

VOLUNTEER DRIVER RECRUITMENT:
AN IDEA BOOK FOR ACTION

Prepared by
The Beverly Foundation
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PREFACE

THE ORIGIN OF THE IDEA BOOK

*“Volunteer Drivers are the hardest volunteers to recruit
But once you’ve got them...you’ve got them.”*

The Beverly Foundation’s recently published book, *Stories From The Road: Volunteer Drivers Tell It Like It Is* not only tells the stories of volunteer drivers, it provides compelling reasons why people who volunteer to drive continue driving for long periods of time. One reason is that it makes them feel that they are helping people in need. Another is that it gives meaning to their lives. Still another is that they get to know people and places in their communities. So, we have a good idea why “once you’ve got them, you’ve got them.” But just what is it about the idea of volunteering to drive that makes it difficult to recruit volunteer drivers.

Volunteer driver programs surveyed in the Beverly Foundation’s 2005 STAR Search survey* indicated their volunteer drivers expressed concerns about what they saw as potential problems. These included insurance and liability, time commitments, inconvenient schedules, costs of gas, safety, weather conditions, frailty of the rider, and fear of getting lost. They also said prospective drivers were concerned about the possibility that volunteer driving might be sporadic and unpredictable, reimbursement for mileage might not be sufficient to cover the costs of gas, and they might not have the skills necessary for helping or escorting frail seniors who needed special assistance.

Perhaps this explains some of the reasons why prospective drivers might be hesitant to volunteer. However, many volunteer driver programs find ways to overcome such concerns, for the Beverly Foundation’s database of 186 volunteer driver programs includes 10,583 volunteer drivers. What do many of these programs do to recruit volunteer drivers? The 2005 STAR Search survey* included a question about methods used to recruit volunteers to drive. The responses from the applicants were filled with suggestions about the types of people who should be recruited to be drivers, who should recruit them, where they should go to recruit them, recruitment methods and strategies that could be used, and communication tools that would be most effective for getting the message out. In fact, the suggestions were so rich with great ideas that the Beverly Foundation decided to share them with others.

The information in the idea book was organized and prepared by Dr. Helen Kerschner. Dr. Cheryl Svensson contributed ideas and edited the work and June Sun compiled information for the book from the 2005 STAR Search surveys. The volunteer driver program contributors are listed in Appendix III.

The Beverly Foundation’s STAR Search survey was first undertaken in 2000 and has continued as an annual occurrence since that time. The survey gathers information about STPs (Supplemental Transportation Programs for seniors) and volunteer driver programs that serve seniors. Each year STAR Awards for Excellence are given to programs that meet specific criteria. In 2004 and 2005 the STAR Search survey targeted volunteer driver programs and also included volunteer drivers. In 2005 the STAR Search survey included a question about methods used to recruit volunteers to drive. This Idea Book is a product of the responses to that question. To date the STAR Search database includes 559 STPs and 728 volunteer drivers.

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PART I

TRANSPORTATION FOR SENIORS

INTRODUCTION

*“We believe our program is unique
since we know of no other like it in the immediate area.”*

Every volunteer driver program tends to believe it is one of a kind. And in reality, every program has unique characteristics. However volunteer driver programs also have many commonalities...especially in their needs to recruit volunteer drivers which is a major activity of any volunteer driver program. At the same time, they all differ. Who is targeted for recruitment? What organizations are involved? How do recruiters package their message? What kinds of methods are developed? What strategies are used? These and other questions were addressed by 140 volunteer driver programs across the country in their Beverly Foundation Star Search 2005 application for funds to create or expand their volunteer driver recruitment activities. This Idea Book includes most of the interesting and innovative responses to the survey. We invite you to pick and choose the ideas that will be helpful to you in maintaining or expanding your volunteer driver program.

1. WHY SENIORS NEED TRANSPORTATION

“Without transportation, grocery shopping and doctors appointments become major life challenges.”

Seniors need transportation for many reasons....mainly to get where they need to go. However they may need specialized or personalized transportation options because they no longer drive, because they need help in accessing services, and even because they want or need socialization. Comments by volunteer driver program leaders suggest these and others reasons why older adults need transportation.

- *“Transportation becomes an issue for many of our customers who no longer drive for the first time since they were 16 years old.”*
- *“In our rural community, many elderly find themselves isolated, without access to activities and services, and unable socialize with friends and neighbors due to a lack of transportation.”*
- *“As our senior population continues to grow, especially the over age 85, transportation becomes an ever growing problem.”*
- *“It provides an opportunity for these folks to interact with others and continue to learn. This ensures that quality of life is maintained as they age.”*

TRANSPORTATION NEEDS

To enable seniors to stop driving	Transportation to destinations
To help them avoid isolation	Assistance with transportation
To promote socialization	Assistance at destination
To remain in community	Transportation is critical to life

What these comments suggest is that transportation helps older adults stay in their homes. It contributes to their ability to remain independent and retain their dignity. It enables them to stay active and involved. It allows them to get to social activities and educational programs. It provides them access to the full range of senior activities that contribute to their quality of life.

2. WHERE THEY GO

“Just because seniors can no longer drive or depend on a volunteer driver program, doesn’t mean that they shouldn’t be able to get where they need to go.”

People who drive often don’t realize the variety of destinations they travel to on a daily or weekly basis. However, seniors who use transportation options are aware of the destinations available to them. Several of the destinations identified by volunteer driver programs are included on the following chart.

DESTINATIONS

Doctor	Post Office	Social Services
Visit friends	Shopping tours	Social Activities
Bank	Health Center	Grocery Shopping
Barber/Hair Dresser	Restaurants	Pharmacy
Shopping Center	Church	Senior Center

For some seniors, destinations may be limited to the local hospital, doctor’s office, or dialysis center. For others destinations may include both “life sustaining” as well as “life enriching” services and activities. The objectives and funding sources of a transportation service will often determine the nature of the destination. It is why some seniors say, “If you limit your driving, you limit your life.”

3. WHY VOLUNTEER DRIVER PROGRAMS ARE NEEDED

“We provide transportation for seniors who no longer drive, are not comfortable driving themselves to their out-of-county appointments, or have children, relatives, neighbors and friends who work and are unable to transport them.”

The chart below summarizes what program leaders say are the reasons their programs are needed.

THE NEED FOR VOLUNTEER DRIVER PROGRAMS

Provide inexpensive transit to those in need	Get seniors where they need to go and back
Serve low income seniors with no transit	Give seniors access to service
Provide need-appropriate transportation	Provide long distance medical trips
Serve rural seniors with no access to transit	Provide senior access services
Enable seniors to contribute to other seniors	Supplement existing transit options

In general, program staff say that the increase in population, especially the 85+ age group, results in an increase in the need for the specialized, “senior friendly” transportation services that volunteer driver programs provide, and public and paratransit and even human service transportation programs often can’t provide.

According to Beverly Foundation research, senior friendliness is defined as The 5 A’s (availability, accessibility, acceptability, affordability and adaptability). Volunteer driver programs often make transportation available to destinations in other cities, counties and even states. They can be economical and efficient. They often provide rides to life enriching destinations in addition to life sustaining destinations. Many have adaptable schedules and non-existent wait times. Most provide door-to-door transportation, and many offer door-through-door services. Some drivers even stay with riders at the destinations. In providing these, and other personalized transportation services, volunteer driver programs fill the gaps between services that are organized for the general public and the population of older adults.

4. What Volunteer Drivers Do

“Our volunteer drivers do a lot more than drive.”

While a volunteer driver’s primary role is to drive people to destinations, the chart below indicates the variety of additional roles undertaken by many volunteer drivers.

ROLES AND RESPONSIBILITIES OF VOLUNTEER DRIVERS

Provide rides to destinations	Recruit new volunteer drivers
Provide door-to-door service	Raise awareness about the service
Provide door-thru-door service	Stay with riders at the destination
Provide one-on-one escort transportation	Offer socialization
Assist with shopping & parcels	Become friends of riders

Comments by program staff reinforce the premise that volunteer drivers provide many services to their passengers.

- *“By volunteering with our organization, drivers not only provide needed transportation but companionship for both the senior and the volunteer.”*
- *“Drivers escort riders to appointments and usually wait to take them home again.”*
- *“Some long-term volunteer drivers share stories and create an open and inviting atmosphere.”*
- *“Their responsibilities include transporting seniors in our community to appointments that will enable them to remain as independent as possible.”*
- *“We arrange to have current drivers speak at local service groups to share their rewarding experience working with the program with potential volunteers.”*

One volunteer driver program responding to the survey identified itself as a “medical advocate program” in which the volunteers not only drive elders to their appointments but also accompany them to their appointments, treatments or other medical events and are in charge

of their passenger's healthcare during their visits and treatments. In general, the volunteer driver acts as a surrogate son/daughter when they are not able to drive; gives relief for working caregivers who usually need to take time from work for medical appointments; and serves as a trusted voice in the care of elder family members.

5. WHY MORE VOLUNTEER DRIVERS ARE NEEDED

“Volunteer driver recruitment is constant since growth in our county's elderly population is steady.”

Volunteer driver program leaders say that volunteers are needed to meet the existing and increasing transportation needs of older adults, to expand current services available to older adults, and to support existing drivers.

THE NEED FOR VOLUNTEER DRIVERS

Meet demand for medical transit	Provide transit to additional seniors
Expand services to elderly in nearby cities	Reflect the cultural diversity of area
Meet seniors increasing needs for transit	Expand driver pool
Increase time/days transit is available	Ensure a consistent pool of drivers
Reduce waiting list for transit services	Avoid burn out of current drivers

The comments below of volunteer driver program leaders indicate the need as well as the benefits of volunteering to drive.

- *“Current volunteer drivers move, age, or hang up their van keys for other reasons. New volunteer drivers are always needed.”*
- *“Our local medical transportation program has become a valuable community resource as no other agency is providing this service free of charge. Volunteers provided over 60% of the trips.”*
- *“Expanding our services would benefit those whose lives are limited by a lack of transportation. However, we have reached a point, in order to expand the program we need to obtain additional funding to recruit more volunteer drivers.”*
- *“Our program has doubled in size in just a few years, but the number of volunteer drivers has not. We need to increase the number of drivers we have so that our program can at least maintain our current level of services.”*

CONCLUSION

Part I presented many of the ideas from volunteer driver programs across the country about why seniors need transportation, where they go, why more programs are needed, what volunteer drivers do, and why more driver programs are needed. You will find worksheets in the appendix of the Idea Book if you want to use some of these ideas for developing your own volunteer recruitment plan. .

And now, please turn to Part II which includes information about general recruitment activities, goals of recruitment plans, criteria for drivers, recruitment personnel, recruitment prospects, recruitment messages, recruitment methods, great strategies and tactics, and general methods of communicating the recruitment agenda.

PART II

VOLUNTEER DRIVER RECRUITMENT

“Rain or shine, snow or blow, volunteer drivers show up on doorsteps throughout our communities to provide a ride and a helping hand. Our volunteers' dedication, courtesy, and compassion toward other seniors have created a program that is unsurpassed! Our senior riders constantly state, ‘We don't know what we'd do without their help.’”

6. RECRUITMENT APPROACHES

“A good percentage of volunteers are those who have heard about the program benefits through non-media related sources.”

While many volunteer driver programs say that they find one-on-one, informal, non media methods are the best way to recruit volunteer drivers, they appear to use a broad range of volunteer driver recruitment methods.

GENERAL METHODS

Website	Recruit through current riders
Medical brochures	Information booths at fairs/events
Newspapers	Presentations to church groups
Cable show on senior issues	Ask senior groups to drive a neighbor
Radio spots/interviews	Information to municipalities
Articles in newsletters	Free advertising and PSAs
Mailings to AARP members	Organize a recruitment meeting
Word-of-mouth	Presentations to schools
Presentations to church councils	Presentations to service organizations
Presentations to community groups	Blurbs in non-profit newsletters

It should be mentioned that programs often say they have learned what doesn't work the hard way. The example below illustrates the point.

“Recently, when one of our drivers had to resign for medical reasons, we produced a flier and sent it to ten local fire and police departments. As many of the fire departments are volunteer based, we hoped to get a good response. We asked the individuals we mailed the flier to, to post it in the break room, or common area so that people would see it. We were targeting already civic-minded individuals, and hoping they would be able to volunteer in another area. Additionally these are people who would have had security checks, and passed pre-screening. We presumed they would have time to give (apart from their shift work) and we felt they would be trained in first-aid procedures as well. We never received a single phone call offering to help.”

People who are marketing products as well as those who are recruiting volunteer drivers say that it is helpful to find a way to test assumptions, messages, and the medium that is being

used before embarking on a major recruitment campaign. In this case the assumptions may not have been correct, the message may not have been compelling, and the information vehicle or flier may not ever have been posted.

7. GOALS OF RECRUITMENT PLANS

“Our goal is to enable older citizens in our county to find, have, and make use of a wide range of community resources that will help them experience the aging process with self-sufficiency, self determination, security, and dignity.”

The following chart summarizes these and other issues addressed by goal statements.

RECRUITMENT GOALS	
To recruit volunteer drivers ...	
who respond with compassion.	
who live in the west end of the county.	
who are caring and committed.	
To...	
provide transit to low income persons.	
provide transit to specific destinations.	
better serve the needs of the community.	
To...	
be able to say ‘yes’ to 4,000+ requests.	
meet the everyday demand of the program.	
double our volunteer base.	

The following comments by volunteer driver program staff expand on the many recruitment goals exemplified in the above chart.

- *“The goal of this project is to increase our volunteer base enabling us to continue providing volunteer support for escorted transportation to the elderly, frail and disabled adults. The result of this project will deliver the resources we need to accomplish our goal of helping maintain the independence, dignity and quality of life of our care receivers.”*
- *“One of our goals as we recruit volunteer drivers is that the volunteers reflect the great cultural and language diversity that we have among the clients including Native Americans, Hispanics, Filipinos, Asian Americans, African Americans, and Caucasians. We also desire to diversify the age composition of the drivers, maintaining the pool of senior drivers for peer interaction with the clients.”*
- *“We want to expand our services from Tuesdays and Wednesdays only to Mondays, Tuesdays, Wednesdays, and Fridays. To do that we would need to double our volunteer base (coordinators and drivers) and/or increase the number of days coordinators and drivers will commit their time.”*
- *“If we can recruit more drivers, we would be able add other trips for seniors.”*

While some of these goals address the need for additional drivers (some included specific numbers and specific completion dates), others are more oriented toward accomplishing greater purposes (such as: better serving seniors, better fulfilling the mission, responding to needs, expanding services, adding more trips, and creating a driver pool that reflects the diversity of the community). Interestingly several goals were aimed at minimizing recruitment cost to ensure more dollars for service delivery.

8. THE BEST RECRUITERS

“I have found that when someone feels that they have made a difference - it speaks volumes for the program.”

According to volunteer driver program leaders, the five primary volunteer driver recruiters are: the volunteer driver coordinator, the program coordinator, the program director, the agency representative, and volunteer drivers.

Few recruitment plans emphasized staff-driven recruitment, although some attention was paid to teaming staff with clients. However, it is the volunteer driver who is viewed as the key person in recruiting new volunteer drivers. The following chart illustrates the variety of ways program use (or envision using) volunteer drivers to recruit new drivers.

VOLUNTEER DRIVERS AS RECRUITERS

Share their experiences	Team volunteer drivers with clients
Develop a peer-to-peer approach	Assist staff at recruitment events
Gain access to organizations	Act as ambassadors
Provide ride-along for prospects	Spread the recruitment message
Give testimonials	Recruit and train other volunteers
Convey the message of satisfaction	Ask friends to volunteer

These and other roles played by volunteer drivers in recruiting volunteer drivers are discussed in the comments below.

- *“Drivers and riders tell their stories of what it means to them.”*
- *“Who can better communicate the passionate love for volunteering, the satisfaction from making a difference, or the value of our service, than the person who does it on a weekly basis?”*
- *“The volunteer will talk about the need, tell why he/she volunteers, the rewards etc. and give a couple of personal stories. In his/her talk, the volunteer will anticipate some of the concerns and barriers to volunteering by talking about the level of time commitment, insurance and liability, training and support of the volunteer coordinator/parish nurse.”*
- *“Hearing drivers talk about their experiences can be exciting and inspirational. Also, drivers are a great source of information for interested individuals.”*
- *“I first look to the people who are presently driving to recruit new drivers. They are my good will ambassadors. Once they talk to anyone who is interested in driving and they explain what our mission is, the people want to volunteer.”*

is clear from these comments that volunteer drivers are central to the recruitment effort. Their presentations, testimonials, advocacy, and general participation in recruitment events not only convey personal experiences, but also tell the real story of why volunteer driving is so satisfying. In fact, it is likely that almost any volunteer driver in any transportation program in America could have contributed a testimonial or account similar to the ones in the recently published *Stories From The Road: Volunteer Drivers Tell It Like It Is* which is drawn from the experiences of more than 245 volunteer drivers across America. Their stories, like the stories of the volunteer drivers everywhere...

...tell about the journey of the volunteer driver: what it's like to meet new people and new challenges; to be an advocate and friend; to take people to life sustaining and life enriching activities; to drive in the local community and to distant appointments; to drive once or twice a month and to fill the day giving rides to people who need them; to choose to drive because of the love of driving and because it offers an opportunity to give back.

Stories From The Road was published by the Beverly Foundation in 2006. It is available on Amazon.com.

9. VOLUNTEER DRIVER PROSPECTS

“The ideal volunteer driver is retired, still very active in the community, knows there is a need, and is interested in helping others.”

Who is a good volunteer driver prospect? Some say the people who are available and have time to drive are good candidates. Others say a good prospect needs to meet certain requirements. Still others say good prospects are people who enjoy driving or people who enjoy people. The chart below indicates the broad range of volunteer driver prospects identified by volunteer driver programs.

DRIVER PROSPECTS		
Retirees	Employed People	Volunteers
Pre-retirees	Teachers	Active volunteers
Active retirees	Business leaders	Meals on wheels drivers
University retirees	Lawyers	Parents
Retired executives	Active military	Stay-at-home parents
Retired truck drivers	Real estate agents	Young parents
Retired nurses	Part-time employees	Club Members
Retirees moving to town	Seasonal workers	Senior group members
Retired teachers	Night workers	Veteran's club members
Friends	People 55+ employed	AARP chapter members
Friends of riders	College professors	Others
Friends of drivers	Small business owners	Boomers
Friends of coordinators	Self-employed	People who enjoy driving

The chart suggests that retirees are likely volunteer driver prospects for many problems. These suggestions are expanded on in the comments below.

- *“Past experience and success is higher through targeting retired individuals and non-traditional working members in our community to become volunteers.”*
- *“Since the majority of drivers are themselves retired, recruitment directed at seniors has the highest probability of success.”*
- *“Our volunteer base is primarily retired people and we need to solidify and build on this base of support. As we do this, we may generate support from others who may have time or resources to assist with our mission.”*
- *“73% of our existing drivers are 56 years of age or older. Many are the same age as, or older than, the clients they drive, but remain physically healthy and active members of the community.”*
- *“Many of our volunteer drivers are individuals who have recently left the workforce and are looking for a way to 'give back' to the community.”*

While “people prospects” are important, many programs also identified a number of qualifications that were important in helping them target “the right prospects.” Below is a list of the qualifications included in one of the recruitment plans.

Example of Volunteer Driver Qualifications

- 1) good physical and mental health
- 2) ability to accept and interact with people
- 3) ability to be flexible and adjust to emergency situations
- 4) knowledge of the county and surrounding area
- 5) must be reliable, punctual, and exhibit reasonable behavior
- 6) must observe the agency policies and cooperate with the coordinator
- 7) must possess a valid driver's license and provide proof of auto insurance

While they might not be considered qualifications, most recruitment plans identified some of the special qualities or characteristics they might look for in identifying and/or selecting prospective volunteer drivers. These include: people who have been ill themselves and want to give something back; people who enjoy the company the seniors; people who have an elderly relative who once used the program; people who want to help but require a flexible schedule; people who have the ability to be caring, compassionate, and patient. These “people” characteristics are continued on Appendix II.

While caring and compassion for seniors, a desire to contribute and a commitment to seniors, and a variety of other personal behavioral characteristics are important qualifications, logistical capabilities, driving skills, and driving related requirements such as licensing and insurance also are important.

10. Recruitment Venues

“I will go almost anywhere to recruit a volunteer driver.”

Since retirees are the major source of prospective and active drivers for many volunteer driver programs, program leaders often say that they go where active retirees go: golf courses, bowling alleys, gyms, swimming centers and private pools, senior centers, discussion groups,

book clubs and a host of other locations. The following chart provides a sample of the venues identified by program leaders.

RECRUITMENT VENUES

Senior Groups	Local Businesses	Faith Groups
Senior centers	Pharmacies	Churches
AARP chapters	Supermarkets	Faith communities
Corporate retirement clubs	Banks	Ministerial alliance
Senior clubs	Post offices	Local religious groups
Adult education	Cafes	Residential Centers
Community Events	Shopping centers	Retirement communities
Health fairs	Libraries	Mobile home part
County fairs	Laundromats	Senior complexes
Job fairs	Libraries	Community Venues
Fundraisers	Fast food outlets	PTA meetings
Service/Fraternal Groups	Health Facilities	Recreation departments
Rotary	Hospitals	Town hall meetings
Garden clubs	Clinics	Local social services
Men's/women's clubs	Doctors' offices	Chamber of Commerce

The comments below further illustrate the close relationship between volunteer driver prospects and recruitment venues.

- “Retirees are the majority of our drivers, and I would focus on tapping that group. There are many retiree groups, formal groups such as the teacher group, or informal ones such as the people who meet at the coffee house each morning.”
- “An additional portal through which volunteers are routinely recruited is the Retired and Senior Volunteer Program (RSVP) for those 55 +. RSVP is an important, nationally based program that is widely recognized by interested volunteers. However, due to increasing transportation needs, it is critical to be able to implement other strategies in addition to those of RSVP.”
- “Active retirees are on golf courses, at bowling alleys, working out at the gym, swimming at community centers and private pools, line dancing at local Senior Centers, staying physically and mentally fit well into their sixties, seventies and even eighties.”

In summary, volunteer driver recruitment venues are where the prospects, especially retired seniors, go to work, learn, communicate, shop, receive services, communicate, volunteer and play.

11. Recruitment Messages

“If you want to truly make a difference for someone this is one area you can do that. We would love to have you as part of our team. Here is my card and a brochure about our program, if you are interested I would love to visit with you in more detail.”

The message is often referred to as the “hook”, the “slogan” or “the ask.” While the need for volunteer drivers was implicit in the messages of most recruitment plans, the topics of the messages appeared to emphasize the rider, the operations, and the driver. Summary examples of each message topic are included on the following chart.

MESSAGE TOPICS

The Rider	The Operations	The Driver
Senior mobility challenges	Mission of the program	What the driver will receive
Need for transportation	Success in providing transit	Benefits of driving
Transportation & Independence	Sustainability of operations	Satisfaction of driving
Need for assistance	Operate economically	Reimbursement for gas
Rider gratitude	Flexible scheduling	Meaning of involvement
What the riders say	Data related to operations	Time it takes
Impact on quality of life	Job requirements	Friendships & fun
Relationship to dignity	Destinations	Opportunity to help others
Importance of transportation	Benefits for drivers	Rewards to drivers

The examples below provide ideas about a broad range of topics as well as a glimpse at the content included in many of the messages submitted in the recruitment plans.

Topic I: Messages about Riders

Problem “In our rural community, public transportation is virtually non-existent. With a little assistance, individuals should be able to choose their own environment instead of society or adult children choosing for them.”

Need “The donation of your time to a volunteer driver program is of great value to your community. For many people, especially the elderly, lack of transportation keeps them from accessing necessary resources and services. Often they are forced to move to a long-term care facility simply because they do not have transportation to medical facilities or to nutrition services, such as senior centers. If their financial resources do not allow them to utilize paid transportation (if available), transportation provided by a volunteer driver is their lifeline. We need you.”

Opportunity for Independence “What does personal independence mean to you? For many of us, independence means the freedom of hopping in the car and going where we want to go anytime. But for many frail older adults, that freedom is a thing of the past. Imagine when you can no longer do that. Your independence is taken away and you become trapped, isolated, and reliant on others to help you. Our volunteer transportation program helps buffer that loss by providing a free, personalized transportation service to frail elderly who can no longer drive or use public or community transportation, especially the most frail elderly when there's no one else who can or will, or whose family is working or lives too far away, and friends or neighbors are not available.”

Quality of Life “By providing transportation for individuals that can no longer drive, you are insuring independence and a greater quality of life.”

Impact “The most important message that we would want to communicate to potential volunteers is the profound impact they have on the lives of seniors inasmuch as they help

seniors stay independent and in their homes as long as possible by driving them to crucial doctor/medical appointments, as well as to legal/tax appointments and grocery shopping.”
Gratitude “We tell potential drivers about the gratitude of the recipients.”

A Message of Need and Reward

1. The positive impact of keeping seniors mobile keeps them in the home longer.
2. Ensuring seniors have access to a daily nutritional meal keeps them in their home longer.
3. Seniors are an important part of society and give much to keeping it positive.
4. We owe what we have today to our seniors and we have a responsibility to care and show appreciation for them.
5. All seniors deserve to age with dignity and that is our main goal.
6. Volunteering and selfishly helping your community and seniors is not only rewarding but gives a person a very positive outlook on life.
7. Those who give of themselves seem to get more back out of life.
8. Give and volunteer whatever you feel you can. Any amount you can volunteer is rewarding and helps many.

Topic 2: Messages about Operations

Mission “With our mission statement "to provide support services to elders, homebound, and their families that assist in maintaining their independence, dignity and quality of life" as our centerpiece, we provide many services. The most frequently used is transportation to doctor's offices and shopping. We ask for volunteer drivers to share their mobility and independence.”

Recruitment Success “We have had twelve successful years of recruiting volunteer drivers – both recruiting them and keeping them. Some of our drivers have been with us since our start in 1992. I am always on the outlook for that special person that will benefit from volunteering as much as we need him/her.”

Sustainability “Our volunteer driver program for our medical transportation, holiday parties, and social events has been active for 22 years.”

Numbers “Last year, our volunteer drivers collectively put on over 40,000 miles on their own vehicles and logged in another 7,244 miles on our handicapped accessible van! Furthermore these volunteers donated a total of 1,537 hours of their own time helping others.”

Driver Requirements “If you have a valid driver’s license, are a safe driver (your driving record will be checked) and are willing to donate a few hours a week to transport the residents of Pepin County, please attend our informational meeting.”

Flexibility “We tell them we tailor the trips around their specialties/talents, e.g., a veteran driving a veteran. We tell them that any amount of time they can give us will be appreciated. They can choose where they want to drive, e.g., local, only in the county, or in some cases into the city.”

Verification “Will you help us to help others stay connected? We have names of current volunteers you can talk to about their experiences. Any questions or concerns you have will be answered.”

Destination “Assistance would be with transportation to grocery stores, pharmacies, and doctors' appointments.”

Partnership “Once you're on board as a partner, you will become a part of a grassroots network among the county's interfaith and corporate communities, proclaiming in one voice, 'I care!' You will have the assurance that your time and money is being spent on a quality service provided to seniors in need. Partnering with us. Now that's faith-based initiative!”

The Big Picture “Our recruitment efforts focus on letting the potential driver know how he/she will fit in to the big picture of our program and what a great asset the drivers are. We let them know about the training specifically for drivers and provide them with informational materials about our program.”

Topic 3: Messages about the Job

Job Description “The basic job is to provide a ride to someone in need. The typical time commitment is between 2 and 4 hours. These rides could be to medical offices, human service agencies, work places, etc. Most of the trips will be from the rural county area to the metropolitan area. The program provides mileage from your home to the rider's home then to the appointment and back. Umbrella insurance is available to cover volunteers for accidents and liability incidents. We will discuss how their generosity of time will benefit the riders. We will provide examples of how to coordinate giving someone a ride into their routine. Lastly, we will discuss that "no" is an OK word.

Personal Experience “Shirley, a long-time volunteer, regularly drives Sam to the VA Hospital for his follow-up appointments. Sam had a stroke, which affected his walking and speech. *“I need the rides, but what I really appreciate is having someone with me.”* Shirley is easy-going and non-judgmental, both of which make it possible for Sam to share his daily life or fears about an up-coming test requiring hospitalization.”

Opportunity “Now that you are retired... are you looking for something fun to do... do you like to drive... do you want to help someone... do you want to make a difference? Volunteer driving is an opportunity for retirees to help others, while scheduling the amount of time they want to be involved. You can control the amount of time you want to be involved, and continue to be involved with "people" in your communities. Reimbursement covers the costs you will incur.”

Contribution “The heart of the program lies within the corps of volunteer drivers. Primarily older adults themselves, the drivers are the wheels that keep the program running.”

Satisfaction “I always tell people how long I have been working here and how much personal satisfaction I get knowing I helped someone today.”

Guilt "Some day you may need the help of transportation services. Can you help us to keep this service going? If I asked you for a ride, would you help me out? I knew I could count on you."

Reimbursement "This is a great opportunity to get your mileage reimbursed by picking up one or two people who need transportation... while the mileage reimbursement barely covers high fuel costs, the reimbursement is not considered taxable income."

Connections "We will remind potential volunteers that our program is all about making connections-connecting seniors that do not drive to medical care, the grocery store, volunteer opportunities and other destinations. We will emphasize that these vital connections extend each rider's ability to age in place. Once they understand the importance of the transportation program, we will ASK them if they are interested in volunteering."

Making A Difference "You can make a difference. Let us show you how."

Helping Others "You get to help isolated seniors get out to doctor appointments, meal sites, grocery shopping and hairdresser appointments - all things that help someone lead a full life - but at the same time enriches yours. If you help the program grow, it will be here to help you when YOU need it! We take care of scheduling, have a brand new vehicle that's easy to drive (a station wagon), you have radio contact with the office, picture ID'S to identify you to passengers, we have directions for you; unless you request more, you'll only be on the schedule once a week for a morning or an afternoon. You'll get orientation, a volunteer manual, safety training and more, and you get to work as a team with a companion. And we have FUN!"

An "Everybody Wins" Message "Volunteering is a win-win situation. Our agency wins by having volunteer drivers on hand to provide transportation; you win as a volunteer by contributing your time and efforts. Therefore, our message will be twofold."

Message of Time "The donation of your time to a volunteer driver program is of great value to your community. For many people, especially the elderly, lack of transportation keeps them from accessing necessary resources and services. Often they are forced to move to a long-term care facility simply because they do not have transportation to medical facilities or to nutrition services, such as senior centers. If their financial resources do not allow them to utilize paid transportation (if available), transportation provided by a volunteer driver is their lifeline. We need you."

Message of Faith "This is an invitation to become partners in a social enactment of our deepest values. "Where you go I will go, and where you stay I will stay. Your people will be my people and your God my God." Ruth 1:16

“Just Imagine” Messages

- “Imagine it was you needing a ride to the doctor’s, shopping, etc. – “If your mom/dad needed a ride, would you say, “no”?” – “the driving force program” make a difference in your own community... Be a driving force!”
- “Can you imagine how it feels to need to go to the doctor and not have a ride? Or what if you had the desire to mentor an elementary student but could not get to the school due to lack of transportation? Well, the transportation program may just be the answer!”
- “Imagine what it would be like if you lost your ability to drive.” Many older people in your neighborhood live with this loss of independence every day. Volunteer your time and vehicle to give older adults the freedom and independence to stay connected to their community — by giving them a ride. Giving a neighbor a ride can help ease isolation and loneliness, and will connect him or her to enjoyable, life-enriching activities including visits with friends, rides to the beauty shop or a restaurant. The program strives to provide transportation services that are acceptable, accessible, adaptable, available and affordable. Please become, a part of the transportation solution for seniors today.”

Messages of Fun, Meaning, and Experience

- “Our volunteers have fun, learn about the elderly members of their community, and receive warm gratitude and appreciation from seniors and staff. You will be provided with training, opportunities to use and develop their skills, and will become part of a loving, supportive community.”
- “In our seminars we will point out how being a volunteer driver puts meaning and purpose in their own lives. They have a reason to get up in the morning because someone less fortunate is depending on them. We will point out how they themselves can avoid loneliness, isolation, and depression by reaching out and touching another's life.”
- “Current drivers report feelings of enrichment, personal gratification, increased patience, appreciation, satisfaction, empathy, making a difference, and a sense of connection to the community. They may gain wisdom, learn from the senior's life experience, and will form wonderful relationships with their passengers.”

Messages of Family, Meaning and Rewards

- “Volunteer Driving is like helping a family member.”
- “If you drive, like people, and want something meaningful to do, consider serving as a volunteer driver.”
- “Volunteering holds special meaning to both the volunteer and the person benefiting from the volunteer's gift of time... by volunteering we are helping to meet the needs of others in our community... volunteering is not always easy, but is always rewarding.”

Message about The Benefits

- Make important networking contacts.
- Learn or develop skills.
- Gain work experience.
- Build self-esteem and self-confidence.
- Improve health.
- Meet new people.
- Feel needed and valued.
- Make a difference in someone's life.
- Not a life time commitment - give it a try.

Message about "What You'll Get"

- Liability insurance provided.
- Mileage reimbursement provided.
- Flexibility of scheduling.
- Warm, friendly, appreciative clients.
- Camaraderie of fellow volunteers.
- New friendships.
- Additional training provided as needed and identified.
- Providing hope to someone needing some extra help.
- A sense of accomplishment and satisfaction knowing you are making a difference.

The above messages are related to the importance of transportation (and volunteer drivers) to seniors and impact on their lives; the services provided by the volunteer driver programs and the requirements and demands they place on the drivers; and the requirements of driving as well as the rewards that people receive as volunteer drivers.

CONCLUSION

Part II introduced general recruitment approaches used by volunteer driver programs and presented the contents of volunteer driver recruitment plans. Topics included goals of recruitment plans, recruitment personnel with an emphasis on drivers, recruitment prospects and venues, and recruitment messages. You will find worksheets in the Appendix of the Idea Book if you want to use some of these ideas for developing your own volunteer recruitment plan.

And now, please turn to Part III which introduces the 20 Great Recruitment Strategies and Tactics.

PART III

RECRUITMENT STRATEGIES

While many people do not discriminate about the difference between a strategy and a tactic, it is worth noting that in fact they are different.

- A strategy generally refers something large that is large and planned for the long term. An example would be a five-year strategy for organizing and implementing a volunteer driver program.
- A tactic generally refers to something that is small and short term. An example might be a 3, 6, or 12 month plan for recruiting volunteers into an existing volunteer driver program. Both are goal oriented and there is an expectation of accomplishing something or achieving an end.

12. 20 Great Recruitment Strategies and Tactics

In the case of the strategy the goal might be to develop a sustainable base of 500 volunteer drivers. In the case of a tactic the goal might be to recruit 10, 20, 30 volunteer drivers. The chart below identifies the Top 20 categories of strategies and tactics selected from the submissions to the 2005 Beverly Foundation STAR Search Survey

STRATEGIES & TACTICS

1. Incentive Recruitment	11. Advertising (paid)
2. Person-to-person Recruitment	12. Websites
3. Incentives	13. Media
4. Person to Person	14. Targeting
5. Presentations	15. Board & Staff Involvement
6. Meetings & Events	16. Education & Information
7. Partnerships	17. General Methods
8. Written Messages	18. Multiple Methods
9. Free Publicity	19. Campaigns
10. Fliers, Newsletters & Brochures	20. Selected Strategies

While many of the volunteer driver programs that submitted tactics that are limited in scope and time, they also submitted a variety of larger, long term strategies. Both strategies and tactics are included in Part III, with some of the larger longer term activities (and strategies) at the end of the section.

1. Incentive Recruitment

1a. General

- provide scholarships for the AARP Safe Driving Course Center
- offer a sit-down dinner at an elegant restaurant

- offer a free tank full of gasoline
- driver's Safety Course paid by this program
- team up with the local AAA club and sign on for 6 months to a year minimum
- a \$50 Gasoline Voucher will be given to the volunteer making the referral of a new volunteer
- as a monetary inducement to current drivers to recruit friends and acquaintances, we will give a \$100 incentive for each driver recruited and provide an additional reward of \$50.00 for recruiters when a new driver stays in the program at least one year.

1b. Reimburse for Mileage Reimbursement would be based on the current IRS rate. We drove 9,370 miles in our 2004 year. Due to the fact that our budget will be increasing because of our new policy of mileage reimbursement, we will have to do additional internal fundraising through our volunteers as well as seek more grant monies from government and private sources.

1c. Hold A Contest Have a recruitment contest utilizing current volunteers. Pay any current volunteer who recruits a new volunteer a total of \$75 per volunteer incrementally. (\$5.00 if a new volunteer applicant passes background checks and comes to orientation training, \$15.00 once the new volunteer has completed 4 weeks, and \$50.00 once the volunteer completes a 6 month milestone.)

2. Person-to-Person Recruitment

2a. Word of Mouth Our best method for recruiting new volunteers has been by word of mouth. To generate good "word of mouth" referrals, current volunteers must be recognizable and able to speak highly of their experience. With additional funding, we would provide golf shirts and baseball hats that would clearly identify our drivers as proud volunteers. We would also be able to provide our volunteers with recognition items that celebrate their years of service with our agency.

2b. Referrals Our best referrals are made from the doctors and hospital discharge planners.

2c. One-On-One Recruitment When recruiting volunteer drivers, person-to-person contact is undoubtedly the best way to convey to others how important it is to help our fellow man and provide assistance to those who forge ahead daily to maintain an independent, dignified life. One-on-one recruitment offers the recruiter a chance to personally ignite enthusiasm in others about volunteering by describing the feeling of self-satisfaction, and the genuine gratitude conveyed by the seniors either verbally or visually. Personal delivery of informational brochures also allows the recipient time to browse through the content on the spot and ask questions immediately, instead of delaying and potentially forgetting. Personal contact also offers the recruiter the opportunity to dispel the fear of the unknown that people seem to have about assisting the elderly. Emitting compassion and respect for the elderly triggers the realization in others that someday someone may need to be available to provide the same service to us. So, in essence, if we assist others today, someone will be there to assist us in our time of need. At least it's an optimistic analogy.

2d. Recruit Through The Membership Up to this point, we have been able to recruit most of our drivers from our membership through New Member Orientation and regular membership meetings. Other drivers from the community have heard of our program through word-of-mouth and volunteer their services, including off-duty firemen and those with home-based businesses.

2e. The Ask

- Ask Volunteers To Ask We look to the people who are presently driving. Once they talk to anyone who is interested in driving and they explain what our mission is, the people want to volunteer. We ask our own volunteers to ask their friends and acquaintances. Sometimes we have a contest and give out prizes - such as dinners donated by local restaurants - for volunteers who recruit their friends or other people.
- Ask Riders To Ask We ask our riders to encourage family and friends to volunteer.

3. Presentations

3a. Organize A Speakers Bureau Use our newly expanded Speakers Bureau to contact sponsor congregations to offer to speak to Sunday School classes, men/women's groups, garden clubs, service organizations, etc. Include driver and/or rider from that group in each presentation. Challenge each existing driver to recruit one friend. If they find the experience rewarding and important in their life, let a friend have that same experience and recruit for specific days of the week.

3b. Give Seminars In our seminars we will point out how being a volunteer driver puts meaning and purpose in their own lives. They have a reason to get up in the morning because someone less fortunate is depending on them. We will point out how they themselves can avoid loneliness, isolation, and depression by reaching out and touching another's life. We will offer incentives to current drivers to refer their friends and neighbors to the program.

3c. Tell About The Program We will present the program, its history and service to the community. We will have testimonials from both volunteer drivers and program participants as to benefits of having such a program in the community. We will explain such important issues such as insurance, time commitment and how to handle contributions. This information will be presented in an overview, and can also be reviewed in-depth. We will begin the project within one month of the notification of grant award, and complete the project when the pool of volunteers has increased by 50-75%. The project would be expected to be in operation for one year. In addition, we will create a template for other communities throughout the county who need to increase recruitment of volunteer drivers.

3d. Give Testimonials

- Testimonials in Publications We will publish the number of people who have been assisted in the past and of the profound number of people who need such assistance when it is not available to them. We will also assure them of the large amount of community support from doctors, salon workers, grocery store workers, and other businesses who encourage this mission to enhance their communities and provide services for their patrons. Volunteers who have driven are a great resource

to talk about their own experiences and the joy they feel when they are able to provide transportation for someone else. For the volunteer the driving experience exposes them to the life style of others, makes them feel good about themselves and what they are doing, increases their own health levels by getting out of their own house and their own set of circumstances and relieves their own psychological problems. Out of the time spent in transporting others, friendships develop and the outreach of churches and communities begins to unite individuals.

- Testimonials by Volunteers and Staff The recruitment message would be given by current volunteers and the project manager. Current volunteers would be able to convey firsthand the benefits of providing these transportation needs - both to the client and to the volunteer. They can express the need and the satisfaction received as a volunteer. Quotes will be used from those who might benefit from the program. A recruitment slogan will be created to give a continuity to the overall recruitment; in this way people view it as a viable program.

3e. Focus on the Human Element Presentations will be made and written information distributed, emphasizing the human side of the service. I would ask current volunteers to talk about the rewards in presentations or newspaper articles. If a person is not interested in volunteering now, at least we are planting a seed for future reference. Once a person decides it is where they will offer their time and talents, we would ask them to fill out a volunteer application which outlines background, preferred hours and days, other interests, etc. We would also conduct a background check on all volunteers.

3f. Include A Call To Action 'A call to action' is a critical focus of our presentation. Often the salesperson in our everyday world, or the professional in the development world forgets to make the 'ask'. To succeed we have to create a sense of urgency and follow up by asking for volunteers. "We all recognize that there are people out there who need help, and people who do the helping. I need three volunteers from your group."

3g. Use Stories Potential volunteers are given a brief history of the sponsor, told of the need (especially by way of a true story), and given a clear description of how they can help. Emphasis is placed on the fact that driving is not assigned, it is offered, and can be accepted or rejected as the volunteer's schedule permits. A story of a successful match, a new friendship that developed through the program, or the reading of a heartfelt thank you card from a care receiver completes the presentation. A display board, written information about Faith in Action, and a sign-up sheet for volunteers is available at the same time.

3h. Describe The Extended Role As we explain to our audiences the need we have, we will focus on our goal of not only providing transportation, but expanding that service to include a companion piece. This involves the volunteer staying with the client as the client sees the doctor, taking notes as necessary to report back to family members of the results. This is a new concept and will require a volunteer who desires a more intimate relationship than that of simply a *driver*. We plan to use current volunteers in this recruitment effort. They can share their personal experiences and encourage those listening to join our volunteer program.

3i. Recruit Volunteer Drivers Plus Since we are a "faith-based and community organization" affiliated with a church, we believe the most fruitful organizations to recruit, initially, would be similarly affiliated churches in the area. Thus, we plan to develop a presentation to be

presented to these other churches in the area to encourage them to develop a program similar to ours. If successful, we should not only recruit additional drivers from our "sister" churches but also expand the total number of senior clients served in the area.

3j. Test Before The Roll Out Our recruiting presentation will be made by our Director and one or more volunteer drivers. They will collectively present their respective views on the service including their "highs" and "lows" and the satisfaction they obtain from volunteerism. The actual presentation is expected to be "tested" on a church in another area of the suburbs which has expressed an interest in our program.

3k. Ask to Be Asked We would also use our "recruiter" to contact these places and ask them to have us come to speak.

3l. Let Volunteers Speak

- Tell About The Need and Value When giving a presentation to a large group, we will include volunteer drivers. Hearing drivers talk about their experiences can be exciting and inspirational. Also, drivers are a great source of information for interested individuals. Our presentation would be a combination of telling the need for and showing the value of volunteer drivers for the elderly. We will also work closely with our current volunteers. We can learn from them what they value from their volunteering and what concerns they have. Most of our volunteers have been with us for several years. We will actively recruit our volunteers to make community presentations.
- Share Positive Experiences The most powerful method of recruiting new committed volunteers, however, is for current volunteers to share their positive volunteer experiences with their friends and acquaintances.
- Act As Ambassadors We can use the experience of the volunteers we already have, their testimony to the importance of the service to others and the added benefit to themselves, as part of our recruiting message. Perhaps we can use some of the current volunteers as "ambassadors" to others to deliver these messages as we meet with church and senior groups. Packaging these messages in our written material and developing a recruiting video will enhance our recruiting efforts. Another lesson gleaned from the surveys - we got many of our existing volunteers because *SOMEONE ASKED* them to become involved. We don't ask enough! That is what we must do — ask more people in more places to volunteer their time and vehicle.

3m. Make Presentations to Groups

- To Churches Solicit permission from pastors to make presentations to their Social Action committees and to place announcements in their respective church bulletins; pursue presentations to the Rotary Club, Elks, American Legion, etc.; submit senior transportation need information to the Sherwood Chamber of Commerce newsletter and make personal appearances at the monthly breakfast meeting.
- To Adult Education Programs New volunteers would be directly recruited from the Adult Continuing Education population at local community colleges. A speaker would briefly present information to classes about the program, explain why volunteers are needed, answer any questions, and leave written materials, such as brochures. Contact and enrollment forms would be distributed (no direct cost, materials only).

- To Employee Gatherings I plan on performing person to person recruitment. I will ask the businesses to invite me to speak at employee gatherings. I will share stories of other drivers and those who have been served (I may even bring them along). They will share their stories of mutual satisfaction and appreciation that people have caring hearts and want to help each other. The presentations will be given by two presenters - a staff member and a board member or volunteer connected to the host organization. The board member/volunteer will make the arrangements with the host organization.
- To Tenant Organizations To have speakers make presentations to the tenant organizations of senior complexes and mobile home parks. Informational articles are provided to the local media on a regular basis.

4. Meetings and Events

4a. Meetings At Churches Target responsible people to begin the process of recruitment, meetings are set up with area church members who are responsible for "social concerns" or "missionary" work. The pastor/rabbi/ congregational head is brought into the process right away. At least two or more group leaders are assigned to head the new ministry. They are given extensive training before the actual soliciting of volunteers.

4b. Brief Collaborative Meetings Hold a series of 20-30 minute meetings at churches, service organizations, and clubs that are philosophically like minded with Island Connections to recruit volunteer drivers and reinforce collaborative friendship with the host organization."

4c. Community Conversations We will host a series of community conversations, with the theme "Transportation is important for everyone." The primary audience would be mid-lifers and young seniors. The conversations would take place in eight distinct geographic areas in four counties. Each community conversation begins with a facilitator who has a set of "props" in front of him or her. A steering wheel, a cane, special glasses, ear muffs, a wheelchair and a walker are some of the props for this conversation. The activity includes developing a study guide for use with conversations, facilitating a pilot dialogue, and planning and facilitating eight conversations or dialogues. Through the planning and facilitation of the conversations, as well as the culminating "Action Forum", we intend to "grow our network of supporters" and invite potential volunteer drivers to be part of the movement that helps extend mobility and independence to people who really need it.

4d. Coordination of Advertising & Events We have a very specific public relations plan that coordinates our volunteer recruitment advertising to coincide with specific events to get the best volunteer that fits our needs. Some volunteers have worries about insurance, the cost of volunteering, and training. We reassure volunteers that we provide insurance coverage, can offer them reimbursement for our regional medical transportation program, and that we offer training and regular in-services.

4e. Informational Meeting An informational meeting would be well advertised, with plenty of snacks and a raffle [donated from a local business]. On hand would be some long-term volunteer drivers to share stories and create an open and inviting atmosphere.

4f. Event Sponsorship We will sponsor a Volunteer Opportunity Fair with other groups-possible locations for a fair include schools, churches, community centers, shopping malls.

4g. A Community Event We already have the equipment and the ability to create a power point presentation and we are currently working on this part of the event. What we would like to do is provide a large community event at our local college to explain the importance getting our seniors to and from medical appointments. In the presentation, we are going to show the benefits of volunteering to drive just one hour a month. The coordinator will then read several testimonies from riders as well as drivers so we can really let them know the importance of volunteering for this program.

4h. Recognition & Recruitment to recognize our current volunteers we would have an awards luncheon and present all of them with a small gift and certificate of appreciation. Following the awards ceremony would be a fair with free rides by our county owned carnival and open to the public. Representatives from the State Dept. of Roads, the Association of Transportation Providers, a memorial Home, and representatives from surrounding communities would have different booths to present the importance of an on going transit bus in small communities. This would also be the opportune time to give short rides to prospective drivers. We would also have a booth for sign-ups of upcoming tours out of town and a suggestion box for tours that we could possibly do.

4i. Hold A Recruitment Meeting Local clergy, social services professionals, medical office staff, and staff from offices of other medical providers such as optometrists and physical therapists will be invited. These professionals and para-professionals will be asked to consider how their practices can make the public aware of the Shepherd's Center's *ongoing* need for volunteer drivers. We will follow up with these practices and help them implement and monitor their ongoing recruitment efforts. Those interested in attending the meeting will be asked to call the Center and reserve a place.

The meeting will be held in the centrally located church where the program has its offices. Refreshments will be served. Name tags will be provided. The Agenda will be as follows:

- Opening Welcome and Introductions - President
- Brief video about the program to be shown
- Setting the Stage: *The Need for Senior Adult Transportation* - Dept. of Social Services, Adult Services Coordinator
- Driver Job Description - Program Director
- My Experience as a Driver - Current Driver
- My Experience as a Rider - Current Rider
- Insurance Coverage and Liability - Executive Director
- The "ASK" - Center President
- Questions and Answers

Materials to take home will be available, including Newsletters, descriptive literature and sign-up forms. A volunteer will be available to collect any completed forms. Center staff will follow up with each attendee to interest them in driving or in volunteering or participating in some aspect of the program. We will announce the meeting by purchasing media time on radio stations popular with seniors, by mailing to a list of names purchased for that purpose

(and merged/purged with our mailing list), by announcements to groups with a large senior membership, on our website, in the local senior adult newsletter, through congregation newsletters and through our own newsletter which reaches 4500 people.

4j. Identify a Point Person We will begin with establishing a primary person for each organization that we can develop a relationship. This person will help us to establish meeting times with other members or groups in the organization. Then we would set up meetings to provide information on volunteer driving and our proposal to establish a county wide volunteer network. In addition we will advertise this effort on local public access channels, local community websites, fliers distributed throughout the county using the slogan, "Join Our Smiles Team."

4k. An Evening Program With Food Host an evening program with a catered meal. The location would be at an existing member congregation. I would plan to invite existing volunteers and members of the community - with a specific number of limited seating available. Volunteers would share stories and experiences. Volunteers would be encouraged to invite friends, neighbors, etc. I would develop a PowerPoint slide show that would play throughout the event.

4l. Brunch, Bounce & Build a Base the idea originated from two principals: sponsorship is necessary for success, and volunteer transportation is necessary to build a stronger community. We will recruit businesses that are perpetually gracious and grasp the value of building a strong community. We will recruit transportation related businesses to provide raffle items and door prizes; printing, communication and media businesses will supply marketing and promotional support; and other business will be encouraged to supply monetary donations towards general support. The focus for community participation recruitment will be done at churches, civic organizations, schools, and chambers of commerce meetings along with general networking at pancake breakfasts, ice cream socials, and any prior community function. We will invite all community members in the surrounding service area to enjoy fellowship over brunch, as well as providing entertainment in the form of bounce-type inflatable. Throughout the event we will educate citizens about how FIA helps seniors in the county and ask for their support by becoming a volunteer driver for "neighbors in need" to successfully build a base - a strong foundation in our community. A public park or recreation area will accommodate this family BRUNCH. We will provide food, music, friendship, door prizes, raffles, and BOUNCE-type inflatable games, creating a day where kids can play, the family can dine, and everyone learns about BUILDING a BASE in our community. The sale of raffle tickets 4-6 weeks prior to event day will capture contact information and begin event promotion. Raffle prizes will be substantial transportation-related items, (a new or used car, new tires, a toy peddle car, or moped). Event day attendees will enter the brunch area through an information booth where printed materials about the program, *Keys for Independence* program will be distributed. Guests will register for transportation related door prizes (limo rides, gasoline gift cards, oil changes, detailing, car washes, etc.), supplying the program with more database potentials. During brunch there will be brief presentations about the transportation program and short personal testimonies from volunteer drivers and rider recipients, putting a face on the *Keys for Independence* program.

4m. A Meeting with Research and Stakeholder Organizing The initial activity would be to access the current volunteer base, reviewing what "caught their attention" and why they became involved with the program. We would host a brain storming workshop to study the methods in attracting other like minded volunteers, and review existing recruitment methods and information from the current volunteers. The second part of the meeting would focus on different and unique places to recruit volunteers, i.e. hairdresser shops,

grocery stores for "point of contact" site. We would build around the successful motto; "Neighbors helping Neighbors" recruitment methods. One method would be to recruit hair salon shops to be the first point of contact with potential volunteers. The shop would receive training on the program, recruitment methods, and receive fun and attractive promotional materials. The shops could also assist with the enrollment of volunteers, distribution and collection of application forms.

The second activity would be to organize the stakeholders from other volunteer base programs in a partnership (United Way, schools, large business, churches, civic groups) for "volunteer's recruitment" in the community. The goal would be to create a one stop volunteers shop. Make it easy for volunteers to find their niche or place that matches their interest, passions and time for a volunteer job. This would be very similar to job placement agencies, just for volunteers and networking them to the different groups in the community. Special attention would be given to why people volunteer, what they get from their experiences, then tailoring the marketing materials and programs around these interests,

4n. An Open House Have a big open house providing transportation for visitors. Bring in the Mayor and City Council and our board Members. Line up speakers from this group. This will help turn on some lights for volunteers. Show them how easy it is to be a dedicated Community Volunteer. Include other business owners so they realize 60% of our community is elderly and are their customers as well. I would inform this group how our program works and how they could join us. Share a lot of excitement and enjoyment so they want to be a part of this team.

5. Invitations

5a. To Driver Training Prospective volunteers will be invited to a formal Volunteer Drivers Training session (2 hours); the agenda will cover: history of the program; mission statement; organization and Advisory Board; statistical data about transportation requests from seniors from 2001 to present; testimonials from volunteer drivers currently in the program and from senior recipients.

5b. To A Ride Along We connect prospective volunteers with current paid and volunteer drivers for a 'ride-a-long', allowing them to see for themselves first hand how the program works and what is expected, and most importantly, what he/she will get out of the program.

5c. To Recognition Events Our volunteer luncheon is held in October each year. We recognize one outstanding volunteer driver and friendly visitor each year. We have a dinner, educational speaker, and treats for each volunteer that is donated to the program throughout the year. Any new or prospective volunteers are invited at this time to see what our program is about and if it is a fit for them.

6. Networking and Relationships

6a. The Big Tent Our recruitment is focused on obtaining volunteers from the community including stay at home parents, active retired seniors and service club volunteers. We would target service club organizations such as Kiwanis, Rotary and Soroptomist. We would also target college students who need community service hours or are interested in gerontology and/or social work internships. This will ensure that we reach a wide range of

individuals or groups that would be interested in volunteering their time to serve seniors in need.

6b. The Consortium The consortium members are asked to help with volunteer recruitment by word of mouth, their newsletters, distribution of flyers and any other means of advertising at their disposal. This group represents a diverse social and economic population for recruiting. The Hmong and Latino Associations are being contacted to find both riders and drivers. We are looking for volunteers that have an interest and understanding of older adults and their possible limitations, have a good driving record, a reliable vehicle, a desire for community service and a sense of humor.

6c. Using Access Tactic The existing relationships we have developed through our sponsorship of the Faith-in-Action Program provides us with access to and credibility with faith-based communities. Most members of senior clubs and centers recognize we are committed to meeting their needs and will respond to our request for help if asked. We are the sponsor of the Retired and Senior Volunteer Program and have direct access to and communication with 740 existing volunteers. Expanding their volunteer pool will help both programs.

6d. The Civic, Religious and Health Network As the designated AAA, we have experience with a vast network of civic, social, religious and health organizations. Many of our programs, such as Meals-on-Wheels and Health Insurance Counseling, rely on the strength of volunteers to deliver services that meet the diversity of need in the county. We will work within our network to reach out to more non-traditional audiences whose mission and goals of community capacity align with ours. We also will network at community events such as health & volunteer fairs, pancake breakfasts & ice cream socials.

6e. The Transportation Network Our vision is to pull together many organizations who provide pieces of transportation (Volunteer Center/RSVP, Churches, Paratransit, etc.) and grow the ability to make the ride happen for seniors. The Volunteer Center/RSVP and the community center are long established organizations who are highly regarded in the community. Both have agreed to help us with volunteer recruitment.

6f. Involvement of Community Groups We will involve other community groups with our recruitment such as the Toastmasters Club, the Lions Club, the Rotary Club, and the Kiwanis Club for help with recruiting drivers and letting them refer riders.

6g. Foster Relationships Developing good relationships with places of worship in the community continues to be a good source of increasing my volunteer drivers. They would advertise in their newsletter about the program and the importance of volunteer drivers. I would also contact community newspapers in the area to ask that they advertise about our program and the importance of volunteer drivers as well as advertise in all the senior and community centers in the local area. Notices about the program would be put on community bulletin boards with permission such as a flyer in the supermarket or food co-op. I would also contact some restaurants that I know attract seniors and ask the manager if there is a bulletin board for a notice to be put up. Finally, I would contact the community relations department of major businesses in the community and see if they would advertise in their employee newspaper.

7. Partnerships

7a. New Partnerships The need among seniors, however, is growing! Naturally, we are turning our attention to new partnerships to strengthen our volunteer driver service availability.

7b. Targeted Partnerships The RSVP Program Director will develop partnerships with other service organizations especially institutions of higher education, private corporations, church and civic groups in an effort to recruit the volunteer driver. She will also utilize the community-relations staff from two to three large corporations or businesses in the area to help with recruiting corporate employees as potential volunteer drivers. He or she may be an active member at the local Councils on Aging, a member of the Rotary, Elks, Legion, Kiwanis or Golden Age Club. They could be a college student seeking service opportunity or internships.

7c. Regional Partnerships We will partner with two Regional Development Commissions to create standards and similar protocols for transit programs to follow, so that volunteer drivers can be shared across county lines. Shared Service Agreements will increase the driver base when trips can be coordinated to locations out of a project area.

7d. Free Advertising and Partnerships We will place newspaper and radio advertisements in local media. We will seek in-kind or purchase additional/supplemental outdoor advertisements. In addition, we will partner with local organizations, who share in our goals. We will geographically choose churches and companies that are willing to serve the growing elderly population. These organizations will assist the center by referring volunteers to us, and by allowing us to place advertisements and informational material at their location. Through this partnership we will reach a larger group of potential volunteers.

7e. A Partnership With the Local TV Station We created a partnership with our local television station (a 30-second spot filming a volunteer driver assisting a senior client with a walker out of the vehicle and into her doctor's office). A voice-over described our service, need for volunteer drivers, benefits of volunteering, and contact information. It ran this for six full months on both prime time and off time, several times daily, seven days per week, graciously donating the full value of this publicity - over a \$10,000 in-kind contribution. The response was overwhelming and continuous from potential volunteers, and resulted in an estimated 20% growth in our volunteer pool.

8. Written Messages

8a. Everything in a Paragraph A short paragraph will relate our need for volunteer drivers and show how volunteering, besides making a difference in our client's lives, is a key to healthy aging. We will personalize the paragraph to the volunteer featured in the poster to demonstrate how golfing, for example, as well as volunteering has kept our driver a vibrant member of the community. A tagline at the bottom of each poster will read "Stay Healthy, Stay Active Volunteer".

8b. Personalized Letter Prepare and send a personalized letter to area churches with a volunteer recruitment request. Follow up each letter with a personal phone call to ask to speak to Sunday school classes and other groups within the church. (\$25)

8c. Tag Lines

- “the driving force program”
- “How can you help? Become a Volunteer Driver”

8d. Materials for Presentations Prepare materials designed and developed for speaking engagements with community groups and service organizations, and enlist current volunteers to participate in presentations through communicating their personal experiences and rewards of being a volunteer.

9. Free Publicity

9a. Church Bulletin Clips Tactic “Church bulletin "clips" will be sent to other churches, small community newspapers, and newsletters of other agencies not in the consortium. We distribute flyers at health clinics, grocery stores and independent senior housing. Flyers are given out at presentations to Kiwanis/Lions Clubs, Church groups, Community Senior Centers, Parish nurse organization, Local community television programs. Funding would allow us to advertise in newspapers to recruit volunteers. We will develop a brochure or flyer with a sign up page and a driver's tip handbook. Funding would give us an opportunity to do a large mailing to churches and organizations and create an opportunity to speak to the group.”

9b. Tag-On Tactic We will identify businesses/organizations relating to transportation such as auto insurance companies, trucking firms, and moving companies that buy ad space and ask them to help promote our cause by adding our information to their advertising. We will talk to personnel directors of large corporations such as UPS and FedEx, explaining member opportunities and ask if they can refer retirees and current employees to us.

9c. PSAs Regarding Opportunities For Employment We will contact the local newspaper to see if they will donate space in the classifieds for member positions, if necessary, we will pay for an advertisement in the Help Wanted section, built around enhancing professional skills and providing employment contacts and networks.

9d. Wear the Van

- Make a large wearable model of our van and name it "Vanity Fair" for the van at the senior center.
- contact local newspapers, radio stations and cable TV channels to alert folks to the fact that "Vanity Fair" will be at certain locations.
- Dressed in the van costume and armed with handouts detailing the benefits of voluntary service, information about our van program, and contact forms for those interested. I would talk to people who appear to be aged 50-65 as they come and go. I would give out van shaped magnets with our name and phone number.

- People who filled out contact forms would be invited to a "get acquainted brunch ", where they would receive details of the driver's job, responsibilities and requirements.

Rolling Billboards Our first strategy would be to turn our vans into "rolling billboards" and create magnetic signs to attach to the vans and let other drivers know about our volunteer opportunities. Some possible slogans may be:

- "put yourself in the driver's seat - Volunteer with SSNK, 859-491-0522"
- "Fill a Driving Need: Volunteer to Drive this Van, 859-491 -0522"

Articles Newspaper articles featuring personal stories from both the clients and volunteer drivers.

9e. Monthly Transportation Column Our current drivers tell us that they volunteer in order to help others, give back to the community and do meaningful work. The connection between these goals and our program will be emphasized in a monthly transportation column submitted to our local newspaper. We will include rider and driver profiles and discuss other transportation resources. Each column will include a call for volunteers and contact information.

9f. Work With AARP's Driver Safety Program We propose working with AARP's Driver Safety Program. Their focus on seniors' safe driving goes hand in hand with our target group for prospective volunteers. Advertising could be put into the AARP newsletter to let seniors know the benefits of becoming a Volunteer Driver and how to contact their local program. AARP has an extensive mailing list of people over 55, and if we recruited only a small percentage of that population, it would be a successful outcome. This approach would be another way for YCCAC to connect with prospective volunteers and would need to be regularly repeated, possibly on a quarterly basis. We would ask AARP to consider it as a public service announcement and secure additional funding to cover training supplies and driver incentives. An example of an ad for AARP:

Now That You Are Retired...

- are you looking for something fun to do...
- do you like to drive....
- want to help someone....
- want to make a difference...
- receive non-taxable mileage reimbursement
- set your own hours
- if so, call __name / # to find out more about your local volunteer opportunities

10. Fliers, Newsletters and Brochures

10a. A Poster Our hook is that each poster will feature an existing volunteer driver participating in the activity. The headline at the top of the poster will read "When Bob (volunteer's name) is not Playing Golf (or Bowling, Working Out, Swimming, Line Dancing)." There will be a picture of the volunteer playing golf, and then a second picture showing him in his car with one of our clients. Underneath the pictures the headline will finish "He is Driving Ethel (Client's name) to her Medical Appointments."

10b. Fliers

- Distributed to Multiple Locations Our fliers distributed to area churches, businesses, non-profit organizations, and meal recipients. They convey the need and the outcome of when there are not enough drivers. In addition, we have extra large magnets on the sides and back of our van that expresses our need for help and a phone number to call for information.
- Distributed Throughout the County The fliers will be distributed and posted throughout the County for posting at grocery stores, restaurants, post offices, Chambers of Commerce, community group facilities, schools, religious organizations, etc. Volunteer Driver Program information is featured on the website and inside all agency vehicles.

10c. Fliers, Pamphlets, and Booklets To recruit more volunteer drivers, flyers, pamphlets, and booklets with information about the program need to be distributed to the Councils on Aging, organizations (Rotary Clubs, Benevolent Societies, Civic Leagues, and etc), doctor's offices, hospitals, senior housing, veterans clubs, and churches. Notices sent through the schools asking for volunteer drivers have been successful in some communities.

10d. Youth Oriented Brochures We will include pictures of drivers and the seniors they transport in our recruitment brochures. If possible, we will make a video that shows drivers in service; these videos can be shown at local churches, businesses and educational institutions.

10e. Professional Brochures Professionally designed/printed program brochures would be a useful tool to present program information in a concise, memorable format. They would also include a short detachable enrollment form that prospective clients and volunteers would mail in (cost of county brochures \$3500).

10f. Brochures and Accolades for Drivers Prepare brochures to be given to drivers when they begin volunteering for the program, distribute the brochures at every training session, and publish the success of recruitment in the monthly Volunteer Update, and send press releases to announce new drivers and the volunteers who recruited them.

10f. Newsletters With Follow Up We will use newsletters and periodicals as our initial means of contact. These will be used to build an awareness of who we are and the services we provide. We will then follow up with meetings in churches, service organizations, etc. This will give us an opportunity to speak to potential volunteers and answer any questions and concerns they may have.

11. Advertising (paid)

11a. Advertising in Resource Guide to fund a senior resources guide that individuals in the community would have access to throughout the county. Advertising the benefits of volunteering would be an essential topic and promotional highlight to the guide. The strength in numbers of volunteers is essential to the integrity of our volunteer driver program. The program primarily targets retirees who would essentially have more time and flexibility to devote to volunteer driving.”

11b. Advertising in Newspapers The program proposes to buy advertisements in the local newspapers to recruit drivers. We would use ads and testimonials to recruit drivers. We would also prepare and print a professional brochure and posters to be placed strategically around the county. This could be in churches, schools, libraries, Chambers of Commerce, grocery stores and other public places. The brochures and posters would explain the program and the need for volunteers to serve the elderly in the community. It would also highlight the benefits to volunteering.

11c. Paid Radio Advertisement We propose adding paid radio advertisement that would play on a station targeting younger, retired seniors since they constitute a lower number of our drivers. Using a radio script that reflected and highlighted the special non-threatening mentor relationship for training new drivers, we believe an innate fear may be overcome that would also aid in recruitment of volunteers. Developing professional radio ads and paying for airtime would be the only cost of the project.

11d. Ad Series place a 6-month ad series about the program volunteer driver opportunities in the monthly newspaper with a free distribution of 11,900.

12. Websites

12a. Sophisticated Website We also recruit through our website. To be more effective, we need to have a sophisticated website. We will utilize our web site to full advantage. We will provide information about becoming a driver; advertise the benefits and rewards of serving in our transportation program; promote the benefits to the individuals in need, and ultimately to the community.

12b. Modification of Homepage The existing senior services website homepage would be modified to include a link directing interested persons to volunteering information/enrollment (Working on now with volunteers, no cost).

13. Media

13a. Local Media Provide volunteer recruitment information to local papers, government channels, community service websites and cable channels. Present volunteer recruitment plea during public comments at local city council meetings.

13b. Cable Spots Video ads would be produced and aired on local cable television.

13c. Video Produce a 10-15 minute volunteer transportation video that will show people why this service is so important to our community, volunteer job expectations, how one's volunteer effort impacts the clients served and the satisfaction you can obtain from volunteering.

- Identify businesses with larger retired groups, employ people mainly in the evening hours and/or who are available during different seasonal times.
- Contact the company to show the video to their employees and talk about the community need for volunteer drivers.

We would have funds available to produce recruitment tools (such as a video) that would tell the story in the volunteer and client's own words, and the community could see first hand just how much of an impact one can make in their community by being a volunteer driver. This service can not be provided for the current low cost without our volunteer drivers.

13d. A Commercial We propose to make a television commercial. We will offer it to all the local stations in our area and they will use it to fulfill their public service requirements. We will also develop a 30 minute segment which will showcase our volunteer drivers and our always present need for more volunteers. We will give this tape to the local public access channels. We service 13 towns and each town in our area has its own public access channel. The general rule for these channels is to accept and run whatever they receive (we won't have to worry about improper content!) The television PSA will be a natural outgrowth of our public relations campaign.

Currently we send 10 local newspapers a short article and plea for volunteers every 2 weeks. We want to expand to television because we know "a picture is worth a thousand words" and we know seniors (our target volunteer audience) are apt to watch television. The image of a regular person helping another regular person, and both people being happy about the experience will be POWERFUL, Viewers will be easily able to imagine themselves in the "driver's seat" and then call to volunteer! We have a list of local producers who would put together our product. We also have a collaborative relationship with our local university, and we will invite their communication students to work with us. Student labor will stretch our grant money.

The project would include: pre-production (concept, writing, pre-produced graphics, music, sets); production (shooting in the field and studio, talent and crew); and post production: editing, effects, graphics, dubbing, copying and distributing. This form of advertising will stress the uniqueness of our program, putting *Faith In Action*. Our volunteers come in all shapes and sizes and colors and faiths and so do our recipients. We believe our diverse volunteers are making the world a better place!

14. Targeting

14a. Targeted Advertising We would advertise for volunteers in school and senior periodicals, as well as the local newspaper, as we would be targeting seniors of retirement age and stay-at-home parents whose children are in school and have some free time during the day.

14b. Targeting Special Populations We will be targeting the college population, correctional facilities, factory workers and the local city and state police. These individuals work shift work and we thought they may be a good place to seek volunteers during their off time.

14c. Targeting by Time The additional recruiting would be on weekends and evenings, when many of these groups meet or fairs are held. We would try to improve our displays at health fairs and other community gatherings to make the presentation for volunteering for us more "catchy" and attractive.

14d. Targeting Peers Since our philosophy is service by and for older adults, we will use a peer to peer approach.

- “I will canvas present volunteer drivers to solicit their help in this process. We will utilize their friends and associates in the western area to gain access to the congregations and civic organizations.”
- Put articles/advertisements in local papers and notices in congregation newsletters and bulletins about the need of our community's older adults and SCGV's campaign to recruit more drivers.
- Use volunteer drivers to visit sponsoring SCGV congregations and other congregations and civic organizations on the western end of the county. The visiting SCGV volunteer will talk about the need, tell why he/she volunteers, the rewards etc., and give a couple of personal stories. At those meetings we will give out interest forms to be filled out by prospective volunteers
- Advertisement (volunteers needed) in local newspaper for specific months

14e. Targeting Locations We would have newspaper advertisements and fliers at the housing development clubhouses for an informational night.

14f. Targeting Congregations There are a large number of churches in the county, and the congregations often provide transportation to the elderly members of their own church. In cooperation with the Transportation Committee of the local Commission on Aging, we will use the following strategy to recruit volunteer drivers. Members of all local churches will be contacted by using a flyer that describes the purpose of the senior transportation services provided by our group. Using attractive graphics (perhaps photographs) and testimonial statements from the current clients, this flyer will illustrate the benefit to the seniors, the volunteers themselves and the community as a whole. Qualifications, training and volunteer support will be described. Introduction of this program would be made at the Interfaith Council and the Ministerial Association. One or two leaders from the main denominations would be recruited to "champion" the project with their own congregations. The local computer users group would be contacted to assist in development of the flyer. The Commission on Aging will provide assistance in distribution.

14g. Targeting Businesses

- To Recruit Specifically, three Iowa City businesses will be targeted for volunteer recruitment. They are: ACT (American College Testing), NCS Pearson, and the University of Iowa Hospitals and Clinics. These companies employ a large number of individuals who make the daily commute from Cedar Rapids to Iowa City. Each company has varied shifts of employment, so nearly every client appointment time could be accommodated by one of the commuters. The Director of Human Resources will be contacted to determine the willingness and ability of the respective company to participate in this transportation program. The need for this service will be highlighted in company newsletters, intranet communications, and posters. The University of Iowa Hospitals and Clinic's Volunteer Department will be asked to assist in this endeavor.
- To Advertise Service Visit businesses where people typically need transportation services, and to inform the business owners of the availability of the service and of the need for volunteer drivers.

14h. Targeting for Community Service We call it S.A.S. - Seniors Assisting Seniors strategy. Many public and private schools are requiring students to give a specific number of hours in community service. Most seniors in high school have a car or a parent who will provide transportation for required community service. Matching senior citizens with seniors in high school is a win-win opportunity for both seniors. Volunteering with our project can teach the teen-agers tolerance. It will put them in touch with people of different backgrounds, abilities, ethnicities and education and income levels. They will likely find that even the most diverse individuals can be united by common values. It can also teach them that one person can make a difference. A wonderful, empowering message for teens is that "I am important enough to have a positive impact on someone or something else."

14i. Targeting University Retirees Partner with the University Retiree Association Personnel Benefits, and attend the annual brunch that is attended by 200 to 300 retirees. Submit an article about the program to the association newsletter that is mailed to all university retirees whether members or not. Develop and provide a program volunteer driver brochure to for the University Personnel Benefits Services Office for counter display and distribution to soon-to-be retirees and current retirees coming into the office throughout the year. Submit a one-time Editorial Page Article (full page).

15. Staff and Board Involvement

15a. Board Obligations Suggest that each board member be a volunteer driver twice each year. This means that all 28 board members are equipped to recruit drivers because they know the driver's job. This year there will be an additional board obligation - all Board members will be challenged to speak to a minimum of one community group during the year to recruit volunteer drivers. The Recruitment Committee will act as a Speaker's Bureau and will set up the speaking engagements if the Board member needs help.

15b. Assignment of Staff Person Have in place a Volunteer Administrator staff person assigned to be directly responsible to the ongoing administration, recruitment and training for all of the volunteer drivers.

15c. A Recruitment Position develop a new paid position which will allow one employee to focus on needs for funding, recruitment of new drivers, community outreach, and the maintenance of the transportation referrals process. As the program grows, the office staff is becoming increasingly overworked and funds are not available for the increase needed in paid working hours. If driving referrals are put into the hands of one new employee who specializes in transportation matters and setting up driving referrals, the weight of that program would be reduced to allow more efficient use of present office personnel. A transportation specialist who is deeply in touch with daily driving needs is the ideal person to be out in the community speaking to groups about both financial and volunteer driver needs, and a primary contributor of information needed to develop grants to support the transportation effort. The staffer could use local media such as television and newspaper, visits to service clubs, social groups, businesses, and public officials to make our needs more visible. It is our belief that the volunteers and funds are "out there"; our planners must fund such a strategy to bring that belief to fruition.

16. Education and Information

16a. Develop Data A data base of volunteers and organizations that provide volunteers to transport people to appointments. These volunteers could become a part of our system or continue to volunteer under their current organization. The idea is to coordinate the efforts and provide the most cost effective and efficient service possible.

16b. Use Statistics Statistics will be used also to indicate the number of county seniors currently dependent on public or volunteer transportation.

16c. Disseminate Information

- distribution of agency brochures & volunteer program flyers to libraries, local stores, physicians offices, bulletin boards, hospital waiting new retiree "welcome" packets at Chamber of Commerce
- ads on public service stations - television; radio; newspapers
- speaking to community groups - community centers, colleges for continuing education; service clubs; religious institutions

16d. Develop Informational Materials

- a quarterly newsletter highlighting volunteer needs (cir. 15,000)
- distribution of information at local businesses health fairs and community events.
- presentations at service clubs, postings in church bulletins and senior housing complexes.
- press releases to media outlets focusing on our services and human resource needs.

16e. Train the Trainer Train a pool of volunteers who will then recruit and train other volunteers in conjunction with the organization to maintain a trained, enthusiastic pool of volunteers for the transportation program. Training will include the organization's mission and impact on community relations; communication clarity for the interactions with care receivers and holding quarterly meetings with volunteers and the organization for continuing education purposes. There will be an emphasis on driver's roles and responsibilities and the need for the volunteers to stay within those parameters. We will also sponsor workshops as an educational outreach to the community.

16f. Educate the Community Our strategy for recruiting volunteer drivers will be to educate the community on the need for the program as well as encouraging them to reach out and help someone. We will attend organizational meetings, such as City Council, Chamber of Commerce Luncheons, American Legion and Lions Club in order to make them aware of the need for this project and to ask for volunteers to drive. There will also be articles in our local newspapers, church bulletins, as well as the Aging Program Newsletter.

16g. Undertake Research and Follow-up With Outreach Figure out motivations for volunteer drivers, what they hope to accomplish, what they hope to get out of it...and tap into that. Follow up the research (depending on funding for marketing and staffing) with presentations to various groups; PSAs with a focus on stations that boomers and older elders listen to; community access television; print media including ads and bulletin boards; and online resources.

16h. Detail the Specifics of the Job "I find that many, many people who do not volunteer are willing when asked to do a specific job and are usually happy that someone asks them. I am not afraid to approach anyone that I think would make a good, caring and dependable driver. At present time I have twenty-nine wonderful men and women who go beyond just driving, but also care about the well being of their clients."

17. General Methods

17a. Recruiting A Champion Introduction of this program would be made at the Interfaith Council and the Ministerial Association. One or two leaders from the main denominations (Catholic, Latter Day Saints, Baptists, Lutheran and Episcopal) would be recruited to "champion" the project with their own congregations.

17b. Describing Problems and Benefits Describe those who are helped most critically by the services (dialysis patients, frail seniors, lonely and isolated persons and others with serious needs) Describe the training and benefits we provide for the volunteers. Provide variety of personal testimonials from clients, current drivers, grateful service providers, funding sources and the transit agency itself. Also describe the personal fulfillment obtained by the volunteers – the sense of accomplishment, making a difference, varied experiences, meeting new people.

17c. Reacting to Inquiries When the person calls for more information about our service, I explain to them that it is a volunteer job and that we reimburse their mileage but they do not receive any pay for their time.

18. Multiple Methods

18a. Marketing, Presentations, and Free Publicity Our methods of recruitment include direct marketing pieces, press releases, testimonials at local civic and senior organizations utilizing current volunteers, church bulletins, club and senior center newsletters.

18b. Targeting and Media We will target senior retirement homes, churches, and collaborating community agencies. We will also reach people in their homes and workplaces through media exposure and word of mouth.

- Make media appearances on radio and local television;
- Make presentations to service clubs, city council, trade shows, community agencies, retirement communities and churches
- Benefit from "word of mouth" as our satisfied volunteers share their experiences and as our senior clients tell others about the need for drivers
- Run PSA announcements on cable television
- Run regular newspaper listings
- Fully utilize our extensive collaborative agencies' wide networks to get the message out about the need for volunteer drivers
- Use technology to expand the impact of volunteer program -we will place a volunteer application form online and showcase a volunteer on our website each month

18c. Partner With (pay) The Media We would partner with the local radio station since they remain a strong supporter of our mission to provide affordable and reliable transportation to seniors and people with disabilities. Our proposal would include use of the same 30-second spot film, with an updated voice-over to indicate the current mileage reimbursement level. Matching their gift of six month's running time with the value of an additional six months purchased running time would ensure a spot for the entire year.

18d. Get To The Top In the past, we went to the head of all the churches and they are all now working together to assist with volunteer. Now we would:

- Have designated a volunteer to organize all who wish to volunteer.
- Set up speaking engagements at all other clubs in the community.
- Utilize the local papers to market our needs, through writing articles.
- Market to the children of our seniors in the bigger cities around through articles in the bigger city papers.
- Fund raisers through soup and supper at Friendly Corners and have information on the need for volunteers when they attend.

18e. Inclusion of PR Director Volunteers will be recruited utilizing several methods and with the assistance of the agency's PR Director. Notices will be placed in local community newspapers, Cable TV stations and radio stations in our service area. The PR Director will place two articles in the local newspaper's leaflet and will highlight a volunteer driver to help recruit others. 200 flyers will be distributed throughout the service area. Volunteer Notices will be distributed to local churches and synagogues on a quarterly basis to recruit potential parishioners as drivers. Other means of recruitment will be to post volunteer driver needs on volunteer recruitment internet web pages. Volunteer driver notices will be placed on a quarterly basis in Councils on Aging Newsletters. The program director will be the guest speaker at several community service clubs to recruit potential volunteers as well as publicize the program. She will also be participating in two to three volunteer fairs throughout the service area to recruit volunteers. Existing volunteer drivers will be utilizing a mechanism to recruit potential volunteers.

We would like to develop an individualized recruitment outreach, starting with the service organizations with whom we already have connections. These include religious groups, service clubs, and university students. Our approach would vary from group to group, but our first task would be to identify within each organization a smaller group to whom we would present the opportunities for volunteer drivers. The approach would be more time intensive, but the objective would be to build a relationship and commitment to our program.

18f. PSAs, Presentations, and Publicity We will recruit with advertisements, television public service announcements and making presentations and distribute brochures and fliers to local churches, businesses, community service leagues.

18g. Direct and Indirect Approach

Direct Recruitment

- Recruit within current volunteer pool, even current client pool - inform them of need and ask for their input and suggestions of whom to recruit. Families/friends of clients may positively respond. One-on-one asking by a satisfied party.
- Director of Volunteer Program actively schedules and presents at public settings, i.e. church groups, service clubs, borough/township boards/groups

Indirect Recruitment -

- Media - Local radio and TV Public Service Announcement (PSA's). Newspaper article - "Help Wanted" theme
- Posters, flyers mass distributed throughout the community. Ask current volunteers to assist with distribution. These would be placed in all public settings upon approval. These can be created and printed in-house on current computer program.
- Brochures mass distributed in public offices/agencies.
- Informational display of materials at mall booths
- Mailings included in local utility bills, borough/township mailings, local business bill statements. All with prior approval of respective group.

18h. Presentations, Fliers, Media, Targeting

Presently, we recruit our volunteers through presentations, flyers, word of mouth, newspaper announcements, magazines, Golden Years Gazette (our senior bi-monthly newsletter), the City Recreation Guide, and the City website. Advertising promotes driver interest, therefore we would like to expand advertising through banners and paid advertisements. Our marketing efforts would also include radio, television and articles in the Aging and Independence Services newsletters. We do a variety of things:

- Give presentations to groups in the community
- Include current volunteers in "pitching" the cause to their peer groups
- Offer incentives to current staff, board, and volunteers (i.e. gift certificate to local restaurant) to recruit a friend(s) as a volunteer driver and/or suggest a place/event which could yield successful recruitment of volunteer drivers
- Increase the agency's visibility in the community by advertising for volunteer drivers in local newspapers and on the radio
- Show a video highlighting Medical Access volunteering to potential volunteers (decreasing the fear of the unknown and increasing awareness of seniors' needs)

New emphasis for recruiting for our volunteer driver program would be on the newly-retired and the "young old". Board members would be asked to provide the names of two prospective drivers from each congregation. Once names have been submitted, a packet of information would be sent including a welcome letter, availability form, proof of insurance, and driving record questionnaire, along with a return envelope. When the forms have been completed, an orientation would be set up in order to establish a personal relationship. Periodic thank you and appreciation notes would be sent, and a Volunteer Thank-you Luncheon would be held once a year.

18i. Multiple Tactics We would present video, talk briefly, hand out materials at the various locations listed above. We would also present video as stand alone on cable access. Do radio talk show circuit. Take out ads in local papers, create church bulletin inserts, distribute flyers to all locations where potential volunteers might frequent. Those would

include the locations identified above as well as retail outlets, fast food outlets, Laundromats and libraries.

18j. Variety of Free Advertising Methods Post fliers, posters, postcards, brochures, want ads, press releases, public service announcements; use print and broadcast media in the local community (especially with senior organizations), at the program and agencies affiliated with it. List the position with RSVP (Retired Seniors and Volunteer Program). Send letters of request (direct mail, email) to existing volunteer drivers and donors, community organizations and churches, and other non-profit volunteer program managers. Post online volunteer recruitment, including the program's website. Brainstorm recruitment ideas/request volunteer referrals from the program's volunteer services advisory council, board, and other committees. Present at non- and for-profit organizations, including civic groups, informational fairs, focus groups, retirement communities, etc.

18k. Multiple Outreach Tools We will use all outreach tools available to us (including word-of-mouth, and our agency newsletter. PSAs, newspaper, radio and a speaker's bureau will be used). Finally, we will host quarterly house parties where volunteers will invite friends and peers to hear our message.

18l. A Growth Approach In order to "grow" our service, we are considering the following:

- provide online recruitment through the website
- establish a mentor program to help build confidence, coach, inspire, and assist the new volunteer
- conduct an "open house" and "bring a friend" in each of our areas to encourage volunteer recruitment
- develop a marketing display board with information and photographs to take to community events, talks, meet and greets, etc. that will provide more information about the program and the agency in charge of the program; receive referrals from other agencies, groups and individuals
- develop a marketing brochure that could be used at community events, display in libraries, etc.
- redesign the volunteer handbook to better explain the role of the volunteer within the program
- provide sensitivity training so volunteers will better understand the characteristics of people who require the services
- offer .60¢ per mile reimbursement rate: current rate is .48¢ per mile

19. Campaigns

19a. A Media Campaign A small but effective media campaign using radio, local television, newspaper articles and college newspapers, flyers and posters, and e-mails.

19b. An Advertising Campaign Awareness of the program would be accomplished through (1) paid ads in community newspapers (8 papers, \$875 for a local campaign), as well as free ads in township newsletters and church bulletins; and (2) window decals/placards or magnetic door signs that current volunteer drivers would place on their cars while driving clients (cost of this phase, \$2,275.00). Decals, placards and door signs would give our volunteers the recognition they deserve as well as inform others interested in volunteering

or in need of transportation of our service. Our drivers park at nutrition sites, doctors offices, hospitals and other locations that seniors and disabled persons are likely to notice our information.

19c. Two-Year Campaign The campaign would be over two years. It would specifically target retirees and younger seniors who live throughout our rural county. We would recruit them by increasing the "buzz" we already generate about this program. Since our most effective vehicle for securing new drivers is by word of mouth, we would hinge our campaign on boosting that as well as supporting it by two activities: (i) holding two very public, annual driver recognition events at a restaurant and (ii) purchasing advertising in the most effective media outlets that reach seniors. For example, one would be a local radio station that is geared specifically to programming music for seniors. WIZZ (AM 1520) captures a lion's share of the senior listening audience in this area. Paid advertising through WIZZ would be a tremendous asset.

19d. A Bi-Annual Campaign Recruitment will be done with two major bi-annual campaigns in the spring and the fall. The campaigns will reach potential drivers by feature articles in the local papers, the senior center newsletter, church bulletins, and by an employee/member referral bonus program. The referral bonus program will work in the following way: For every successful recruit, a \$100.00 gift card of choice will be given to the person who recruited the driver. The driver must be in place a month before the gift card is given. A free trip with the senior center will also be investigated.

19e. Community Dialogue Our strategy is to launch a large scale advertising campaign to recruit additional volunteer drivers and to obtain more passengers. Expanding our services would benefit those whose lives are limited by a lack of transportation. Our current senior transportation program includes community education and networking with various community organizations. We match volunteer drivers to seniors on a one to one basis. However, we have reached a point, in order to expand the program we need to obtain additional funding to recruit more volunteer drivers. We have a waiting list of 5 passengers, are currently serving 66 passengers and have recruited 30 active drivers. Many of our drivers are serving more than one passenger. We believe that by approaching the topic of mobility and transportation through community dialogue, we invite participation, and we invite people to be part of the solution. Mid-lifers and young seniors bring a wealth of experience and knowledge into dialogues about mobility and transportation. By involving them and valuing their opinions, we hope to strengthen our networks in the community and build the volunteer base for our community providers.

Since a group of people with a variety of talents working together on a common cause can often be more effective than just one individual, convene a task force charged with developing a volunteer driver marketing and recruitment campaign. Engage people of influence who are skilled in public relations, graphic arts, education and non-profit management. Their goal is to recruit an additional 50 volunteer drivers to serve the transportation needs of the program.

19f. Media, Spokespersons, and Testimonials Bulk mailings to the media, help wanted ads in newspapers, newsletters, publications, PSA's on radio and television, try to get VIP's as spokespersons for our campaign, testimonials from current drivers and try to work with businesses by spreading the word to their soon to be retired workers and part time employees.

19g. Invite a Friend Campaign the "Invite a Friend" campaign will team with Lake County RSVP to recruit retired, semi-retired and seasonally available mature drivers to augment our existing volunteer base. Those volunteers are to be found within the 9 primary communities in the service area.

20. Selected Strategies

20a. Continuous Recruitment We recruit volunteers of ages 18 and over (due to the CORI laws) continuously in all areas such as newspapers, radio programming, our own newsletter, movie theatres, health clubs, churches, fire departments, Council of Aging centers and most importantly by word of mouth through our existing volunteers and staff.

20b. A Meeting With An Agenda Organize a meeting agenda for volunteers and neighbors with a format that includes:

- introduce presenters, introduce Island Connections and what we accomplish using a story
- inquire of the audience what they know of Island Connections
- give a brief overview of the range of Island Connections services - (use kiosk)
- acknowledge present & past volunteers (and financial gifts) from host organization
- talk about living faith through volunteering
- talk about the different ways of volunteering
- talk about how the community benefits from volunteering
- talk about our volunteer needs to make those community benefits happen
- invite questions - prod for questions on insurance, time commitments & costs
- announce the next volunteer orientation
- ask for a show of hands on who'd like to attend - pass a signup sheet
- ask if there is anyone not in attendance that might like to know of the training
- distribute brochures on volunteering and transportation services
- ask if there are any "neighbors" present who'd have anything to share
- thank everyone - stay to answer questions after the meeting

After the meeting:

- leave kiosk and brochures on display for 2-4 weeks
- leave the Minister/President with brochures & contact information
- invite Minister/President to attend the orientation to "see what it is all about."
- make note of anyone that might be a potential donor or board/committee member
- call everyone who signed up for training to confirm orientation times and places

20c. Outreach to A Mass Audience To reach a mass audience in a short period of time, we will use the media including newspapers (Classified ads), radio, television Bulletin Boards, the Internet and our own agency newsletter. As a not for profit organization we will take advantage of Public Service Announcements, and local radio talk shows where possible. We will do everything reasonable to let them know they are an important part of our organization and hold a responsible and respected role. They will be given an introduction to our organization and our volunteer driver program, including discussion of the job description, and other volunteers they will be working with. They will also be informed of our mentor program where new volunteers team up with experienced people in

the program. We will be sure to answer any questions or concerns they may have, then offer them an orientation packet to give them more in-depth information that they can peruse at their leisure and inviting them to call if they have further questions. In closing, we will be sure to reinforce the volunteers' pride in their work, in our organization, and in their commitment and self-sacrifice.

20d. One-On-One Networking Approach Continue our one to one networking, which is our most successful way of finding volunteers.

- presentations at the annual state of the town meeting and annual town meeting
- mini presentations/appeals at League of Women Voters and Garden Club meetings
- notices in: church bulletins, on town web site, newsletter
- posters around town at the grocery store, post office, town buildings
- newspaper article on program that includes contribution by photographer and writer
- letters to editor by a driver and by a rider
- cable TV community service announcements and interview on a talk show
- a piece in the literary journal by one of our creative writers
- information in the town annual report on the success of the program and the need for drivers to expand program
- car in the Fourth of July parade that features a volunteer driver, riders, and marchers with a banner about the program thanking volunteers and telling how to volunteer
- neighborhood coffees
- a booklet to give to all new and prospective drivers explaining the program, benefits, driver tips. Informational breakfast for prospective volunteers and experienced drivers - to share information
- telling the story of the need for transportation to keep Lincoln seniors healthy in mind and spirit, to preserve their independence and ability to remain in their homes. We will explain the commitment that is expected of the volunteers. We will explain that with more volunteers we can expand the program to nights and weekends, and spend less money to supplement the program with taxis. We will give examples of success stories and rewarding experiences of drivers.

20e. Research, Set Goals, Recruit The first step would be to determine the monthly volume of transportation provided currently by the program and *to set a goal* for an increased amount of service to be achieved and sustained as a result of this grant.

Then, we propose to recruit drivers, both retired and employed part time, through a community meeting to be held for that purpose. This daytime meeting will target drivers in this zip code and several surrounding zip codes where the majority of the program's riders live. We have learned that it is easier to recruit drivers if they think they will be driving in a familiar and relatively nearby area where they know the streets and the medical practices, banks and vendors

30f. A Nine Step Strategy We will...

1. Announce a name and slogan for the campaign. We selected:
We'll get you there!
2. Inform elected, public and religious leaders (mayors, city councils, county commissioners, township boards and religious leaders) about the campaign and ask them to issue public proclamations supporting the initiative. Invite these leaders to

- serve as volunteer drivers and provide a minimum of two rides per month during the coming year. Local media - television, radio and newspaper - will be asked to publicize the volunteer service of these community leaders.
3. Develop a media blitz that includes paid advertising on local radio and newspapers. (\$1,500) Good marketers know that purchasing some advertising almost always leads to free public service announcements and feature stories. Hit the radio talk show circuit. Make friends with the media.
 4. Create a brochure and a short, fresh PowerPoint slide show featuring facts about volunteer driving and some great photos of drivers and passengers. Add some musical background, such as The Beatle's hit single, *When I'm Sixty-four*. Take the show on the road with a goal of making at least one presentation a week for the entire year. Target congregations, service clubs, and local businesses and visit at a time that is convenient for their members. After the presentation, give out program magnets, volunteer applications and a postcard informing attendees of when and where a volunteer training will be held. (\$500)
 5. Visit with management at larger businesses and ask them to display their community spirit by giving willing employees several hours off each month (with pay) so that they can provide a ride for a local senior. Make sure to publicly acknowledge the goodwill of those businesses that agree to participate.
 6. Hold a year-long recruitment contest, with great prizes awarded to current volunteer drivers who successfully recruit a friend or relative to become a driver. Prizes would include things like a weekend get away (\$400), professional football tickets (\$200) or a day at a spa (\$200), a coupon for a car wash, wax and detailing (\$150), etc.
 7. Enlist the help of school-aged children on a "Mile of Cars" fundraiser and publicity event. Ask the kids to purchase (or sell) and then color and cut out pictures of six inch long cars printed on card stock paper. 10,000 cars sold will equal a mile and will also raise awareness and \$10,000 for the senior driver program. Before school gets out in the spring, arrange to have the kids attend a community event where the cars will be connected in a very visible place. Invite senior riders and the kids to share treats and entertainment, Publicize it, of course. (\$200)
 8. When the recruitment goal is reached, have a party. It doesn't need to be fancy, hot dogs and root beer floats will do fine. Provide some live entertainment. Make sure that senior passengers are invited to attend along with their volunteer drivers. (\$200) Place a thank you advertisement on television and in the newspaper. Use a lovely older person to express gratitude to the volunteer drivers who help to maintain the independence of people who can no longer drive. (\$400)
 9. Purchase helpful give-aways: promotional items for drivers such as key chains, pens, notepads, mileage books, hats or other wearable items. (\$1,250)

20g. A 5-Step Strategy (Discover, Present, Discuss, Meet, and Ask)

1. Discover their personal motivation.
2. Present information on the community needs.
3. Discuss the application process, including requirements (valid driver's license; inspection up to date; auto liability insurance at x/x rate; a DMV record check; three references).
4. If they are still interested, (haven't screened themselves out,) make an appointment to meet to get acquainted and complete the paperwork - including volunteer service description and confidentiality statement.
5. Ask them to think about their availability, and the geographic area they are willing to cover.

20h. A Strategic Recruitment Campaign A campaign on various fronts using a set of recruiting materials with a cohesive design and message to reinforce the program each time a potential recruit sees it. The campaign would include:

1. A Speakers Bureau: Develop a speakers bureau through which the agency and its drivers can promote the driver program, need by its beneficiaries, and flexibility to potential volunteers. Speak at the meetings of local civic groups, retiree groups and more.
2. Church Communications: Maximize written and verbal communications opportunities with religious congregations of all denominations. Provide articles for bulletins and Web sites, fliers for distribution, and more.
3. Health Fair Participation: Maximize participation in local health fairs by using the opportunity to recruit drivers as well as seniors in need of assistance. Target healthy, young retirees and the children of aging parents.
4. Targeting Human Resources and Retiree Associations: Identify companies with large, active retiree associations. Target such associations through newsletter articles, speaking engagements and more.
5. Create a Volunteer Database: Register the volunteer driver program with organizations that maintain a large city-by-city database of volunteer opportunities.
6. Organize Local One-on-one Outreach: Reach out to active young seniors where they socialize (i.e. local restaurants, Hardees, etc) by joining them, providing information about the driver program and asking them to consider volunteering. Ask large corporations such as UPS and FedEx, schools, churches, community centers, shopping malls, Toastmasters Club, the Lions Club, the Rotary Club, and the Kiwanis Club for help with recruiting drivers and letting them refer riders.
7. Reach Out To Special Audiences: The mid-life and young senior audience would be recruited from senior computer-learning groups such as libraries, mature learner college groups, retiree groups, and human resources offices throughout the metropolitan area. Seniors are very accessible at the local county Senior Center. They are in attendance at many varied activities - meals, bridge, discussion groups, etc. Each of these groups would be addressed as to the need for volunteers. The recruitment message would also be given at churches and service organizations. Local media would do a feature article on the benefits of this service to the community.
8. Make Presentations: Speak to community groups - community centers, colleges for continuing education; service clubs; religious institutions to explain how important our Volunteers are to our agency and how they can help us. Also talk to the Service groups in the area - Lions Clubs, Knights of Columbus, Moose Lodge, Odd Fellows, Rotary Club, and men's clubs that belong to the area churches. Make educational & recruitment presentations to senior clubs, retirement organizations, faith-based groups, fraternal and civic organizations, and in all our other programs and services (meal sites, hearth and recreation programs, housing facilities)
9. Prepare Print Materials: We would also prepare and print a professional brochure and posters to be placed strategically around the county. This could be in churches, schools, libraries, Chamber of Commerce, grocery stores and other public places.
10. Target Media: Target media with ads on public service stations - television; radio; newspapers. Target regional lifestyle magazines, as well as daily and weekly newspapers with individual human-interest stories about our volunteer drivers, especially for National Volunteer Month, participate in United Way's weekly radio

program on KTRS- 550AM, encourage active drivers to write letters to the editor of their community newspaper about their sense of fulfillment and the need for additional volunteers in this program and elsewhere.

11. Target Locations with Fliers and Brochures: To recruit more volunteer drivers, flyers, pamphlets, and booklets with information about the program need to be distributed to the Councils on Aging, organizations (Rotary Clubs, Benevolent Societies, Civic Leagues, and etc.), doctor's offices, hospitals, senior housing, veterans clubs, and churches. distribution of agency brochures & volunteer program flyers (see below) to libraries, local stores, physicians offices, bulletin boards, hospital waiting rooms, new retiree "welcome" packets at Chamber of Commerce.

20i. A Who, Where, How, What, When and How Much Strategy

Who	Where	How	What
Seniors who eat out at local restaurants	30 restaurants	Give information to restaurant managers	neighbors who need a ride
Ladies who go to the beauty shop	20 beauty shops	Give information to beauty shop owner	people who need a ride to your shop
Seniors who are bank customers	11 banks	Give information to bank branch managers	people who need a ride to your bank
People who go to the grocery and retail or department stores	71 grocery and retail/department stores	Give information store managers	people who need a ride to your store
People who go to the post office	1 post office	Post flyer in one post office	neighbors who need a ride to the post office
People who go to the doctor, dentists and veteran office's	75 doctor, dentists and veterans offices	Give information to receptionist at doctor/dentist veterans offices	people who need a ride to your office
When		How Much	
4 hrs a week for 1 year. 1/2 hour at each location 4 trips within a week Total of 208 trips		Staff cost = \$1,465 Materials = \$150 Gas = \$275 Total = \$1,465	

CONCLUSION

Part III detailed many tactics and strategies that were included on surveys completed by volunteer driver programs that submitted applications to the Beverly Foundation's 2005 STAR Search survey in 2005. A total of 127 ideas are included in this section. The chart below indicates the number of ideas in each category.

1. Incentive Recruitment -3	11. Advertising (paid) - 4
2. Person-to-Person Recruitment - 5	12. Websites - 2
3. Incentives - 13	13. Media - 4
4. Person to Person - 14	14. Targeting - 9
5. Presentations - 3	15. Board & Staff Involvement - 3
6. Meetings & Events - 7	16. Education & Information - 8
7. Partnerships - 5	17. General Methods - 3
8. Written Messages - 4	18. Multiple Methods - 13
9. Free Publicity - 6	19. Campaigns - 7
10. Fliers, Newsletters & Brochures - 6	20. Selected Strategies - 8

And now, please turn to Part IV which introduces the five winners of the 2005 Beverly Foundation STAR Awards for Excellence.

PART IV

WINNING RECRUITMENT PLANS

Five volunteer driver programs received the Beverly Foundation's 2005 STAR Awards for Excellence which included a cash contribution of \$5,000 to the program and national recognition. This section includes summaries the volunteer driver recruitment plans of the five Winners of the 2005 Star Awards for Excellence. The Winners were selected by a group of senior transportation and volunteer driver program experts. The decisions for awards were based in large part on the Volunteer Driver Recruitment Plans.

*AGING SERVICES, INC - MEDICAL ASSISTED
TRANSPORTATION
CEDAR RAPIDS, IOWA
WINNER - 2005 STAR AWARD FOR EXCELLENCE*

Mission The mission of Aging Services, Inc., Medical Assisted Transportation is to help older adults remain living safely in their own homes. The organization recognizes that access to medical services is a problem for many older adults. It also knows that one way to alleviate the problem is to involve trained volunteers to provide door-to-door transportation service as well as social support during medical visits, many of which are made to the University of Iowa Hospital and Clinics.

Challenge Cedar Rapids, Iowa is located forty-five miles from the University of Iowa, a nationally renowned medical teaching institution. The University of Iowa provides quality medical care to many low-income seniors. Unfortunately, due to state and federal budget cuts, transportation services from Cedar Rapids to Iowa City are limited for low-income individuals. A bus service operates, but hours of operation are limited and reservations must be made well in advance. Additionally, many frail seniors need assistance and are unable to tolerate a bus ride. Private cab fares cost approximately \$85.00 and are not affordable by low-income seniors.

Proposed Project The proposed project is to make it possible for senior residents of the Cedar Rapids area to access the University of Iowa Hospital and Clinics. The project will involve business commuters traveling daily along the Cedar Rapids/Iowa City corridor as volunteer drivers and involve the University of Iowa Hospital and Clinics' volunteers in assisting the seniors, while they are under the care of UIHC. In order to qualify for the program, each prospective volunteer will undergo a background check. The volunteer drivers also will be invited to attend Aging Services' annual volunteer driver training, which may help to reduce the cost of the volunteer's own personal auto insurance.

Recruitment Strategy In order to recruit volunteers who will be able to provide transportation and social support, the program will appeal to three Iowa City businesses for volunteers. Each of the targeted companies employs a large number of individuals who make the daily commute from Cedar Rapids to Iowa City. Each company has varied shifts of employment, so nearly every client appointment time could be accommodated by a commuter from one of the three targeted companies. The need for this service will be highlighted in company newsletters, intranet communications, and posters. Additionally, the Iowa City Chamber of Commerce will be consulted for help in advertising the need for volunteers.

Volunteer Support While commuters will do the actual driving, University of Iowa staff also will be involved. Since not all appointments will take all day or a ride home may not be readily available when the appointment is completed, University of Iowa volunteers will be recruited to assist older adult clients who need to wait for a ride home. Such support may include helping rider/patients get lunch, finding a place to rest, and helping them meet their volunteer driver for the ride home. In order to recruit and retain volunteer drivers, Aging Services will provide mileage reimbursements.

Outcome The proposed program will allow community members with limited time to participate as volunteers by providing rides to senior medical clients during their commute without having to find extra time in their day to volunteer. In addition, it is expected that the volunteers will become more involved in the lives of the seniors they assist, and will find satisfaction in the relationships that result from the volunteer activity.

VALLEY PROGRAM FOR AGING SERVICES
(TRANSPORTATION FOR THE ELDERLY AND DISABLED)
WAYNESBORO, VA
WINNER - 2005 STAR AWARD FOR EXCELLENCE

Mission The mission of the T.E.D. (Transportation for the Elderly and Disabled) program is to provide transportation for the elderly and disabled who have either limited or no realistic means of affordable transportation to get to the grocery stores, hairdressers, department stores, local doctors, dentists, pharmacies, and other destinations within the City of Waynesboro.

The Challenge The City of Waynesboro, VA has a population of 20,755 people. It is estimated that there are 8,974 people who are disabled, and/or are 60 years and older. An estimated 611 people 60+ do not have a driver's license, and an estimated 1,032 people 60+ have disabilities that may require assistance with transportation to go to the doctor, the grocery store, the bank, the barber or hairdresser, the post office, or similar place to receive essential services of everyday living, because they lack the means to get there and back home.

The program must recruit one driver per month to stay even. Ideally, it will need to recruit an additional 10-15 drivers to meet the projected need.

Proposed Project The proposed project will provide essential rides to seniors in the Waynesboro area. The T.E.D. Program, has been in existence for 15 years, uses volunteer drivers who drive a T.E.D van, Monday - Friday, 9:00 a.m. - 4:00 p.m., to help meet this need. It currently serves 486 people who are disabled, and/or are 60+ and rely on 14 volunteer drivers for transportation. An average of 15 trips and 65 miles are logged each day. Riders will be encouraged to make a voluntary contribution. The City of Waynesboro will financially support the Program.

Recruitment Strategy T.E.D. will use a new strategy to recruit new volunteer drivers and to increase the number of riders by visiting businesses where people typically need transportation services, and to inform the business owners of the availability of the service and of the need for volunteer drivers. Business owners will be given a chance to benefit from the program by being able to provide rides; their participation in the program will help publicize their businesses and give it an image of having a commitment to serving the elderly and disabled. T.E.D. will recruit volunteers by placing ads in the local newspaper; by word of mouth; and with the help of current volunteers.

Volunteer Support A 20-25 hour per week Special Transportation Coordinator will recruit riders and volunteer drivers and she matches those needing rides with volunteer drivers.

Outcome The proposed program will allow non-driving seniors in the area to have transportation available to attend to quality of life and medical needs. It is expected that the program will be able to recruit more drivers as suitable for the maintenance and expansion of the program. The riders and prospective riders will be able to enjoy the availability of rides and be able to make medical and quality of life trips.

ENCINITAS OUT AND ABOUT TRANSPORTATION PROGRAM
ENCINITAS, CA
WINNER - 2005 STAR AWARD FOR EXCELLENCE

Mission The mission of the Encinitas Out and About Transportation Program follows the mission of Full Access and Coordination Transportation (FACT) which is to create a transportation system that will provide access and mobility for the people of San Diego County by augmenting existing resources. This will be accomplished by creating partnerships that will eliminate barriers, developing alternative models of transportation, and accessing additional sources of funding.

Challenge Encinitas Out and About Transportation Program is currently serving 66 passengers with 30 recruited active drivers. Many of the drivers are serving more than one passenger and the program has a waiting list of five passengers. In order to expand the program, Encinitas Out and About Transportation Program will need to obtain additional funding to recruit more volunteer drivers.

Proposed Project Encinitas Out and About Transportation Program proposes to launch a large scale advertising campaign to recruit additional volunteer drivers and obtain more passengers. Expanding the services would benefit the people whose lives are limited by a lack of transportation. Their current senior transportation program includes community education and networking with various community organizations. Encinitas Out and About Transportation Program matches volunteer drivers to seniors on a one-to-one basis.

Recruitment Strategy Presently, volunteers are recruited through presentations, flyers, word of mouth, newspaper announcements, magazines, Golden Years Gazette (their senior bi-monthly newsletter), the City of Encinitas Recreation Guide, and the City of Encinitas website. Since advertising promotes driver interest, current efforts will be expanded through advertising on banners and paid advertisements. The proposed recruitment plan is focused on obtaining volunteers from the community, including stay at home parents, active retired seniors and service club volunteers. Recruitment efforts would be continued at service organization meetings, at local colleges and universities, and other venues; and new marketing efforts would include radio, television and articles in the Aging and Independence Services newsletters. Encinitas Out and About Transportation Program would target service club organizations such as Kiwanis, Rotary and Soroptimist Clubs. The program would also target college students who need community service hours or who are interested in gerontology and/or social work internships. This will ensure that the program will reach a wide range of individuals or groups that would be interested in volunteering their time to serve seniors in need.

Volunteer Support Volunteers will be reimbursed for mileage to assist with gasoline expenses. More importantly, by volunteering the drivers can expect to dramatically help seniors regain their independence and fulfill their needs which have been limited by lack of transportation. Current drivers report feelings of enrichment, personal gratification, increased patience, appreciation, satisfaction, empathy, making a difference and a sense of connection to the community. They may gain wisdom, learn from the senior's life experience, and will form wonderful relationships with their passengers.

Outcome By expanding on marketing efforts, the Encinitas Out and About Transportation Program hopes to have a bigger volunteer pool to meet the increased need for riders.

S.T.A.R.

O'FALLON, MO
WINNER - 2005 STAR AWARD FOR EXCELLENCE

Mission The S.T.A.R. (Senior Transportation and Rides) Program is a volunteer transportation program designed to accommodate the medical transportation needs of the elderly residents of St. Charles County, MO. By providing transportation to and from medical appointments, the S.T.A.R. Program enables those over the age of sixty-two to remain living independently. Simply put, the mission of the S.T.A.R. Program is to “assist adults through the journey of aging.” The vision of S.T.A.R. is for seniors and their caregivers “to have opportunities to lead satisfying, productive lives with health, honor, and dignity.” By providing an individual with transportation to a medical appointment, the program and its volunteers offer to the seniors a chance to maintain and improve their health while interacting with a compassionate, truly interested individual who is providing both companionship and a necessary service.

Challenge Driver recruitment and retention has always been a challenge. With many prospective riders and not enough drivers to meet the demand, drivers are always in short supply. Driver retention is another important factor in maintaining a driver pool; for once drivers are recruited, they may or may not stay with the program.

Proposed Project The goal of the S.T.A.R. Program is to transport any individual who meets the program’s qualifications, but also to connect clients with other human service agencies. The program will provide an initial in-home assessment so that the coordinator can better assess the client’s needs and refer the individual to the appropriate resources. Case management services will continue throughout the client’s duration with the program. The S.T.A.R. Program plans to use a wide variety of communication tactics to reach out to and inform potential volunteers about the driver program in their places of social interaction.

Recruitment Strategy The S.T.A.R. Program came up with several different venues for recruitment including the Speaker’s Bureau, Church Communication, Health Fairs, Human Resources and Retiree Associations, Volunteer Databases, News Media outreach, and local one-on-one outreach. All of these venues will be targeted with written communication and verbal presentations.

Volunteer Support The program plans on soliciting active volunteers, volunteer placement organizations, service organizations, young retirees, mothers of school-aged children, news media, and the general public for volunteer driving services. The program makes the effort to have drivers feel appreciated by sending personal notes on holidays and when least expected. They will be provided with surprise tokens of appreciation, including free oil change coupons and other related prizes, an annual banquet and awards event will be hosted during Volunteer Month. Neighborhood businesses will be solicited for donations of prizes like car wash certificates, oil changes, ice scrapers, restaurant gift certificates, and more. The S.T.A.R. Program will recognize the drivers’ commitment by providing awards through the drivers’ church or social clubs. The program will further demonstrate an appreciation for volunteers by interviewing them for potential human-interest stories to be used in newspapers, local magazines, or to be shared when recognizing them at an event. S.T.A.R. will also publish a periodic newsletter for volunteers, updating them on the latest news pertinent to their efforts

Outcome The S.T.A.R. Program aims to provide friendly and reliable service to its clients. Whether the client utilizes the program due to a fear of highway driving, or because the individual is no longer capable of driving at all, all clients are met with kind and dependable service.

VINE FAITH IN ACTION
MANKATO, MN
WINNER - 2005 STAR AWARD FOR EXCELLENCE

Mission Providing access to safe affordable transportation is key in fulfilling VINE's goal of connecting people with needed services that help them maintain their independence. Using a trained network of 135 volunteer drivers, VINE coordinate rides within Blue Earth and Nicolet counties and to medical hubs in Rochester and the Twin Cities. VINE volunteers also provide rides throughout the state for clients of county human service agencies in southern Minnesota.

Challenge With the ever growing need for transportation services, VINE Faith In Action will need to meet its goal of recruiting 50 additional volunteer drivers.

Proposed Project Since a group of people with a variety of talents working together on a common cause can often be more effective than just one individual, it is VINE Faith In Action's goal to convene a task force charged with developing a volunteer driver marketing and recruitment campaign so that an additional 50 volunteer drivers can be recruited to serve the transportation needs of the program.

Recruitment Strategy VINE Faith In Action plans on having many different strategies to advertise the program and the need for volunteer drivers. VINE Faith In Action plans to achieve its goal of recruiting more drivers by visiting management at larger businesses and asking them to display their community spirit by giving willing employees several hours off each month (with pay) so that they can provide a ride for a local senior. Brochures will be created along with a PowerPoint presentation to further publicize the program. The presentations of the PowerPoint slides will be made at congregations, service clubs, and local businesses. The program will develop "giveaways" like magnets with program contact information and will be a part of the application/information package. VINE Faith In Action hopes to make publicity and fundraising a community effort by involving school children to make a "mile of cars" from cardboard cutouts of cars that will be "sold" to community members for money. In order to encourage participation from current drivers, VINE Faith In Action will hold a year long recruitment contest amongst the drivers and offer incentives such as football tickets, car wash and wax service and other prizes. The local media will also be asked to participate in publicity efforts. Paid advertisement on local radio and newspaper will be used to further the effort.

Volunteer Support VINE Faith In Action wishes to acknowledge the community and its volunteer drivers by placing a thank you advertisement on television and in the newspaper and using an older person to express gratitude to the volunteer drivers who help to maintain the independence of people who can no longer drive. When the recruitment goal is reached, VINE Faith In Action plans on having a party to celebrate the ongoing promotion of the program and also making sure that senior passengers are invited to attend along with their volunteer drivers.

Outcome The proposed program will encourage participation within the entire community, including school-aged children to become involved in maintaining and expanding a senior transportation program. In doing so, due to the time and effort invested in the program, the entire community will work towards making the program even more successful and therefore more sustainable. VINE Faith In Action not only hopes to expand its financial base but to be able to recruit more drivers to continue a successful program.

APPENDIX I

WORKSHEETS

Worksheet #1
Needs for Transportation
(List the top five reasons seniors need your transportation services.)
See Pages through

1. _____

2. _____

3. _____

4. _____

5. _____

Worksheet #2
Passenger Destinations
(List the top five destinations where volunteer drivers take passengers.)
See Pages through

1. _____

2. _____

3. _____

4. _____

5. _____

Worksheet #3
Need for Volunteer Driver Programs
(List the top five reasons your volunteer driver program is needed.)
See Pages through

1. _____

2. _____

3. _____

4. _____

5. _____

Worksheet #4
Roles and Responsibilities of Volunteer Drivers
(List the top five roles/responsibilities of your volunteer drivers.)
See Pages through

1. _____

2. _____

3. _____

4. _____

5. _____

Worksheet #5
Need for Volunteer Drivers
(List your top five needs for more volunteer drivers.)
See Pages through

1. _____

2. _____

3. _____

4. _____

5. _____

Worksheet #6
My General Methods For Recruiting Volunteer Drivers
(List the top five general methods you use for recruiting volunteer drivers.)
See Pages through

1. _____

2. _____

3. _____

4. _____

5. _____

Worksheet #7
My Goals For Recruiting Volunteer Driver
(List the top five goals you envision for recruiting volunteer drivers.)
See Pages through

1. _____

2. _____

3. _____

4. _____

5. _____

Worksheet #8
My Best Volunteer Driver Recruiters
(List the top five people you might involve in recruiting volunteer drivers.)
See Pages through

1. _____

2. _____

3. _____

4. _____

5. _____

Worksheet #9
My Best Volunteer Driver Prospects
(List of the top five prospects you might recruit as volunteer drivers.)
See Pages through

1. _____

2. _____

3. _____

4. _____

5. _____

Worksheet #10
My Best Venues For Recruiting Volunteer Drivers
(List the top five venues you might use for recruiting volunteer drivers.)
See Pages through

1. _____

2. _____

3. _____

4. _____

5. _____

Worksheet #11
My Volunteer Driver Recruitment Messages
(List the top five messages you might use to recruit volunteer drivers.)
See Pages through

1. _____

2. _____

3. _____

4. _____

5. _____

Worksheet #12
My Strategies and Tactics For Recruiting Volunteer Drivers
(List the top five strategies/tactics you might use to recruit volunteer drivers.)
See Pages through

1. _____

2. _____

3. _____

4. _____

5. _____

APPENDIX II

CHARACTERISTICS OF VOLUNTEER DRIVERS

While they might not be considered qualifications, most recruitment plans identified some of the special qualities or characteristics that they might look for in searching for and/or selecting prospective volunteer drivers.

- people who have been ill themselves and want to give something back
- people who enjoy the company the seniors
- people who have an elderly relative who has used the program or was once a volunteer driver
- people who can drive during the day because doctors, dentists, and other medical personnel in the area have very few, if any, weekend or evening hours.
- people who see opportunities that are personally meaningful and fit their time availability
- people whose children are in school and might want to feel that they continue to be involved in their community as well as their own home
- people whose spouse volunteers to drive, and might want to come into the program a few months later
- people who are retired, semi retired, or want to donate some time to seniors.
- people who want to help neighbors in their community but need a flexible schedule
- people who have a commitment to helping aging seniors maintain their identity and sense of personal dignity
- people first priority for volunteering is because they want to help others
- people who have an ability to be caring, compassionate, and patient
- people who work flexible hours and may be able to donate volunteer drivers on their off-time
- people who have recently left the workforce and are looking for a way to 'give back' to the community
- people who have a desire to help others in greater need, who take pride in helping others and have found this experience to be personally rewarding
- people with the desire to give something back to the community. In other words, people who enjoy volunteering
- people who are involved members of our communities who want to stay active and serve
- people who like to drive, enjoy meeting people, have time to give
- people who have been ill themselves and want to give something back,
- people who have the ability to empathize and to think about being in the same situation in the future
- people whose work schedules permit them to volunteer, as well as on retirees
- people who have patience with elderly people and a caring personality.
- people who will soon be joining the population of having "free time" and wanting to find something productive to do.
- people who are already active in their community
- people who have a flexible weekday schedule
- people who are comfortable driving in the city
- people who are outgoing, responsible, compassionate, intelligent, and accident free
- people who care about the elderly and disabled younger residents of the community and are available, primarily, during the day from Monday to Friday
- people who live in the service area

- people who are able to complete routine paperwork, follow directions to client homes and appointments, are dependable, have a working telephone, and are willing to volunteer a minimum of two 6-hour blocks of time per week
- people with clean driving records who are over 55 years and be willing to be on call Monday through Friday from 10:00 a.m. until 4:00 p.m.
- people (men and women) who have a love for the elderly, wish to serve, have a good driving record and the ability to physically assist seniors in wheelchairs or with walkers
- people (both male and female) who are alert, active, and sensitive, who have good driving records, and who are in good health
- people who have a safe driving record and are flexible, patient and willing to help the elder population]
- people who consider them selves to be safe drivers, who have their own automobile insurance, have a good driving record, no criminal record and enjoy helping older adults with their transportation needs
- people who are caring, responsible, and know and understand our organization mission
- people of all ages, as younger volunteers would be very helpful with wheelchair-bound seniors or those who need to go further distances
- people who are strong, able-bodied, personable and responsible, have a clean driving record and have the time to invest in our community. As our most successful transportation volunteers report, they must also be flexible, patient, cheerful, timely, observant, and have a desire to HELP
- people who have a valid drivers licenses, a good drivers record, their own insurance, reliable vehicle, able to help people in & out of the car and building
- people with a valid driver's license and whose background check validates them as appropriate volunteers to help senior citizens
- people who are able-bodied with a proven interest in human relations with required insurance, licensing, good health and with excellent and verifiable references
- people who have worked with our organization in the past, or may have worked with other organizations in the community, as well as recent retirees

The extensive list above indicates that while caring and compassion for seniors, a desire to contribute and a commitment to seniors, and a variety of other personal behavioral characteristics are important qualifications, logistical capabilities, driving skills, and driving related requirements such as licensing and insurance also are important.

APPENDIX III

VOLUNTEER DRIVER PROGRAM

CONTRIBUTORS TO THE IDEA BOOK

Alaska

Nome Community Center, Inc. (XYZ Center and Senior Services) - Nome, AK

Arizona

Elder Builder Project At Gila Aging Services -Miami, AZ

Navajo Area Agency On Aging - Window Rock, AZ

Neighbor to Neighbor - Prescott Valley, AZ

Senior Citizens Of Patagonia, Inc. - Transportation Program - Patagonia, AZ

California

Common Ground Senior Services, Inc. - Jackson, CA

Desert Samaritans For The Elderly - Last Resort Transportation - Palm Desert, CA

Encinitas Out and About Transportation Program - Encinitas, CA

HELP of Ojai – Transportation - Ojai, CA

Huntington Beach Senior Services - Senior Outreach - Huntington Beach, CA

Peninsula Shepherd Senior Center - San Diego, CA

VIC Shopper Program - North Hollywood, CA

Volunteer Driver Program - Burbank, CA

Colorado

Castle Rock Senior Center, Inc. - Castle Rock, CO

Saint Volunteer Transportation Program - Fort Collins, CO

Seniors' Resource Center - Denver, CO

Seniors! Inc., Senior Companion Program - Denver, CO

Summit County Seniors - Frisco, CO

Teller Senior Coalition - Woodland Park, CO

Wet Mountain Valley Community Service, Inc. - Westcliffe, CO

Connecticut

Estuary Council Of Seniors, Medical Outreach Transportation - Old Saybrook, CT

Faith-In-Action Care Giving Teams of Rocky Hill - Rocky Hill, CT

Interfaith Volunteer Caregivers - Hamden, CT

Washington, D.C.

IONA Escorts - IONA Senior Services - Washington, DC

Delaware

M.O.T. Senior Citizen Center - Middletown, DE

Georgia

I Care Incorporated - Decatur, GA

LIFESPAN Resources, Inc. - Atlanta, GA

Iowa

Aging Services, Inc - Medical Assisted Transportation - Cedar Rapids, IA

Delaware, Dubuque, Jackson County Regional Transit Authority - Dubuque, IA

HomeCare Services, Inc. - Adel, IA

Volunteer Services of Cedar County - Tipton, IA

Idaho

Area IV Office on Aging - Senior Assisted Services Volunteer Transportation - Twin Falls, ID
RSVP - Nampa, ID

Illinois

Eastern Will County Senior Services - Monee, IL
Edwards County Council on Aging - Albion, L
EH Spencer Foundation - Faith In Action Of The Quad Cities - Port Byron, IL
Escorted Transportation Services - Arlington Heights, IL
Faith In Action Of Macon County - Decatur, IL
Fulton County Elderly Transportation - Canton, IL
Senior Services Transportation - Elgin, IL
Seniors Outreach - Glenwood, IL

Indiana

Aging & Community Services of South Central Indiana - Columbus, IN
Paul Phillippe Resource Center - Frankfort, IN
Shelby Senior Service, Inc. - Shelbyville, IN
Volunteer Medical Transportation Program - Columbus, IN

Kansas

Butler County Retired & Senior Volunteer Program - Augusta, KS
Community Health Ministries - Faith In Action - Wamego, KS
Satanta Aging Program, Inc. - Satanta, KS
Washington County Senior Citizens Services, Inc. - Washington, KS

Kentucky

Senior Services of Northern Kentucky - Covington, KY

Massachusetts

Barnstable Council On Aging - Hyannis, MA
Elder Services of the Merrimack Valley, Inc. - Lawrence, MA
Franklin Country Medical Ride Program - Greenfield, MA
Hopkinton Council On Aging - Hopkinton, MA
Lincoln Council On Aging "Linc" - Lincoln, MA
Northern Essex Elder Transport, Inc. - Amesbury, MA
Pembroke Council On Aging Volunteer Driving Program - Pembroke, MA
Senior Care Volunteer Transportation Program - Gloucester, MA

Maryland

Cecil County Department of Aging - Elkton, MD

Maine

Aroostook Area Agency On Aging, Inc. - Presque Isle, ME
Island Connections - Bar Harbor, ME
The Lynx (through Penquis C.A.P. Inc., - Community Action Program) - Bangor, ME
York County Community Action Corp. - Sanford, ME

Michigan

Little Brothers - Friends of the Elderly - Hancock, MI
Neighborhood Senior Services' Medical Access Program - Ann Arbor, MI

Minnesota

Roseau County Senior Medical Transit - Roseau, MN
Rural Transportation Collaborative - Crookston, MN
VINE Faith In Action - Mankato, MN
Western Community Action - Transportation Program - Marshall, MN

Missouri

Looking Out For Old Friends - Joplin, MO
S.T.A.R. - O'Fallon, MO
Shepherd's Center of Raytown - Kansas City, MO

Montana

Lake County Council on Aging - Ronan, MT

North Carolina

Call-A-Ride (CAR) - Asheville, NC
Faith In Action Care Program of the Shepherd's Center of Winston-Salem - Winston-Salem, NC
The Center for Volunteer Caregiving - Cary, NC
The Shepherd's Center of Charlotte - Charlotte, NC
The Shepherd's Center of Kernersville, Inc. - Kernersville, NC

Nebraska

Butler County Senior Service Program - Busy Wheels - David City, NE
Dundy County Senior Services - Benkelman, NE
Saline Eldercare - Wilber, NE

New Hampshire

Grafton County Senior Citizens Council, Inc. - Lebanon, NH

New Jersey

Interfaith Caregivers Trenton - Trenton, NJ
Volunteer Drivers Programs - Flemington, NJ

Nevada

Helping Hands of Henderson - Henderson, NV
Helping Hands of Vegas Valley, Inc. - Las Vegas, NV

New York

CARE LINK - Clifton Park, NY
Caring Neighbors - Faith In Action - Oneonta, NY
Colonie Senior Service Centers, Inc. (Good Turns Senior Escort Wagon) - Colonie, NY
JCEO Rural Transportation Program - Plattsburgh, NY
Neighbor to Neighbor - Stone Ridge, NY
Onondaga County Department of Aging and Youth - Syracuse, NY
The Retired & Senior Volunteer Program - Malone, NY
Volunteer Center of Jefferson County, Inc. - Watertown, NY
Yates Office For The Aging - Penn Yan, NY

Ohio

Life Essentials (Volunteer Caregivers Program) - Dayton, OH
Maumee Senior Center Transportation - Maumee, OH
Trotwood Area Handivan Ministry, Inc. - Trotwood, OH
Williams County Department of Aging - Bryan, OH

Oklahoma

Retired Senior and Volunteer Program (RSVP) - Shawnee, OK

Retired Senior Volunteer Program of Cleveland and McClain Counties - Norman, OK

Oregon

Northwest Portland Ministries - Portland, OR

Ride Connection - Portland, OR

Sherwood Faith In Action - Sherwood, OR

Pennsylvania

Eldernet of Lower Merion and Narbeth - Bryn Mawr, PA

Faith In Action - Sewickley, PA

Mountain Citizens Action Group, Inc. - Farmington, PA

Retired and Senior Volunteer Program - Stroudsburg, PA

Volunteer Home Care/Diakon Lutheran Social Ministries - Pottsville, PA

Washington County Faith In Action Program - Washington, PA

Wheels of Wellness - Philadelphia, PA

Tennessee

Fair Park Senior Center Van Program - Crossville, TN

Project LIVE (Living Independently Through Volunteer Efforts) - Knoxville, TN

Texas

Faith In Action/GAP Caregivers Program - Sherman, TX

Hill Country Community Needs Council - Fredricksburg, TX

Jefferson Outreach For Older People - San Antonio, TX

Virginia

Bay Aging - Urbanna, VA

Bedford Ride - Bedford, VA

Faith In Action - Northern Shenandoah Valley, VA - Winchester, VA

Medtran - Newport News, VA

The Shepherd's Center of Chesterfield - Chester, VA

Valley Program For Aging Services - Waynesboro, VA

Washington

COAST - Colfax, WA

ECHHO - Ecumenical Christian Helping Hands Organization - Port Townsend, WA

Mason Transit Volunteer Transportation Program - Shelton, WA

Med Trans Of The Volunteer Center - Olympia, WA

Mid-City - Spokane, WA

Senior Services For South Sound Transportation Program - Olympia, WA

Senior Services Transportation Program - Seattle, WA

Volunteer Chore Services (Yakima County) - Yakima, WA

Wisconsin

American Red Cross Transportation Services - Green Bay, WI

Kenosha Volunteer Escort Program - Kenosha, WI

Making The Ride Happen - Senior Wheels - Appleton, WI

Pepin County Senior Services - Durand, WI

Price County Transportation Program - Phillips, WI

RSVP Driver Services Program of Dane County - Madison, WI

Senior Resource Center - Hayward, WI

Volunteer Driver's Program of Waukesha County Health & Human Services - Waukesha, WI

West Virginia

Shepherd's Center of Greenbrier Valley - Lewisburg, WV

Wyoming

Eppson Center for Seniors - Laramie, WY