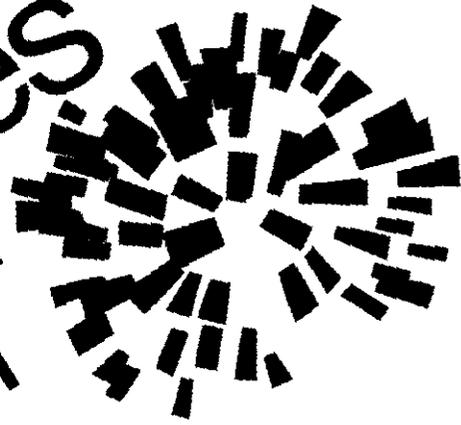


Funding Volunteer Services

Potential
Sources of
Dollars to
Expand
Agency
Programs



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Volunteer
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A word to the reader...

This booklet presents a summary of the proceedings of the Forum on "Funding Volunteer Services—Potential Sources of Dollars to Expand Agency Programs," which was a highlight of the program of the 1980 Annual Meeting and Luncheon of the Federation of Protestant Welfare Agencies in New York. The discussions as published here are as timely as on the day of the meeting. Portions of the material have been updated to reflect important political and economic developments in 1981.

Titles and affiliations of the forum participants have been indicated as of April 30, 1980. Since then, Philip Coltoff has become Executive Director of the Children's Aid Society (with Victor Remer's advance to Executive Vice-President). Marcia Y. Boles has become Marcia Boles Cantarella and has a new title at Avon as well: Director of Special Markets.

The Federation greatly appreciates the invaluable and creative work of the Forum Planning Subcommittee of the Planning Committee for Volunteer Program Services.

We are also grateful to B. Pendleton Rogers, former Director, FPWA Department for Board and Service Volunteers, for devoting his time and expertise in recording and transcribing the forum proceedings and for his assistance to the editors.

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*as of April, 1980

Foreword

Now that we have entered the decade of the 1980's, we are seeing a new, more professional kind of volunteerism, the human and financial impact of which can have important consequences for all nonprofit organizations. However, as this publication vividly demonstrates, many agencies are just becoming aware of the strategic relationship between effective use of volunteers and attracting funds to expand agency services.

A major facet of that relationship is the expanding role of the corporate world in agencies' volunteer programs. As employees of major business corporations take on more volunteer assignments, the distance between the business community and the nonprofit sector is shrinking, creating a "two way street" of better understanding and support.

Another important factor is increasingly stringent budgets for agency staff. We can anticipate that government funds for social services will diminish further and that agencies must look to additional volunteer involvement to help maintain vital services. That in turn will require a commitment to a more responsible level of volunteer management.

In the discourse of outstanding forum panelists presented here, we find the point of view of the business corporation, the social service agency, the foundation, and national leaders as they spell out the evolving trends in financing services rendered by volunteers.

The question period of the forum brings forth from the experts some of the most significant and valuable facts in this timely report.

We are deeply indebted to the panelists for sharing their knowledge so generously for the benefit of all.

Rita Lambek, *Director*
FPWA Department for
Volunteer Program Services

Introduction

Mrs. Joseph H. Boyd, Jr. *Presiding*
Chairperson, Forum Planning Subcommittee

Today we are here to talk about the effective use of volunteers and how that activity can enhance a voluntary agency's potential for attracting dollars to augment services.

As funding sources change and service needs expand, agencies must make a special effort to ensure that the increasingly valuable time, skills, and leadership of volunteers are well utilized. Our panelists will now explore the question of how successful management of volunteer programs can not only strengthen agency services, but also lead to additional sources of funding.

The Business Corporation's Point of View



Marcia Y. Boles—Moderator/Panelist
Board Member, FPWA
Chairperson, FPWA Planning Committee,
Volunteer Program Services;
Manager, Community Services, Avon Products

I am delighted to be here today. As you can see, we have an extremely knowledgeable, professional panel for you, and I am sure there will be a great deal of solid information imparted to you.

We shall begin with the business corporation's perspective on our topic today. In the future, most of your volunteers are going to be employees in some workplace. If you are fortunate enough to be able to attract volunteers from the corporate sector, from the major corporations, there are numerous advantages that can be gained from those volunteers and the fact that they do work for these major institutions.

In the early 70's, corporations were responding to the need for accountability, responsibility in terms of human services and human needs. There was a great cry for corporate responsibility to return to the community that which the corporation essentially had derived from the community. In the 70's the tendency was to throw a lot of money out there in the hope that it would solve the problem.

As the 70's have come and gone, corporations are now taking a new look at their giving programs, their support programs, and they are seeing their involvement in the community differently, acting more efficiently, more in line with good management practices with more accountability. Funds do not go to organizations which do not show a good track record, which cannot show good budget sheets, which cannot show that they have clear goals and objectives and a plan of action to meet those goals and objectives. It has become a process that is far more businesslike and is likely to continue in that direction, especially in the

current public economy.

It is doubtful that corporate giving is going to decrease. In fact many speculate that there may be increases because of the pressure on this sector to help fill the gap that the public sector does not fill. There will certainly be a much more hard-nosed approach to private sector philanthropy, corporate philanthropy, than there has been in the past.

Now where do volunteers fit into this picture? There are a handful of corporations, including my own, which have set aside specific funds in support of their employees who are active community service volunteers. The employees need only indicate that they are active volunteers with XYZ organization, and if there is a specific project that needs funding, then the corporation will probably support that employee, and the employee's efforts will make funds available. These are usually limited sums, of two hundred to two thousand dollars, to support that volunteer in whatever project he or she may be active. This does not include, however, employees who serve on the boards of directors of non-profit organizations. It refers rather to the kind of volunteer who is tutoring in a "hands-on" kind of way or providing some other kind of direct service. That is one way the corporate sector is looking at support for its volunteers which can then benefit the agencies for which their employees volunteer.

Another aspect related to accountability, which corporations are looking for in the agencies they fund, involves the use of volunteers to evaluate agency operation. If a corporation knows that there are four to five of its employees volunteering with an organization

they are considering funding, they are very likely to ask those volunteers what the agency is like and how they enjoy working there. They are also apt to ask the volunteers whether or not the organization is effective, if volunteers are well utilized, how well funds are administered, all the questions that need verifying in relation to the viability of an agency and its worthiness of receiving corporate support.

In that regard, I think it is important to realize that a volunteer, particularly a private sector volunteer, who is misused can often be very detrimental to your funding efforts. If a volunteer has had a very frustrating experience, has felt that there were times when his or her talents had been misused, that the agency was not fulfilling its mission, then that word also goes back to the corporation; and even if it's an agency that the corporation has been funding for years, that kind of feedback will cause some questioning. If we're looking at our priorities and at the needs out there, such questioning becomes critical. So I would caution you to be very careful in your dealing with corporate volunteers. They may bring some resources with them.

The volunteer can also act as an advocate for your agency. He or she can be your entry into the network of corporate giving. The employee may be able to tap into his or her own corporation funding sources, and may be able to tap into others as well, through friends in other companies, or purchasing agents who have sup-

pliers they may be able to talk to in your agency's behalf. There is a whole network that you can utilize when you have a corporate employee as a volunteer.

Last but not least, a number of corporate volunteers, particularly management level people, may sit on your board of directors, and fairly often they will be highly placed in their corporation. As board members they have an obligation to raise funds from their place of employment or to tap into those new resources. You may have a member of an agency board whose husband is chairman of the board of some corporation or institution.

Don't forget these connections, and be sure to use them. The volunteer from the corporate sector of employment, I think, is going to be used increasingly as a point of establishing credibility. So what the utilization of volunteers does is to say that you as an agency are not just looking for programs to be wholly funded, that no action is going to take place unless you are wholly funded, but rather that you also have the management skills to take advantage of volunteer resources to help you accomplish your mission.

It also says that you, as an agency, are willing to reach out and use everything you can to accomplish the task you have set for yourself. The existence, therefore, of well utilized volunteers in your agency becomes a point in your favor when you are being reviewed by a corporation, or corporate giving officer.

A Social Service Agency's Viewpoint



Philip Coltoff
Assistant Executive Director,
The Children's Aid Society

I thought it would be helpful in preparation for this Forum to look up the two words, "voluntarism" and "volunteer."

Depending upon the reference source, you'll probably find some words such as "a principle which conceives one's will to be a dominant force." Other definitions use the terms "free will" and "giving of one's self to serve others." In three different definitions from three different sources I reviewed, there were the words "role," "spontaneity," and "giving," which I thought were interesting considering our kind of business. We in the voluntary sector should take great pride in those words.

After all, it's part of our slogan, part of our answer to the public sector people. It's always been that we have some special something which is brought to the voluntary sector which in turn gives something more back, which in turn mobilizes a certain energy. Our colleagues in both the corporate world and in the non-profit sector are saying the same thing. What they are saying differentiates our free enterprise system from another kind of system. It's the effort made by voluntary means toward the creation of some service or product. That makes the difference.

Perhaps we should examine our perception of volunteers before we can get to some of the main issues on the table which concern dollars and voluntarism and our relationship and partnership with the corporate world. So we have to deal with some internal matters. I wonder if in our minds we fail to distinguish between the various types and kinds of volunteers.

My first perception when we speak of volunteers is

the kind Marcia mentioned, those who serve on boards of directors. They are perceived as important, and have other kinds of work functions, as fiduciaries handling endowment funds, or serving as policy makers. They enjoy a certain kind of volunteer status which comes from the work they do, and which comes from the respect we give them as important and powerful people. They may indeed deserve that definition.

If we look at the way we relate to volunteers on boards, not just our own boards, but boards of universities and many other kinds of organizations in the non-profit world, that perception stands at times at counterpoint to the way we perceive other types of volunteers, those who fit into that other category of people who labor in the vineyards. This includes those whom we recruit to be tutors and escorts, recreational aides and clerical aides, people who may not enjoy the same status. When I took the liberty of asking some people I work with how they felt about volunteers, once we got through the questions of need and manpower and filling in gaps, these were some of the things they said: "Well, sometimes they get in the way," "They're very good, but they do lack training and expertise," "Some are very needy." One person said, "You know they are very good, but they do present a little bit of a challenge or a threat to our jobs."

They also had many good things to say about volunteers. I'm not looking for dramatic contrast to create a situation which distorts our perceptions. I mention these things because I think until we can arrive at certain other levels of voluntarism, of using volunteers and working within the corporate sector in new and differ-

ent ways, we are going to have to think through some of our own feelings as professionals.

I'm suggesting, in fact, that some of the skills we have, which we use all the time in respect to consumers and clients, should be applied in the same way to our work with volunteers at every level within our organization. I mean by that, our skills to make an assessment and to differentiate. The assessment should concern what the volunteer wants, which is what we would call in our psycho-social language "the presenting issue or the presenting need," and differentiate that from what else the volunteer may need, what other kind of sense of fulfillment, sense of giving, sense of the exercise of one's will, that we might call the unexpressed need or the secondary need.

Any good casework interviewer knows that when you are dealing with the client, when you are dealing with the consumer, you have to deal with presenting issues and then you have to deal with secondary issues. To deal with one without the other is really incomplete treatment. I am not suggesting for a moment that we clientize the volunteer. I'm just saying we should use some of the same skills—and that should really lead us to looking at volunteer assignments, looking at the kind of supervision and training programs we provide for volunteers. It should lead us to developing some unique training models, with the participation of volunteers, giving positive feedback including welcoming smiles in the morning, rather than: "Oh, you are here again! Now I'm going to have to look at how to structure your day."

Offering emotional support along with clear indications to the volunteer of what we need and want is essential. I'm suggesting, then, that what we do for volunteers (and it does take time and effort) is precisely what we should customarily be doing for our own staff, if we are serious about the utilization of volunteers.

Now in this connection, I want to mention to you some ways of utilizing volunteers that might be a little bit new or might be something for you in your organizations to think about.

First is a specific program that we at CAS have been doing, really thanks to the leadership and help of the Federation, especially Rita Lambek. Rita so often is the organizer of things, the orchestrator, and then takes a back seat. She's terrific at it. Many of you know that.

Rita really gave birth to a unique program, and I guess by now it's 7 or 8 years old, called Project LIVE, Learning through Industry and Volunteer Educators. The program was started with the help of three corporations, Exxon, Morgan Guaranty and the New York Telephone Company in the forefront. A variety of other corporations later joined the program. The purpose was to utilize the corporate setting, the corporate employees,

in a community service project in partnership with an agency serving children in need of such an educational service.

When training manuals had been developed and the program had reached a certain level of organizational growth and sophistication, Rita came to us and said, "Look, Children's Aid, you're a voluntary organization, you are in the service business, you're spread around the city. We're going to go on to some greener pastures; can you pick this up?" We didn't need to have our arms twisted too much, particularly when people in the corporate sector indicated that we would continue to enjoy their support, too.

The program is a fascinating one. Incidentally, the corporations that are involved in addition to Exxon, Morgan Guaranty, and New York Telephone Company are Avon Products, AT&T Long Lines, Reader's Digest, which is a rather new one to join us a couple of years ago, Gulf and Western, and Equitable Life. There will be two new ones next year. What these corporations do in fact is not only foot the bill in the main, but release volunteers, release their employees, for an hour a week, sometimes two hours a week, to tutor children right at the worksite, at corporate headquarters.

Our job is to provide some of the leadership, some of the educational know-how. We work out arrangements with local schools. The children who are involved really need this kind of program. We provide some of the logistical aids, but the real work, the real core of the activity centers at the corporate headquarters where we bus in 30 or 40 children. They are each assigned to an individual tutor at the worksite with whom they can explore the world of work. It offers a tremendous enrichment for the children, and it couples learning work or work skills along with primary reading and math skills. The program fills out the trilogy or triumvirate of the forward-thinking corporation, a social agency that can pull these components together, and our school system that serves our most disadvantaged community children. As a result the children acquire much needed confidence in their own abilities, which in turn affects their schoolwork and their outlook toward the future in very positive ways.

What does it do for the agency, in this case Children's Aid Society? First it helps to provide a needed service. It also utilizes very valuable and valued manpower. It connects work with social service goals, and it establishes this partnership we often talk about and do little to link together.

If dollars follow volunteers, as Marcia suggested they might, then in fact we can begin to see opportunities through some of these large and, one should say unashamedly, wealthy corporations toward helping them to understand social service projects better, to

understand the work done by agencies in delivering what they purport to deliver and in fact, allowing them to pay the lion's share of the cost. It also establishes a linkage which adds appreciable impetus to the direction in which corporations are clearly going.

Other than its being an interesting, novel experience, what in fact does it do for the corporate volunteers? Firstly, it gives them an important free time zone in their worksite, to give of themselves to others.

It creates for them a different use of their own environment and an ability to share that, whether they are computer operators or cosmetic salesmen. It connects work and giving, and I might add if I were a super Freudian that it couples the Freudian concept of work and love, since there is so much that takes place in the program between the tutor and the child sometimes far after hours and on weekends. For the volunteer it reduces the need for travel to social agencies. It reduces the feeling of uncomfortableness that sometimes takes place when one is treated as a visitor. It diversifies the work assignment. We all know what it can be like sitting behind a desk endlessly, or to be punching something out on a computer or to be dealing with some other single work task. So it improves morale, and it enhances the image of that particular company in the community.

The article in the New York Times on April 15th, which some of you may have read, was headlined "Foundations Beleaguered by Costs and Regulations." It indicated that corporations are ever constituting a greater share of the giving. The gap has narrowed considerably. In the last reporting year, foundations had a giving level of 3.7 billion, and corporations were already up to 2.3 billion. Corporations, in fact, have been saying, "We want to make more of our decisions," which is exactly what Marcia was talking about. "We want to be in a position of looking at bottom line outcomes." Maybe it's their way of looking at the profit and loss sheet, seeing where the money is really going, what it was given for.

I don't think it necessarily shows a distrust of central trusts or central fundgiving organizations like the Greater New York Fund, but it certainly establishes parallel models which can only be helpful with respect to evaluation and looking at how the dollar goes farthest and how to enable agencies to develop training programs.

Since Project LIVE came to CAS, a number of interesting things happened to us. Firstly, we were invited by a

number of these corporations to come to the corporate settings and help do staff training which they set up for their own employees' needs. We did this for New York Telephone Company. At Exxon we helped set up a counseling service, and in one other corporation we secured the expertise to set up an alcoholism program.

We would not have had this opportunity had it not been for this linkage of partnerships that were established out of programs like Project LIVE, and we look forward to more of that happening.

The benefits of a direct fee-for-service arrangement with corporate bodies can be enormous when non-profit agencies help corporations set up programs which they need for their personnel. It opens up new vistas to agencies with respect to changing the perception of those who formerly viewed the corporate market place up there, and the not-for-profit market place down here.

The trends are clear. The opportunities are there, and I think it now depends upon our imaginations, our creative abilities, and our willingness to risk to see if we can capitalize on them.

Marcia Y. Boles, Moderator/Panelist:

Those were very cogent points, and I hope you picked up all of them. One is the question of how you view those volunteers in the vineyard. How you tap into their talents and their resources and how you use them in a way that will meet their needs as well as your own. That kind of feedback goes back to the corporation where the volunteer came from, and may affect how you and your agency are viewed as a viable organization, a viable resource.

Another point which Phil made toward the end is the fact that there is much more opportunity for tradeoff kinds of situations in the private sector, the fee for service kinds of things. I can think of situations where, for instance, in the case of Avon, we have a facility in Ohio which has a disproportionate number of single heads of households. We have been giving to Big Sisters/Big Brothers for a long time. We finally came to the realization that maybe we could be utilizing that agency for some of our employees who were, in fact, members of single households. More and more of that kind of linkage is developing. The volunteers are often the ones who bring that information to us.

The Foundation's Perspective on Funding Volunteer Services



Terry W. McAdam
Assistant Director of Program,
The New York Community Trust

In terms of foundations and how they approach programs that have heavy volunteer components, I would like to talk first about the foundation field for those of you who do not know the wonderful world of philanthropy.

One, I never defend the foundation field, because it is the largest anti-industry I know. None of the foundations are alike. Each of them functions differently, and that's both good and bad. It depends, I suppose, on whether you get any money in the end. Secondly, it is a field that does provide opportunity through its diversity. If you don't get money from one person, you may get it from somebody else. Thirdly, people from whom you solicit funds are just doing their job. We are not doing you a favor in talking to you about your proposal. We are getting paid for it.

So much for the field. Let's talk about how foundations look at proposals and programs with moderate to extensive volunteer components. The answer to that question in terms of The New York Community Trust, and I can only speak for the Trust, is that it is just like any other proposal. I mean that we are besieged and bombarded all the time with propositions to spend money. That's what our business is, making grants.

The reason I say "just like any other proposal" is that we try to treat every proposal the same way. We ask a series of questions about creating a solid proposal. I am going to run through them right now:

1. Who is to be served?
2. What is the problem?

3. What specifically are you, the organization, going to do about it?
4. If there is a heavy volunteer component and you wish to highlight it, what is the relevance of the volunteer component to what you are going to do about the problem?
5. What indication is there that the population segment you are purporting to serve wants what you are dishing up? The nonprofit sector is the only segment of our economy that can continue to offer goods and services for which there is no demand.
6. How will the service work, and how will you know it's working?
7. Why is your organization the most appropriate organization to carry out this task?
8. What skills do you have or will you be acquiring?
9. What is your work plan? That is a euphemism for "what are you going to do right after that and when?"
10. What are the milestones? That's jargon for "how will you know you have done each step of the work plan?"

All that boils down to just one key point: *If you're going to "do good" please do it well.*

Now how do we look at all of that? I think the only image I would like to leave you with, in terms of what the staff at The New York Community Trust are trying to do, is this: remember the baked potato. We like to be soft and mushy and warm inside, and tough and a little crusty on the outside.

Let's move on to a couple of interesting issues. First, be very clear in your own mind about what kind of volunteers you are trying to get, and what they can and what they cannot do. If you believe volunteers can do anything, show how you will address the key concerns in other people's minds, about what volunteers can and cannot do.

Second, are volunteers paratroopers dropped behind the lines? Or, said another way, can your organization handle the scrutiny it will be subjected to by having volunteers poking around? We all look a little different from the inside, don't we? There aren't any answers to these questions. They are just questions I would like to leave with you to think about.

Here are some more interesting questions:

Do volunteers get a bigger piece of the action in smaller, non-traditional agencies? Or don't they? In other words, as to the nature of the work and the piece of the turf that you as executive directors or managers give up, are they different in a big agency?

Who says licking stamps isn't important?

Do you help people understand how what they are doing fits into the larger picture?

Is today's volunteer tomorrow's donor? That's why we, by the way, at The New York Community Trust, try to instill in all of our people the notion that we are a service business. Both of those words are key, because that's what we provide—a service. And a business because we try to run it like one, in all the good senses of that word.

I would like to underscore one point from a slightly different point of view about volunteers. If your only reason for recruiting volunteers is the hope of raising money, it is not going to work out very well. They are going to figure that out very quickly!

How will volunteers affect the agency? The answer is, it depends on who they are and what they are doing. You will have to decide that for yourself.

Can you make it fun and different for your volunteers? If they have conceptual jobs, paper work jobs, perhaps they would like to do physical work and get some immediate feedback. Let me give you two good examples of that.

I'm a trustee of an organization called Outward Bound, and my interest in Outward Bound, I can assure you, is not raising money for that organization. My interest is in spending time in the wilderness, teaching children one-on-one and doing something different, because basically I function as an urban economist for about 280 days a year plus teaching Urban Economics. So I'm not interested in Urban Economics when I'm with Outward Bound, I'm interested in children, the

wilderness, and peace and quiet (and a few management problems when I get sucked in).

The other example is the National Ski Patrol. For 10 years I've been involved as a volunteer ski patrolman in Vermont. What I basically do is haul toboggans and set legs with splints. What I get out of that is twenty days a year in the snow, no pay, long drives, and the satisfaction of getting instant feedback.

When I splint a leg properly, I can see people's eyes change. When I make a recommendation about a grant, I can't see anything. The difference is that my work all week long is conceptual. It's paper work, and my volunteer work on cold winter weekends is using my hands, and what I get out of that is something different.

That's a dilemma for all of you. Because one could argue that they are not using that volunteer ski patrolman at Sugar Bush the best way they could, because maybe if I'm a good consultant I could run the whole ski patrol better. Would I enjoy it? No! I'm much happier just hauling toboggans.

So it's something to think about. Can you make it fun for your volunteers and different? How do you make those tradeoffs between tapping their skills, which presumably they use all week long, and providing them with something different? Maybe what you have to do is a compromise.

Another point: Have you ever thought of the notion of performance contracting? That's a buzz word I teach my students. It means this: Tell people what they are supposed to do. Make sure they understand it. If they don't do it, introduce them to the piston theory. If they do it well, you give them more responsibility and they move up. If they do it poorly, you take away responsibility and they move down. Also, you can support them and retrain them so that they can begin to move up again.

And, yes, you should learn how to fire volunteers.

My last suggestion is that you read a book called "The Servant as a Leader," by Robert Greenleaf. He has some fascinating notions. I would urge you to sell some of the notions in "The Servant as a Leader" to some of your volunteers. Maybe they will feel better about licking stamps.

And finally, in closing, I think that Phil Coltoff mentioned something else about volunteers. Someone he once interviewed said that some volunteers "are very needy." Aren't we all?

Marcia Y. Boles, Moderator/Panelist:

I would like to pull out a couple of points Terry made on which you might want to concentrate. He certainly

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gave us some excellent ideas.

Once again, don't forget that the volunteer is a potential donor. I don't know how many of you ever read any Horatio Alger stories. In one of them a poverty-stricken urchin befriended a kindly old gentleman who happened to be in need at the time, and later that urchin found himself to be the beneficiary of a fabulous estate. It happens! So remember in dealing with your volunteers, there may be an immediate payoff in terms of services they render, but there may also be some long-term benefits as well.

Terry also gave us a very personal example of what Phil was talking about in terms of the presenting need, and meeting the volunteer's needs. Now I'm a great proponent of the use of corporate volunteers in terms of utilization of their business skills. But once they get involved, once they see what your agency is doing, you may discover they have needs which are better met in other ways—ways that are different from their daily work responsibilities. So looking at their volunteer needs is very important.

Government Funding of Volunteer Programs*



Stephen H. McCurley
Director of National Affairs
VOLUNTEER: The National Center for
Citizen Involvement

To begin, let me note a few things about designing your volunteer programs. First, keep in mind what Marcia and Phil have told you about the need for designing your volunteer programs in a rational fashion. This, of course, is the best means of obtaining funding. It is applicable to the things that I plan to tell you and, I think, applicable to what Terry has told you about writing proposals. Second, the irrationality of both funding sources and ourselves (as we design proposals) is also particularly relevant to what I am going to say today. When I'm talking about funding through the Federal Government, the irrationality part is even more applicable.

What I would like to do now, in as practical terms as possible, is simply to answer a short batch of questions.

Number one: What are your chances of getting money from the Federal Government for your volunteer program in the near future?

Overall, the funding picture for volunteer programs related to social services from Federal Government sources can best be described in one word: BLEAK. Looking at the picture for social service funding, I think you are about to see what will amount to a terrible crisis situation over the next six months, probably over the next two years, and possibly much longer than that. Most agencies in the Federal Government are now anticipating and planning for major budget cuts of 20% and more.

Such cuts obviously will force severe cutbacks in

what those agencies are going to attempt to do. As you might expect, their cutbacks will probably come in the programmatic aspects of their outside funding rather than getting rid of personnel inside the agency. Given that tendency, an overall 20% cut in an agency budget may have very serious implications for community agencies currently receiving grants or contracts. And many of the social service agencies are anticipating much more serious cuts than that, with some being in danger of being eliminated entirely or having major programs eliminated.

Those of you who receive funding from local and state government sources will also be experiencing the effects of these cutbacks. Much of the Federal money which goes to nonprofit agencies does so indirectly, being passed through local and state agencies. As this pass-through funding is cut back, the grants and contracts from state and local agencies will also be cut back. Even if the program through which you receive funding is not directly cut back, you may feel the results of general belt-tightening by state and local governments as they try to fill the gaps left by the departing Federal dollars. Almost every nonprofit agency receiving government funding is going to suffer somewhat, if not seriously, because of the current Federal budget cuts.

Question number two: Is there any ray of hope in this picture?

Overall, we certainly have an extremely depressing situation. Despite that, however, there are within Fed-

*This material has been updated by Mr. McCurley to mid-1981.

eral agencies pockets of money available for volunteer services.

The ACTION agency continues to operate substantial volunteer programs, particularly in the area of the aging, and will shortly begin a major effort in the area of youth volunteering. In addition, its mini-grants program remains one of the most innovative programs for funding innovative projects.

Other agencies, besides the obvious ones, can also become interested in utilizing volunteers. The National Endowment for the Humanities, and the National Endowment for the Arts, are more and more recognizing the need for community volunteer involvement, and funding projects to support volunteer utilization.

We ourselves have managed to obtain funding for volunteer programs from the Department of Education and the Department of Transportation. The Department of Health and Human Services, within its hundreds of programs, continues to be a confused but consistent supporter of volunteer efforts.

Almost every government agency, in fact has money which can be available for the funding of volunteer projects. The trick is to convince the agency to make that discretionary money available.

Question number three: Is going after that money a worthwhile thing to do?

There are three problems with this money that you have to keep in mind.

First, it is short-term, project-directed money. It is not long-term, programmatic money, to fund your agency or to fund your volunteer component.

To give you some examples: The ACTION mini-grant money which I mentioned has been redirected year after year toward the current priorities of the ACTION agency. One year its direction was toward energy-related projects. You couldn't get the money unless you were doing something related to energy. Our Department of Transportation money is to operate a project in highway safety. Thus, if you qualify for the programmatic needs of the agency, you can get the money. But money is generally not available if you determine community needs yourself and are taking those needs to the Federal Government. It is very much hand-me-down money from their direction rather than from yours. It is also programmatic and short-term in the sense that it is not going to be there for five years or ten years. It is more probably going to be there for one year or two years, or three years if you're lucky. That's problem number one.

Problem number two is that it is extremely difficult to find funding for volunteer programs, because most often either in the guidelines established for the project or in the announcements of the project there is no mention of volunteers in the two or three short para-

graphs that show up in the Federal Register. There will be a very simple description of the project, but no information telling you whether or not volunteers are built into the project. That makes it incumbent upon you to do a lot more work because those projects may be available for the use of volunteers, or they may not. It is difficult to learn the truth without learning what the project is, learning who the proper person to talk to is, and interrogating that person to find out if that was actually what they had in mind. You have to become a professional grants-seeker.

There are a couple of resources that people have begun to utilize in this regard. One remarkable publication, which some of you may not have seen, is put out by the Lutheran Resources Commission in Washington. It is one of the few sources for grants information that consistently tells you about the grants before the application date has elapsed.

There is a third problem about this money. It is obnoxious money. Both Marcia and Terry commented on the increasing need to strengthen record-keeping procedures and were disconcerted by this problem. They would be disgusted by the result of obtaining a Federal grant and then having to administer it according to Federal guidelines.

In sum, to get the available Federal funding, and to keep it, you have to be willing to make an awful lot of sacrifices. You have to shift your direction to what the government wants. You have to devote an enormous amount of time to finding the money, and you have to devote time to the nitty-gritty aspects of administration.

In keeping with the format that everyone else has used, I am going to cover both the bad news and the good news. As you might have expected, this first part was the bad news.

My final question: What can we expect in the future?

I think that what we are witnessing—very slowly, since the Federal Government resembles a dinosaur—is a turn towards volunteer involvement in government programs. We are just beginning to see a glimmering of interest in most government programs towards the utilization of volunteers. Certainly this is consistent with the philosophy of the new Administration, though at this point they certainly have not developed concrete programs to go with that philosophy. It may be that the greatest growth in the utilization of volunteer programs in nonprofit agencies will come through local and state government, in keeping with the overall decline of any sort of Federal programs. But government administrators are slowly beginning to recognize that their cheapest, and most effective, means of program delivery lies through the involvement of citizens and citizen groups.

Now, that news unfortunately is long-term. Overall, in terms of a prognosis, I think we're going to have at

least five years of serious discontinuity where Federal, state and local funding are concerned. Organizations that have relied on government funding are either going to disappear or will shrink drastically.

Five years from now, the programs that have survived will be in an excellent position. By that time most agencies will have reintegrated their thinking to seeing volunteers as the solution to their funding crunch. It's surviving the next five years that is going to be an interesting experience. The only proverb that I have ever heard that covers this situation is the old Chinese saying which you expressed to someone you did not particularly like: "May you live in interesting times." I think that for people administering social service programs the next five years are definitely going to be interesting times.

Marcia Y. Boles, Moderator/Panelist:

Thank you, Steve—I think you have given us a wealth of information. On balance, I am encouraged by these remarks. At least on the Federal level there seems to be a recognition of the importance of volunteers in service delivery, although they may make it very difficult for you to receive funding in support of that. I also think the point is well taken that if one does receive a Federal grant it may prove onerous.

Facts Brought Out By Panel Experts Through Audience Participation

Marcia Y. Boles, Moderator

Question:

Would the panel address the issue of direct service volunteers, the "hands on" type, becoming future board members of the agency where they are volunteering? What are some of the advantages and disadvantages of moving in this direction?

Philip Coltoff:

I don't know if one should attempt to recruit volunteers with the idea of their becoming board members unless that's the specific purpose of the recruiting—to look for people, for example, in insurance or some other particular industry.

If we are looking to recruit volunteers for other tasks, I think it is the other tasks that matter first. If we are serious, however, about broadening the governance process (which is a theme more reminiscent of the sixties than now), then I think our ability to reach people of all walks of life becomes very important as a way of bringing people through that governance process—which may mean their serving initially on advisory committees of boards.

I think that the notion of a contract, that Terry spoke of, is what is important. There needs to be some agreement that is flexible so that new responsibilities can emerge. What we have to deliver on is our initial promise to volunteers. I don't think we can have hidden agendas and expect that to work without turning people off.

Let me say something else. I am sure many of us here recently saw the movie "Being There," where the servant, when they ask him what he likes, says "I like to watch." Watching without engaging in activities is not going to be what the volunteer generally wants.

This is also true of the board member volunteer. I don't think they want to be in the position of being on the sidelines. They want to be involved. They want to feel the pulse of what that agency is doing. They want to be part of the process of evaluation. I think it is dangerous for anybody to be on the sidelines and yet have the authority, the power, to make very important decisions with respect to outcomes and evaluation. Board members have to be really involved to see the pluses and minuses.

Can enlarging our pool of volunteers help us in recruiting board members? Can it help us in recruiting new leadership for our various governance processes? I think so, absolutely. Do we need to lay out the tasks right out front? Yes. Do people need to be held accountable for those tasks? Yes. Can it be renegotiated to perhaps higher steps? I certainly think so.

Terry McAdam:

I would just add one thing, which is that recruiting board members from service volunteers can be, if you approach it aggressively and thoughtfully, a very useful way to recruit diversity on your board. This can be either youth, whom most of us tend to overlook, or diversity in terms of sex, age, or ethnic groups. One of the best ways to accomplish that, instead of having token representation, is to recruit people who are actually interested in getting involved in the agency. The acid test of that is somebody who already is. That's the best way of giving them a real piece of the action as opposed to an illusory one.

Question:

What is the address where one can obtain the Lutheran Resources Bulletin?

Stephen McCurley:

It's the Lutheran Resources Commission, DuPont Circle Building, Suite 823, 1346 Connecticut Avenue, N.W., Washington, D.C. 20036. The cost is \$50.00 a year, and you get it monthly through first class mail. It's honestly worth it. It's amazing.

Question:

Who is the contact person at ACTION for information about various types of grants?

Stephen McCurley:

If you want a mini-grant, the person who handled these grants has left ACTION. Let me give you the toll-free telephone to call in Washington. Just ask for the person handling mini-grants. The telephone number is 800-

424-8867. That is the Office of Voluntary Citizen Participation, which runs that program.

Question:

What do you think will be the impact of shrinking government funds on volunteer service?

Stephen McCurley:

I didn't give you the other part of the bad news. There are two choices: either government agencies and everybody else will look toward volunteering as their salvation and will live in "Fat City" for a while, or government agencies and institutions will look at volunteer programs as their salvation and they will attempt to live in "Fat City"—but there will be a strong backlash from unions and professional workers who think they are going to be laid off because of volunteers. We're going to be wiped out of existence because they are politically more powerful than we are.

Question:

What is the outlook for challenge grants using volunteer hours?

Stephen McCurley:

Actually it is much better than it appears, although most of the Federal agencies no longer allow you to use the volunteer match, the volunteer component, as a direct portion of the local cash match. What they are looking more and more towards is this: whether you can justify that number of hours and justify particularly the economic value of those hours. Looking at that as a portion of a local contribution, although it is not a direct monetary portion, as an expression of the local effort it does work as a challenge grant for those people. There is not, that I know of, a direct challenge type local match such as you can arrange sometimes with foundations or with corporations. The Federal Government usually does not function that way in terms of setting up programs. You need the local money really for a challenge grant, but even that is hard to arrange.

Question:

The consolidation of trusts into a single organization such as The New York Community Trust reduces the number of persons deciding who will and who will not be funded. Is this a good idea?

Terry McAdam:

Yes, it is a good idea because we manage foundations significantly more cheaply and more effectively than

private foundations can. Example: our average administration expenditure is 3% of giving. The average administrative expenditure by the average private foundation is somewhere between 10 and 15%—take your choice. We don't throw away the other 8%. We give it to you.

Question:

Is an agency's fee for service tax deductible for the corporation?

Marcia Boles:

We have so far been treating it as such. Let me give you an example. At some point the IRS may quibble with it. We are conducting a program in conjunction with the Junior League where they are doing a series of seminars for our employees on parenting. We are treating our contribution to the Junior League as a fee for service for providing that seminar. We will have to test that. The Junior League is, of course, a nonprofit organization. Their fee for service to our employees is tax deductible for Avon as a business expense, not as a charitable contribution.

Terry McAdam:

It has occurred to me that I didn't address the second half of that question, which was about the diversity of influence. One of the attractive features of community foundations, of which there are some 200 in the country and only one in New York, is their diversified boards. At The New York Community Trust, we have a board of 11 individuals, six of whom are appointed by various public bodies which give some representation. As you know, in this town, there is no way to have a representative group unless you have at least a thousand people on your board. But there is at least some diversity of representation.

We also have what are called "field of interest funds," which are funds left to us by a corporation or a wealthy or moderately wealthy individual, expressing his or her interest broadly defined, such as "health in New York City," or narrowly defined such as "research in leprosy."

The point is that community foundations are rather remarkably flexible institutions which can take in money from people for almost any purpose you can imagine. Our job is to help carry out their wishes in a thoughtful and creative manner. As to concern that we are sort of gobbling up the charitable world, it is true that we are growing—and we are the only part of the foundation world which is. That is because people who have resources have found that they can get better tax deductions since even the IRS, the most wonderful of

all ignorant institutions, has decided that we have a useful role so they have given us a publicly supported charity status. This means you get all kinds of goodies when you give away money. They have also made it possible for donors, be they individuals or corporations, to express a variety of interests through all the diversity which your agencies represent.

Question:

How does one go about finding volunteers who may have an interest in the services which your agency is providing, especially if you are a community-based agency?

Marcia Boles:

One thing you do, particularly if you are a small community-based agency, is to look right in your neighborhood. Tap your business establishments, people who have a self-interest in the maintenance of quality of services in that community. Attract them and get them to attract others.

Another way is to call the Federation of Protestant Welfare Agencies and ask for Rita Lambek's office. Organizations like the Federation, like the Mayor's Voluntary Action Center, or your local VAC's, are good brokering agencies; also, the Volunteer Urban Consulting Group. Those are all brokering organizations, which have on file agencies' needs for volunteers. They try to recruit volunteers for these agencies and match their skills with agency needs.

Question:

The Project LIVE concept sounds ideal. I would be interested to know, however, the cost of administering the Project, both the direct and indirect costs to Children's Aid Society, and how many youth are tutored each year and how often.

Philip Coltoff:

The cost to manage the program runs about \$55,000-\$60,000 a year. The corporations provide, on a fee-for-service arrangement to meet those administrative costs, about \$30,000 a year. CAS puts in the balance in part through contributing existing service staff.

For example, we have all the children examined by a nurse-practitioner or by our doctors. We provide dental care in some cases, psychiatric care in other cases, or other health care. We are able to do that because of the spread of our services. The costs to us are greater than the costs that we then pass along to the corporation.,

The total costs of Project LIVE, to each corporation

which manages a program include (in addition to the administrative fee paid to us) its own budget and its own in-house resources, which we estimate to total somewhere in the area of \$150,000. That includes the cost of lost worker time for the hour that the corporation is contributing that time. We recognize, however, that they are not employing someone else to fill in, so it is not a terribly expensive program if one looks at the type of corporations that are participating in the Project. As a matter of fact, it is probably one of the least expensive programs they could find.

We are delighted that it is such a manageable project. It runs about \$650-\$700 for each child who participates for 9 months. The program generally begins at the end of September or early October, and runs through June.

Question:

Can volunteers take any tax deductions for their donated time or services rendered?

Marcia Boles:

There is a great deal of legislation pending regarding this situation. There has been a lot of lobbying to have that time deductible. At the present time, this has not happened. Volunteers are able to take tax deductions for their transportation costs, for instance, incurred in their volunteer services—using their car or public transportation. That is tax deductible, but at present, volunteer time is not. More letters of appeal going to Washington supporting that kind of legislation will, perhaps, move things along faster.

Question:

Could you give us some suggestions for firing a volunteer who is not working out?

Terry McAdam:

I think it's just as easy as firing someone you're paying. The first step is to be clear that you and they understand what they are supposed to be doing. If you haven't done that they ought to fire you.

What I would do is make it very clear to the volunteers that they are working for you and with you. I always assume the glass is half full, in other words that people want to do a good job—not that it is half empty and they don't want to do a good job.

Besides making it clear to volunteers what they are supposed to be doing, we should be giving them performance reviews. You can call it something else, but that's what it ought to be every six months. What you do is say, "Let's refresh our mutual memories about what

we are really accomplishing. Here's how we measure it. How do you think you are doing? Here's how I react to that, and here's what we ought to do."

Remember the piston theory? If they are not doing well, take away responsibility, and at the same time try to help them and give them additional assistance, training and materials, resources, so that they can do better. Then if they don't do better you follow the piston theory down to the end. In the end you say, "You know I don't think either of us is very happy here. Why don't I help you find another volunteer situation somewhere else?" And if they say, "Does that mean that I can't work here any more?"—the answer is "yes."

Question:

For agencies that are part of the Greater New York Fund, how will the United Fund's new ruling on corporate solicitation affect the use of volunteers with corporate financial support for volunteer involvement?

Marcia Boles:

My understanding from the Greater New York Fund is that programs like our corporate volunteer support program have nothing to do with your formula grant. If it is the will of the corporation to support that volunteer, the Greater New York Fund cannot tell us where our money goes. If an agency were to solicit us, that is something different. But if our volunteer wants money for a special project he is developing in one of your member agencies, that is all to the good. That is my understanding.

Question:

How does one go about contacting corporations if there is no volunteer contact person?

Marcia Boles:

Well, there is an organization called the Corporate Volunteer Coordinators Council, which is at the moment made up of some 20 corporations who have some form of volunteer program. Gregory Batson, who is here, is the head of that organization. We had a seminar last week in which we hoped to attract a good number of other corporations, to get them to consider having corporate volunteer programs. About 37 of the corporations showed up at that seminar, and we hope that they will come on board and that the Corporate Volunteer Coordinators Council will be a kind of clearing-house for letting people know who the contact people are at various other corporations, or at least which corporations have some kind of volunteer program.

Question:

What factors are considered in judging the track record of an agency?

Terry McAdam:

First we need a good definition of what the track is. In other words, if you want to be measured or you have to be measured, then define the track saying, "This is what you should be measuring me on." Most people who look at your track record will accept your program description, and therefore if it is well articulated, if it has facts as opposed to hand-wringing in it, you should do pretty well.

The second thing is be honest, because if the funding people are any good at their job, they will check.

Philip Coltoff:

I think the track record has to be made on what the agency is doing, what it does best. I think there is a great vulnerability to seduction, to change what we do to conform to funding sources, be it government or be it The New York Community Trust, that have put out guidelines for various areas of work.

Guidelines are fine for a trust or a fund or HEW, because they define what they think is important and what they want to do. This shouldn't have much influence on us except as something against which to review our programs. We have to make our own track record, and if Terry is the industrious guy I know he is, and if his job description isn't fuzzy and I know it's not, then he and his colleagues, Jim and Herb and their staffs, are going to be looking at what we are doing, because what we are doing reflects community needs and demands.

They may also modify their guidelines, not as a way of yielding on principle, but as a way of dealing with the real world as society changes and needs change.

Question:

Since corporations and foundations and even the government now seem to want to fund one-shot model projects, where then should voluntary agencies seek funding for successful, long-term ongoing projects?

Terry McAdam:

That's always the question that we get to, isn't it? Let me take that one head-on from the foundation point of view. We are in the "temporary" business, and we are not ashamed of that. That's what our purpose is. That's what our board wants.

Does this mean that permanent, long-range funding isn't vital, isn't important? The answer to this is, no, it

doesn't. It's just, as they say, "It ain't my job." It's not what we are supposed to be doing.

What we are supposed to be doing is helping people, not just innovate, but help people manage their resources effectively. If you read our guidelines you will see that concept in almost every field in which we operate. I'm sure you understand that resources are limited and that they are under pressure. This country at the moment doesn't have the will to reallocate most of its international and defense spending to domestic spending, and therefore there's going to be continued pressure on the domestic sector.

That means you must manage your resources better. We do make grants from time to time for projects that do help people manage their resources better. Foundations by and large, and there are exceptions, are not in the business of providing general support. That's not what we are about. What we are about is making grants so that if the funded service or project is successful, the institution—and much more important than the institution, those people whom that institution purports to serve—are somehow served in a different way.

We are in the change business. Hopefully it's constructive change, so that the institution is somehow different at the end of the grant period than it was beforehand. If that's not the case, then we are not doing our job. That doesn't mean it isn't essential for you as managers of operating agencies to get the money, as they say at Lincoln Center, to wash the windows. You have to have it to pay your staff on an ongoing basis, and to pay increasing energy costs.

If you come to us and tell us that the cost of energy is going up at the rate of 25%, and don't speak to us about how you are going to change that situation, what do you think we are going to do? Are we going to kill our housing program to give more money to social services so that you can pay more money for oil that's going to continue to go up 25% a year? That's not the way it works. What you've got to think about, in a period of stable or declining resources, is how you are going to manage yourselves differently in the future so that you can deliver the same level of services for fewer dollars.

Marcia Boles:

There is a perception that the private sector, the corporations, are a bottomless pit of wealth, which is unfortunately not true. There's the constituency called the shareholder which expects to get a certain crack at that wealth that is generated. There's a certain amount that has to go back into paying salaries and things like that.

So there is a limited pool of money available for corporate giving programs, and that limited pool has extraordinary demands placed on it. For that reason,

grant giving tends to be small, tends to be fragmented, tends to be short term and project-oriented so that we can monitor the effectiveness of those dollars. That provides a control in the corporate giving program. So again, corporate giving does not look to long-term underwriting of your general operating costs.

There have to be other ways and more creative ways for organizations to generate that kind of money from the community, from constituencies, perhaps from some fee-for-service situations with the corporate sector. You really cannot count on grantsmanship to provide that. As Terry said, that's really not the purpose of most grant programs. They have to be able to respond to changing needs in the environment. As conditions change, grants will change, and they cannot promise to carry your organization forever.

Terry McAdam:

Currently I am teaching a course at N.Y.U. on managing nonprofit organizations. My students and I had a real brawl the other night on this very subject, and there is tremendous passion about it. All of you or anybody else who manages an agency must feel the pressure. If you're not feeling tremendous pain and pressure, you probably don't understand what's happening to your finances. You should get a good accountant quickly.

I want to underscore what Marcia said about private foundations. That's the bulk of the foundation world. There are 25,000 foundations in the United States, and probably 24,500 of them are private foundations. Their giving and their assets are, by and large, declining. That's a self-destruct mechanism. Many of them are beginning to go out of business. We are trying to acquire a few of them before they do.

Many of them are giving away all their money. A hundred years from now, probably, there will be far fewer than 25,000 of them. Because of the progressive tax system, there are fewer and fewer people around who are able to set up huge foundations. There are a few which sneak by, but not that many. So that segment of the economy is not going to be there to bail you out. You either have to do it yourself (and the only person you can really rely upon, when the chips are down, is yourself) or you have to look some place else.

So think about limited private resources as being flexible, hopefully creative, perhaps not inventing a new program but helping you carry out the ones you have now more effectively. The place to start all that is right at home.

Question:

What about the merger of agencies as a way of physical management, and in fact as a way of staying alive?

Marcia Boles:

This is a question very near and dear to my heart. I am a great proponent of coalition building. I get very upset, very frustrated, when I see the proliferation of more and more organizations doing very similar or related things. They are all seeking funding from the same sources when they could very well be pooling their resources in providing better services to more people by merging.

There is a tendency toward a proprietary concern with one's little organization. It may be an ego trip on the part of the executive director because he doesn't want to stop being the executive director, or it may be the directors who want to stay on that board. This may, however, not be to the benefit of the constituency being served, or the agency and its ability to survive.

I think we are in a time when coalition building, merging, pooling resources, pooling talents are going to be critical to the survival of delivery of social services to this city and other places as well. I think it is crucial that you look to opportunities to merge your agencies with other, like agencies or groups in your community in order to make it.

Question:

Is it meaningful or important to funding sources, in a proposal which has heavy usage of volunteers, to calculate the dollar worth of volunteer time?

Philip Coltoff:

Yes! I think corporations would certainly want to know that, because that is a hidden cost which one has to be out front about. Most Federal grants at one time did permit the calculation of volunteer time as an agency's share of the cost of contributions in kind. That calculation changes depending upon the kind of agency and what the government is demanding from a partnership arrangement.

In respect to Marcia's comment about this whole area of mergers, I agree with her in terms of nonduplication of services and networking and coalition building. But I don't think that the notion of mergers alone, without looking at services and needs and client populations, is something that we should all run out to do. An agency has to assess its own history, its own board, its own development, and make that determination using Terry's example. If two agencies are merged, you are still going to have to pay 93¢ for a gallon of oil.

You may have only one building to heat, but efficiency is a very broad and very large concept. I'm glad Terry raised this issue before, because maybe the New York Community Trust could fund a joint project on energy conservation for all social agencies. Someone should write that proposal.

Terry McAdam:

I am glad you asked. Any of you who are interested in prospects for energy conservation funds in general are welcome to write to me at The New York Community Trust. We have information that may be helpful to you.*

Marcia Boles:

Also on this point of energy, tying back into volunteer resources, a number of corporations, in fact most corporations, have set up in some way, shape or form an energy task force or an office of energy management where they are looking at their energy needs. Often they will make people from these groups or departments available to consult with nonprofit organizations on how they are managing their energy needs. We certainly have done some of that at Avon, and I'm sure that other companies have people they can make available on a technical assistance, consulting basis.

Question:

If volunteers are to be used in order for agencies to survive, what will happen to paid staff?

Philip Coltoff:

They will thrive. There really isn't a conflict. In the same way, hospitals desperately need volunteer assistance and they in no way threaten the professional nurses, doctors, or other paid staff. I think the key is to look at our work schedules and our work tasks and see in what areas professionals are spending valuable time that could otherwise be directed to the area of client services that require a certain knowledge base and skill level.

The purpose in using volunteers is not to displace professionals, not to find a quick solution through a cram course in professional competence. It won't work if that is its intention. The agency will suffer in the long run in respect to the quality of its care.

Every agency, I am certain, upon a look at its schedule and its tasks and its services, will find many more levels for its volunteers than they now have and will recruit many more people to fulfill those roles.

I really don't think there is a problem in respect to paid people, and I would say that that is equally true for clerical staff and for paraprofessionals.

**Editor's Note:* Since Mr. McAdam spoke at the FPWA Forum in 1980, a fund has been established by The New York Community Trust and others to help nonprofit agencies finance energy conservation measures in their buildings. Called The New York Energy Conservation Fund, it is a division of Community Funds, Inc., an affiliate of The New York Community Trust.

Question:

How does one contact the Corporate Volunteer Coordinators Council?

Marcia Boles:

I'd suggest you call Rita Lambek at FPWA, or call the Mayor's Voluntary Action Center. The latter very kindly agreed a couple of years ago to let CVCC use their mailing address. That address is 61 Chambers Street, New York City 10007.

Question:

Why doesn't the Federation have training programs for volunteers?

Rita Lambek:

You may not be aware of the fact that we do present a series of Management Training Workshops on Management of Volunteer Services, called our Friday Workshop Series. They deal with how you really get the most effective volunteer program going. They are directed to and attended by staff, both administrative and line staff, by agency executives, associate directors, program directors, directors of volunteers, and board members.

The same management skills that apply to a for-profit corporation apply to not-for-profit corporations. The same skills that apply in working with staff apply in working with volunteers. We teach those skills in our seminars on the management of volunteer services and those seminars are well attended.

I don't know if that answers your question. If that question means, "Why don't we provide training directly for volunteers?", we are very open to that and have done it. We are open to all kinds of requests that have to do with training—skill training for volunteers to render a service, specific training for agencies, also problem-solving kinds of consultation for agencies.

If you have a need for training for your volunteers, if you have a need of any sort that has to do with volunteers, we are there to help you. We not only recruit and refer volunteers very carefully and professionally, but

we also provide consultation and training of many different kinds. That service is in fact part of our Department's program for agencies. All you have to do is to come and tell us what you need. We're there to assist you.

Question:

How about the Federation acting as program advisors to avoid duplication in our efforts?

Rita Lambek:

We would be glad to do that if you would like to use us in that way. We work with hundreds of agencies—not just Federation agencies, but many more as many of you in this audience already know.

Could we act as program advisors? We already do that. Could we also become a coordinator? It would take some doing. Could we really avoid duplication? I don't know if that's possible in a city like New York. People have a tendency to be independent, to do their own thing, to reinvent the wheel and to set up their own volunteer program or even referral services, even if there are many around already, and in spite of the fact that we tell them so. But we want very much to help avoid duplication for the benefit of all of us in this field.

I would like to thank all of you in the audience, first of all for being so responsive, for contributing so many intelligent questions, for showing so much enthusiasm for this outstanding presentation. We have gained a wealth of information that can be applied to funding volunteer programs and all the ramifications of that for social service agencies.

I want to express special thanks to our gracious chairperson, Peggy Boyd, who also has chaired the Planning Subcommittee which developed this Forum in cooperation with our larger Planning Committee for Volunteer Program Services, which is chaired by Marcia Boles. Marcia was such an excellent moderator, commentator, and panelist. We can't say enough to all of you to thank you, to thank the panel, to thank Peggy, Marcia, Terry, Steve, and Phil all over again. It's been a great morning.

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