Inc., Princeton, Minn., provides transportation and respite care to the elderly, frail and disabled persons. ♦

Join Hands Day

(continued from page 29)

♦ **Mocksville, N.C.** Woodmen of the World/Omaha Woodmen Life Insurance Society Lodges 323, 175, 1486 and Ranger Lodge 1436 raised more than \$15,000 to defray medical costs for 2-year-old Adam Peacock, born with a syndrome that requires many surgeries.

♦ **Dayton, Ohio.** Councils of both Catholic Ladies of Columbia (CLC) and Girls Scouts of America assembled 450 personal care kits and folded 700 clothing items for Veterans of Foreign Wars Medical Center residents.

♦ **Moncks Corner, S.C.** Alpha

Epsilon Omicron Chapter of Phi Theta Kappa and the Gamma of South Carolina Chapter connected with Woodmen of the World/Omaha Woodmen Life Insurance Society Lodges 25, 1139 and 1152, Boy Scouts of America Troop 458 and Trident Technical College Radiology and Culinary Arts Clubs to help an Eagle Scout candidate fix a Cypress Gardens boardwalk trail.

♦ **South Sumter, S.C.** Clemson Extension, South Sumter Citizens Committee, Veterans of Foreign Wars and the South Sumter 4-H Club partnered with members of Emmanuel United Methodist Church, Jehovah Missionary Baptist Church, the Community Oriented Policing Program and Woodmen of the World/Omaha Woodmen Life Insurance Society Lodge 19 for a drug prevention march and rally.

♦ **Norfolk, Va.** Volunteer Hampton Roads involved its Corporate Volunteer Council and other groups to create a recreational area for people with disabilities at Civitan Acres. Participating groups included the Ford Family and Learning Center, United Auto Workers, Lutheran Brotherhood Branch 8182, 4-H Clubs, Girl Scouts of America, Boy Scouts of America, the U.S. Navy Region Mid-Atlantic, Friends of the Portsmouth Juvenile Court, Chesapeake General Hospital, Challenge Little League, Beta Sigma Phi and Eggleston Services.

♦ **Springfield, Va.** Aid Association for Lutherans Branches 6181, 4769 and 4385 connected with youth groups from St. John's, Prince of Peace, St. Marks' Churches and Koinonia to sponsor a Mission Fair. People donated blood and canned food, made cookies for shut-ins and stitched quilts for disaster victims.

♦ **Freedom, Wis.** Aid Association for Lutherans headquarters employees and the St. Nicholas School Student Council created a softball diamond and refurbished volleyball courts at St. Nicholas School. ♦



Students and teachers at Viking Elementary School on Sept. 11th.

Minnesota School Responds with Patriotism, Sympathy

Like the rest of the country, Paul Pfeifle was still in shock as he drove to work on the morning of Friday, Sept. 14. The news of the terrorist attacks three days earlier was starting to sink in, and across the country, people were just beginning the long, painful process of grieving.

Pfeifle, a first-grade teacher at Viking Elementary School in Pelican Rapids, Minn., decided that his school needed to do something to honor those who had died in New York, Pennsylvania and Washington, D.C. Working with another teacher, Wayne Woolever, and the school's principal, Blace Schmidt, he began at 8 a.m. to pull together an assembly for the faculty, staff and the 700 children at Viking Elementary.

By 10 a.m., the entire school and local guests had come together. The band from the local high school played. Teachers brought the flags from their classrooms, and smaller ones were distributed to the children. The Stars and Stripes in front of the

school flew at half-staff as the sun broke through the morning clouds for the outdoor gathering.

"I was very proud of the students and of the super staff we have here. It all came together so quickly," Pfeifle recalls. "And the kids were great. We had a moment of silence that lasted for a minute or two. That's like two hours to a young kid," he says. "Not one child got out of line or even made a peep. These kids were so respectful of the flag. There were tears in a lot of eyes."

The following week, students of Viking Elementary brought in their change to donate to New York Firefighters Fund. In four days, the students raised nearly \$1,100.

"We have a population of about 2,000, but we have at least 14 different languages and nationalities in our community," explains Pfeifle. "These kids all cared so much. They all pulled together because they're proud of our flag and of living in America."

Company Watch

● **Health Net**, one of the nation's largest managed health companies, implemented the "Charitable Leave Sharing" program that allows employees to donate the cash equivalent of earned vacation time to charitable organizations. Employees can designate the value of up to five days of vacation time to one of four charities focused on Sept. 11 disaster relief efforts. The Los Angeles-based company was among companies that contacted the IRS and the Treasury Department shortly after the terrorist attacks to request guidance about such giving programs. "Thanks to our associates, an entirely new avenue of corporate giving is now open," said Jay Gellert, president and chief executive officer of Health Net. "While there is an immediate need to help the thousands of people affected by the attacks on Sept. 11, this new guidance also has the potential to change the future of corporate charitable giving programs."

● **National Young Reader's Day**, an annual celebration to remind Americans about the joys and benefits of reading, was held on Nov. 7, 2001. Parents across the country were encouraged to celebrate the day by experiencing the fun and pleasure of reading aloud as a family. "We urged families across America to celebrate National Young Reader's Day by reading aloud as part of their daily activities," said Eunice Ellis, director of the BOOK IT!, a reading incentive program and the sponsor of National Young Reader's Day. Founded in 1985 by Dallas-based **Pizza Hut**, BOOK IT! is the largest reading motivation program in America, with more than 20 million students in 830,000 elementary