



**THE
TIME
DOLLAR**

How-To Manual

A Comprehensive Guide to Creating and Running Your Time Dollar Exchange

One Hour At A Time...

BUILDING COMMUNITY

A BIG THANK YOU

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*—Edgar Cahn, President,
Time Dollar Institute*

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Welcome, Read Me First

WELCOME

Welcome to the How-To Manual and to Time Dollars! And welcome, too, to the excitement that comes from working with Time Dollars—the challenges and the joy that come from unleashing the talents, energies, and skills of people you may have never met before but who quickly move from being strangers to friends as they join with you in this adventure. The manual will give you the

information you need to set out on this new venture with the confidence that comes from having a well-posted path to follow.

READ ME FIRST!

If you are part of a community group or a community-building effort, or if you are a professional working in the field of social welfare, this how-to manual on Time Dollars has been written to meet your needs.

In this manual, you will learn about the special way that Time Dollars looks at community development and social change.

There are two main kinds of Time Dollar Exchanges: **Neighbor-To-Neighbor** and **Specialized**.

The Icons Point the Way

What's the best choice for you? In this manual, we give you information and examples to help you decide, and then we show you exactly how you can put your choice into operation.



Neighbor-To-Neighbor Time Dollar Exchanges

involve individuals helping one another. They rebuild social networks and strengthen communities. They create a social network of trust and caring and insert reciprocity into communities one exchange at a time.



Specialized Time Dollar Exchanges

build *partnering* in order to achieve special purpose projects. In many cases, that partnering centers around the ideas of Co-Production (described in Chapter One) and takes place between professionals—whose work is to help individuals and communities—and those with whom they work as clients.



Each of these two kinds of Time Dollar Exchanges can stand alone, but experience has shown that they are most effective when they work hand in hand. Neighbor-To-Neighbor Exchanges find that specialized projects make it possible to draw in new energy and funds; Specialized Time Dollar Exchanges with a very focused mission find that encouraging and building informal support networks strengthen the work they are doing.

The manual will walk you through the steps of how to put both into operation.

You will also learn about the win-win world of “**Co-Production.**” The theory of Co-Production is so central that we have taken the first chapter of this manual to spell out what it means and to explain how it comes into play *everywhere* in the Time Dollar approach.

A TIP ON USING THIS MANUAL

For community-based organizations

We have found that individuals from community-based organizations generally prefer to come to Time Dollars through the Neighbor-To-Neighbor approach.

When their Exchange is up and running, they often find themselves reaching out to incorporate the Specialized approach because they find that this strengthens and deepens the activities of the Time Dollar Exchange.

If the Neighbor-To-Neighbor approach appeals to you most at this point, you will want to become familiar with Chapters 1–4. Chapter 6, which addresses outreach to the community, will also be useful. Chapter 5, which covers the Specialized approach, can come later.

For agency-based professionals

For agency-based professionals, we suggest that after reading the introductory Chapters 1–3, you turn to Chapter 5. In that chapter, you will find a working introduction to the principles and thinking behind Co-Production, and an explanation of how to build the kinds of partnering and participation that are so central to Co-Production into achieving your mission with Time Dollars.

Even if your goal is to create a Neighbor-To-Neighbor Time Dollar Exchange, we suggest that you turn to Chapter 5 to get the thinking of Co-Production in hand before turning to Chapter 4, which covers the Neighbor-To-Neighbor model in depth.



chapter



ONE

Time Dollars and More

Chapter One introduces the key ideas you will need to build your Time Dollar Exchange. The topics covered are: Time Dollars as a special kind of money, Co-Production and the Four Core Values, and the two (plus) main kinds of Time Dollar Exchanges.



TIME DOLLARS AND TIME DOLLAR EXCHANGES

Time Dollars are a special, tax-exempt form of money that anyone can earn by using their time, energy, skills, and talents to help others.

One hour of service provided to another human being or to the community earns one Time Dollar.

A TIME DOLLAR EXCHANGE

A Time Dollar Exchange is formed whenever Time Dollars are earned and spent.

CO-PRODUCTION—THE IDEA

Co-Production as an idea was developed by the founder of Time Dollars, Edgar S. Cahn, who was responding to the fact that whole communities and the people within them find their strengths, resources, and talents overlooked, rejected, and discounted.

Edgar Cahn saw too many people being defined as having nothing to give, nothing of value. They were society's "Throw-Away People,"

struggling to find a niche in a world that says they do not count.

In his book *No More Throw-Away People*, Edgar Cahn describes how he found social welfare programs struggling—and often failing—to fulfill their missions.

"It didn't matter what the problem was or what discipline the person belonged to," he writes, "it became evident that they were all saying the same thing: *We can't succeed because we can't get the participation we need from the very people we are trying to help.*"

He developed Co-Production as a different path, one that asserts that this is unacceptable, and that all individuals, no matter how frail, fragile, damaged, even delinquent, can feel valued for contributions that they are able to make *as they are* to the store of human capital in their family, neighborhood, or community.

CO-PRODUCTION AND THE FOUR CORE VALUES

With its emphasis on partnering, Co-Production works powerfully to create a win-win relationship between human service professionals and their clients. It speaks to four core values:

Assets: The real wealth of a society is its people. Every human being can be a builder and a contributor.

Redefining Work: Work must be redefined to include whatever it takes to rear healthy children, preserve families, make neighborhoods safe and vibrant, care for the frail and vulnerable, attack injustice, and make democracy work.

Reciprocity: The impulse to give back is universal. Wherever possible, we must replace all forms of one-way acts of helping with two-way transactions, so that “You need me” becomes “We need each other.”

Social Capital: Human beings require a social infrastructure as essential as roads, bridges, and utility lines. Social networks require ongoing investments of social capital generated by trust, reciprocity, and civic engagement.

CO-PRODUCTION AND SOCIAL JUSTICE

From the beginning, it was clear that Co-Production *must* include a social justice perspective. But what did that mean? Edgar Cahn realized that all four of these values take on a new dimension when social justice is on the line, Co-Production becomes “an imperative.” There is no choice about it. Here is how he rewrote the four core values from the social justice perspective:

Assets becomes: *No more throw-away people.*

Redefining Work becomes: *No more taking the contributions of women, children, families, and immigrants for granted. No more free rides for the market economy extracted by subordination, discrimination, and exploitation.*

Reciprocity becomes: *Stop creating dependencies; stop devaluing those whom you help while you profit from their troubles.*

Social Capital becomes: *No more disinvesting in families, neighborhoods, and communities. No more economic and social strip-mining.*

TIME DOLLARS AND CO-PRODUCTION

Co-Production does not need Time Dollars to exist. But when Time Dollars are earned and spent by those whom society has treated as the “throw-away” people, then every one of the four core values of Co-Production comes into play. In other words, Co-Production and Time Dollars go hand in hand with one another.

This is true for both Neighbor-To-Neighbor and Specialized Time Dollar Exchanges. All those who earn Time Dollars are viewed as assets; their contributions are redefined as work; the Time Dollar earned sets up an obligation on the recipient who paid out the Time Dollar to contribute in turn to someone else; and in the process, new social networks of mutual help and mutual trust are formed.

A way to involve the beneficiaries of programs as partners

A way to bring staff and community together

A system that values all hours equally—there is no bartering

You help me, and I'll help another, and that person will help another—it's a web of support and caring that rebuilds trust

Building trust, building community, fighting for social justice, and doing nice things

A way for those who need help to give back in ways they can

A way for creating and achieving new solutions for social problems that engages clients and creates a "win-win" approach

A strategy or a tool for building new partnerships that enables social welfare and poverty programs to achieve their missions

Able to include as many as thousands of individuals

Able to include as few as 20 people

Very simple to apply—once one gets the "feel" of it

Quick and easy to put into place

What

Time

Dollars

An excuse for cutting or refusing to improve programs for any group in need

A reason to reduce staff

A kind of under the table barter system

"You scratch my back, I'll scratch yours"—a private deal with little social impact

Just about doing nice things

A nice way to reward volunteers for helping "those people"

"The same old thing" dressed up

A new kind of program

Necessarily small

Necessarily large

Complicated or difficult

A tool that takes months of hard work to begin using

Are

Are Not

The Two Main Ways of Putting Time Dollars To Work—A Summary

1 NEIGHBOR-TO-NEIGHBOR

1

Neighbor-To-Neighbor Time Dollar Exchanges create a social network of trust and caring—like an extended family.

I help you, you help another, and that person helps another.

They can apply both to well-to-do communities and to poor communities.

They easily cross economic, social, and racial divides.

They lead to caring, trust, and cooperation, which become the driving forces for social change in building a community of *place*.



2 SPECIALIZED

2

Where Neighbor-To-Neighbor involves Time Dollar members helping each other to develop strong support networks, the Specialized Time Dollar approach involves a group of people taking on a specific project. It may be school children tutoring others or the elderly members of a Neighbor-To-Neighbor Exchange involved in helping to ensure that members take their medications on time.

Specialized Time Dollar Exchanges prove to be especially effective in turning professional and volunteer helping from a one-way “*we help you*” to a two-way win-win deal.

Clients become true partners in the effort to secure change and to reach for justice.

Specialized applications of Time Dollars build communities of *mission*.



2 DOING BOTH

2 PLUS

Neighbor-To-Neighbor and Specialized Time Dollar Exchanges work extremely well side by side.

Doing both at the same time means the social networks that have been generated by Neighbor-To-Neighbor Exchanges can be turned into community and special purpose projects.

Specialized programs are strengthened by the social networks created by Neighbor-To-Neighbor.

Putting the two together combines community of *mission* with community of *place*. It's a powerful combination.



chapter

TWO

***The Two Main Kinds of Time Dollar
Exchanges***

This chapter spells out

in more detail the core

features of Neighbor-

To-Neighbor and

Specialized Time Dollar

Exchanges.



NEIGHBOR-TO-NEIGHBOR— COMMUNITY OF PLACE

“There is a saying that it takes a village to raise a child—but what does it take to raise a village?”

Edgar S. Cahn

Mission

To “raise the village”—that is, to build and strengthen support networks that will act like extended family.

Core Values

Neighbor-To-Neighbor Time Dollar Exchanges involve all of the four core values.

Why Needed—In A Nutshell

To create a sense of community where none exists. To rebuild community where distrust has replaced trust. The need is greatest for communities hit by drugs and crime and for the vulnerable members of our population—the elderly, the frail, and the children—who find they have no one to turn to except professional caregivers for the support and help they need.

How they work: Time Dollar

Exchange members earn Time Dollars by helping out other individuals or contributing to the community. Some examples: walking a dog, cleaning up the yard, cooking a meal, telephone companionship, reading stories, saying prayers for others, giving a ride to the doctor, babysitting a child, etc.

Members spend their Time Dollars:

- ▶ to get help from other members
- ▶ to donate to friends, family, or even strangers who need help
- ▶ to purchase goods from a Time Dollar store

Who usually begins them: *One:* Individuals, community groups, church groups, neighborhood associations.

Two: Social welfare organizations and agencies who view social support networks as key to success.

How much does it cost:

It depends. Costs range from under \$5,000 a year to \$100,000 or more, depending on the size of the Time Dollar Exchange, its mission, whether

the Time Dollar Exchange is operated by paid personnel, and if it is, the level of staffing.

NEIGHBOR-TO-NEIGHBOR IN ACTION—A SNAPSHOT

A Neighbor-To-Neighbor Time Dollar Exchange—How It Works in Nine Short Steps

1. Ana would like someone to stay with her elderly parent for two hours while she does the week's grocery shopping.
2. She calls the Time Dollar Exchange coordinator, asking for a member to perform this service.
3. The coordinator checks to see who can help. Stan is the member found. The “match” is made.
4. Can Stan help out that particular day? The coordinator calls to see.
5. If “yes,” then the coordinator makes the assignment, and asks the two members to contact one another.
6. When the service has been performed, Stan—who did the service—hands in a form (like a check!)

signed by both. It describes the service and shows that two Time Dollars are being paid by Ana to Stan.

7. The coordinator, or maybe a member who earns Time Dollars for doing this, enters this information into the database.
8. Stan has two more Time Dollars to spend on getting help from someone in the community. Ana has two *less* Time Dollars.
9. For Ana, it's time to provide a service to earn more Time Dollars. She looks forward to getting a call from the coordinator.



SPECIALIZED TIME DOLLAR EXCHANGES

Mission

To create a greater sense of “we’re in this together” for Time Dollar groups and communities who want to focus their energies. To secure a genuine partnership with the clients of agencies and organizations charged with improving social welfare,

educating our children, or achieving social justice.

Core Values

Specialized Time Dollar Exchanges involve all of the four core values.

Why Needed—In A Nutshell

Reason One: For community groups, creating special purpose projects meets the needs of Exchange members—and if funding is an issue, they are often easier to fund than the general community-building approach of Neighbor-To-Neighbor.

Reason Two: Agencies and nonprofits pay professionals billions of dollars to “fix” people and neighborhoods—but too often this helping creates dependency and resentment. With Time Dollars, a partnership is built on honoring people's capacity to give from where they are. It values current strengths. It operates from the belief that those most impacted by agency programs are needed to shape its policies and practices—and that all stakeholders respond when it has been earned through genuine contribution.

How they work: Members earn Time Dollars by taking on group projects that help the organization's mission.

How Members spend their Time Dollars:

- ▶ the same way they do in Neighbor-To-Neighbor, that is, on services from other Time Dollar members
- ▶ on services and/or goods made available through the partnering agency or organization

Who usually begins them:

Community groups, government agencies, nonprofit organizations, and institutions involved in social welfare work, education, and social justice issues.

How much does it cost: It depends on the project or program.

For community-based Time Dollar Exchanges, the extra costs of inserting Time Dollars and Co-Production will be minimal. In fact, there may be no extra cost at all.

For agencies who choose to partner with clients by creating a Time Dollar Exchange, Time Dollars are a tool or strategy, not an “add-on program.” Funds need to be budgeted for resources, incentives, and rewards to go to clients as partners in achieving the mission and for staff whose time will be devoted to building this partnering capacity with the clients. This will involve a redeployment of personnel and a reprogramming of funds—but does not necessarily mean an increase in cost.

Three Short Time Dollar Exchange Histories

1 A NEIGHBOR-TO-NEIGHBOR TIME DOLLAR EXCHANGE IN PORTLAND, MAINE

Portland, Maine, has a “classic” Neighbor-To-Neighbor type of Time Dollar Exchange.

It was begun in 1996 in Munjoy Hill, one of the old city neighborhoods of Portland. This was a neighborhood undergoing massive change—and struggling to find a sense of itself. The original population was getting older, more fragile. New populations—including refugees and immigrants—were moving in and changing the face of the neighborhood.

Getting the Time Dollar Exchange off the ground was slow going at first. The older residents were “can do” people, not used to asking for help. It was difficult to reach out to strangers.

Then the Time Dollar Exchange director, Auta Main, created a “kitchen cabinet” of neighborhood residents to reach out to new members and dream up new ideas, and from that point, it took off.

The Time Dollar Exchange’s membership, at more than 450, crosses age, race, and economic lines to create a thriving sense of community.

It has been so successful that communities are now signing on as linked Time Dollar Exchanges, creating a New England Time Dollar Network.



2 ELDERPLAN, IN BROOKLYN, NEW YORK—USING NEIGHBOR-TO-NEIGHBOR TO HELP SENIORS REMAIN AT HOME

At Elderplan, a social HMO in New York serving the elderly population of Brooklyn, Queens, and Staten Island, the HMO’s elderly clients are given the option of signing up for the Member-To-Member Time Dollar Exchange.

Enrollment in Member-To-Member means that clients can receive help from other members who earn Time Dollars for providing the help. It’s a classic Neighbor-To-Neighbor Time Dollar Exchange—with a targeted population.

Member-To-Member was begun in 1987, and over that time has built up a huge store of heart-warming stories.

Individuals who thought they were “written off” have found a new joy and meaning in being able to contribute.

Early results of an evaluation show that clients who join Member-To-Member are happier, and far less likely to fall sick, move away, or move into a nursing home than are clients who do not become Time Dollar Exchange members.



3 CONGRESS PARK IN WASHINGTON, D.C.

Congress Park in Washington, D.C., is the site of a fledgling new Time Dollar Exchange (begun in January 2002) that is growing, mini-Time Dollar Exchange, by mini-Time Dollar Exchange.

The first step: a win-win deal with the Capital Area Food Bank and the local charter school.

Senior citizens earn Time Dollars using food from the food bank to make after-school sandwiches for youth attending the school.

School children can buy those sandwiches with Time Dollars earned by staying after school to complete homework and receive extra instruction and tutoring.

The youth can save up extra Time Dollars to purchase computers refurbished by teens in the neighborhood. And the teens will be able to use the Time Dollars they are earning to participate in a teen club.

The clubhouses will be in the basements offered by the housing management to be renovated by teens earning Time Dollars. ... This is Specialized in operation.



USEFUL QUESTIONS

In the next section of the How-To Manual, we shall be covering in more detail the steps you will need to take to start your Time Dollar Exchange. Here are a few considerations that you may want to bear in mind as you explore the next steps.

SO WHAT DO YOU REALLY WANT YOUR TIME DOLLAR EXCHANGE TO LOOK LIKE?

NEIGHBOR-TO-NEIGHBOR

1. Are you going to start small or large?
2. How do you hope/expect to be funded?
3. Who do you expect to be members?
4. Are there any future members you have in mind who could become members of a “core team” to provide ideas, support, and leadership?
5. Do you expect to incorporate any focused projects—right away; later on?
6. Will you be looking to include local clubs, groups, and businesses as partners?



SPECIALIZED

1. How will the Time Dollar Exchange relate to your organization’s mission?
2. Do you plan to start small and create a series of small initiatives linked together or have one large initiative that has a single focus?
3. Is there a small, relatively self-contained area of work in which you and your staff can introduce Time Dollars and become familiar with this new way of working toward your mission?
4. Have you located an “energy” source—individuals who are fired up with the idea? (Tip: Start with them!)

5. What are the areas where you expect that “win-win” deals between you and your clients, or between you, other agencies, and your clients, will be most likely to “catch”?



chapter

THREE

Resources for Getting Started

The topics covered in

this section are:

People—who you will

need at the start

The Set-up—what you

will need

Budget considerations

—how much this will

cost



Congratulations! You are ready to move ahead on getting started. In this section of the manual, we provide information on who and what you will need to get a Time Dollar Exchange going. In the next section, we will talk about how to pull all of this together.

A word right up-front about starting out. It helps to know that starting small—even *really* small—is perfectly OK. The size of the exchange is not really important. What is important is that the individuals who will be creating, running, and championing this new undertaking really understand the ideals of Time Dollars, especially the four core values of Co-Production, and are committed to those ideals.

Thriving Time Dollar Exchanges are laid on the foundation of the personal commitment of those who run them and the understanding of supporters who champion them.

PEOPLE YOU WILL NEED

One of the very first steps in starting a new Time Dollar Exchange is to

find the right person or people to set it up and run it.

So who will you need? Experience with Time Dollar Exchanges has shown that four kinds of roles are needed. One is **entrepreneurial**, creating new win-win possibilities and opportunities for partnering that enhance outcomes for everyone.

A second set of skills needed by a Time Dollar Exchange is that of a **sunshine person**—a warm trust-builder who by virtue of their enthusiasm, their warmth, their ability to hug, to listen, and to express joy and caring can create a new sense of family among the members or the client-partners whose contributions are so critical. That warmth needs to be joined to confidence in the ability of others, a capacity to inspire others to become involved, and to bring their time, skills, and talents to helping others.

The third is **clerical**—to log the activity of clients. This person is someone who happily and methodically organizes data, someone who isn't fazed at all by the task of

smoothing out crumpled slips of paper and putting details of the exchanges recorded on them into Timekeeper software!

In small Time Dollar Exchanges, these three roles may all have to be wrapped up into the one role of the Time Dollar Exchange Coordinator. In larger ones, there is more likely to be a team of staff whose members will share these skills and take on different roles.

The fourth role is that of the **visionary**. This person grasps the potential of Time Dollars, has the connections or the willingness to go out on a limb, and has the capacity to act as an effective champion for the way in which Time Dollars can be used as a tool to empower those who are disadvantaged and for advancing social justice.

ROLES

In running the Time Dollar Exchange, these are the roles that are likely to be needed. Often, beginning small means beginning with just one person.

A Time Dollar Director will head up a Time Dollar Exchange that is intended to grow and develop into a large Time Dollar Exchange over time. You may be able to include the director right up-front. Or you may want to (or have to) wait—let the growth pattern dictate the time when the need for a director and greater staffing kicks in. A lot depends on the vision and mission that fuel this new venture and the support that it has garnered from policymakers, the board, top level managers, and funders. Finally, seek out champions!

WHO YOU WILL NEED

Neighbor-To-Neighbor

Time Dollar Exchange Coordinator*
The key person who runs the Time Dollar Exchange day to day

A “Kitchen Cabinet” or “Core Team” (highly recommended)
Made up of committed, excited Time Dollar Exchange members who provide energy and local know-how

At least 5–7 members to start

Board members
If a board exists, their support is crucial

A Time Dollar Director (optional)**
When the aim is to develop a network of Time Dollar Exchanges

* Usually a paid position, but some groups are run by the members and have no paid staff

**A paid, professional position

Specialized

Time Dollar Program Director†
Directs the use of Time Dollars from the upper-management level

Operational staff †
Regular staff, who will be using Time Dollars to partner with clients for program outcomes

Clients and/or community Time Dollar Exchange members†
Earning Time Dollars for their contributions

A “Core Team” of Time Dollar Exchange members† (recommended)
Bringing extra energy and local expertise

Board members†
Act as champions for the Time Dollar approach

† “Buy-in” at all these levels means a stronger and more vibrant role for Time Dollars

WHAT YOU WILL NEED—THE BASICS



Neighbor-To-Neighbor

- ▶ A space to begin organizing/planning
- ▶ Telephone, answering machine
- ▶ Desk
- ▶ An office (this can be in someone's home)
- ▶ Office supplies
- ▶ Computer to run the free Timekeeper software
- ▶ Refreshments
- ▶ Money to cover expenses
- ▶ A place where members can meet and socialize



Specialized

The time and resources required for involved staff (and championing board members) to:

- ▶ Decide how Time Dollars are going to be used
- ▶ Create a plan to incorporate Time Dollars

- ▶ Decide what resources will be dedicated to their use
- ▶ Brainstorm with community partners
- ▶ Put the plans into effect

HOW MUCH WILL THIS COST?

Costs for Time Dollar Exchanges vary enormously because the range of what Time Dollar Exchanges do is so great. But here are some typical expenses. Funding can be a huge issue or mean almost nothing at all. Some Time Dollar Exchanges will want it, some will have it, some won't need it.



Neighbor-To-Neighbor

- ▶ The Time Dollar Exchange Coordinator may be an unpaid position.
- ▶ The salary for a paid Time Dollar Exchange Coordinator can run from \$20,000 (not full-time) to \$45,000 full-time.
- ▶ For a Time Dollar Exchange Director, the salary may range from \$45,000 to \$80,000 depending on the scope of the Time

Dollar Exchange and the responsibilities of the director.

- ▶ Expenses for maintaining and running the office can be kept under \$5,000—but will run far higher for a large and extensive Time Dollar Exchange.



Specialized

It needs to be stressed that Time Dollars are *not* separate programs—rather, they are a way of doing what is already done in a different way.

The only extra cost will be to effect the changeover. The organizational or programmatic context and the route taken will determine how much this will cost.

There are two main routes to accomplishing the change:

1. Start small with a pilot project, and incorporate Time Dollars incrementally by adding new pieces over time *or*
2. Incorporate Time Dollars in one fell swoop.

chapter

FOUR

Especially for Neighbor-To-Nighbor

**PART A:
GETTING READY**

Part A: Twelve Steps

to Get Ready

Here are 12 key steps in

getting ready to open

your doors as a

Neighbor-To-Neighbor

Time Dollar Exchange.

Step 1. Find the right person or team to run your Time Dollar Exchange

Step 2. Orient your new person or team

Step 3. Become familiar with local community resources and needs

Step 4. Write a plan and make a budget

Step 5. Set up a base of operations

Step 6. Learn how to use the Timekeeper software

Step 7. Outreach to allies, friends, supporters, and potential members

Step 8. Establish the “core team”

Step 9. Get the basics in place

Step 10. Create outreach materials

Step 11. Rights and responsibilities, Do’s and Don’ts

Step 12. Preparation for the first orientation and recruitment

1. FIND THE RIGHT PERSON OR TEAM

Perhaps you are going to be running this new Time Dollar Exchange. But what if you are looking for someone

else to run it? Then it is *really* important to have the right person/s to be the Time Dollar Exchange coordinator/s who build/s and run/s your new Time Dollar Exchange.

Take time to seek out individuals whose commitment to the values of Time Dollars is strong and clear, and who are competent “can-do” individuals with terrific people skills.

Knowing the community well is another great plus.

2. ORIENT THE COORDINATOR (OR TEAM) TO TIME DOLLARS

Those who run a Time Dollar Exchange need to really know how Time Dollars work, the meaning of Co-Production, the Four Core Values, and the Timekeeper software.

3. GET TO KNOW LOCAL RESOURCES AND NEEDS

A Time Dollar Exchange works best when people who need help get the help they need from the people who like to provide that kind of help!

Getting to know the resources and needs that exist in the community makes a lot of sense.

- ▶ *On the resources end:* Your members will be your chief resource. But it is helpful to know where you can turn for help and support. Who do people look to in the community to get things done? If you already know the community pretty well, you're halfway there. Talk with members of the community, search out the key problem-solvers, the people who know everyone, and the can-do people.
- ▶ *On the needs end:* What are the needs that the people in the community strongly identify with? What are the chief problems that people experience in the community? This may provide a starting point.

4. WRITE OUT A PLAN OF ACTION AND MAKE A BUDGET

Knowledge about the local resources and needs will help you make a plan that will work in your own community. This manual is another resource; it will help you to become familiar with possibilities for your Time Dollar Exchange and what it will take

to make those possibilities actually happen.

How much will your plan cost?

Where will you get the money you need?

Your budget may be very simple, or, if this is a Specialized Time Dollar Exchange, it may be quite complex.

5. SETTING UP A BASE OF OPERATIONS

Your new Time Dollar Exchange will need a home base out of which to operate. Ideally, that home base will be a place that is alive, welcoming, comfortable, and supportive of both people and learning. It should also be fully accessible to those with physical disabilities.

That space may be:

- ▶ The front room of someone's home
- ▶ A desk in the room of a friendly local nonprofit organization, church, or community group
- ▶ A store-front office.

The main thing to remember is that from day one you are visible and available and that people can drop in to see you whenever the mood takes them.

You will need the use of a phone and a computer to run the free Timekeeper software. Simple office supplies are also a necessity.

6. LEARN TO USE THE TIME-KEEPER SOFTWARE

It is possible to run Time Dollar Programs without a computer in which case you will keep track of everything that everyone is doing by hand. But for most Neighbor-To-Neighbor Time Dollar Exchanges, the information demands are just too great to be handled without a computer. This is where the Timekeeper software, designed by Kent Gordon specifically for Time Dollars, comes in. It can be downloaded free from the Time Dollar website: www.TimeDollar.org. (See Chapter 4, Part C: *Day-To-Day Operations* for more on using the Timekeeper software.)

7. OUTREACH AS YOU PREPARE TO GET RUNNING

Start making connections, friends, and allies as you prepare to get your Time Dollar Exchange up and running. From these, you will recruit members, partners, and supporters. Remember as you seek out community resources to include: 1) businesses, churches, clubs, food banks, local organizations, and schools, 2) people who others look to as helpers, and 3) people who others look to for energy and ideas. From all these, you can find friends and allies of your new Time Dollar Exchange and Time Dollars in general.

8. BEGIN TO ESTABLISH THE “CORE TEAM” OR THE “KITCHEN CABINET”

Your Time Dollar Exchange will grow much more quickly if there is a core team of members to provide local knowledge, contacts, and advice in making policy decisions. You may start out with one or two people and grow your team over time. When complete, the team—the New

England Time Dollar Network calls their team the “kitchen cabinet”—usually has between 5 and 7 people. This team will bring added energy and know-how to support the Time Dollar Coordinator and is a precious asset.

9. GETTING THE BASICS IN PLACE

The coordinator will work with the team—or if there is still no team in place, will consult with local leaders—to:

- Choose the name
- Write the brochure
- Design ID badges or cards
- Establish rights and responsibilities of members, do’s and don’ts, code of ethics
- Set up insurance for risk and liability
- Determine procedures (try them out if possible)
- Set up the office, phone, computer, office supplies

- Download Timekeeper and become familiar with it

10. PREPARE OUTREACH MATERIALS

Written materials such as brochures, one-page handouts, and a short set of Q&A’s are very helpful. Some tips:

- Keep the materials simple
- The materials can answer these questions:

What is the Time Dollar Exchange’s name?

What are Time Dollars?

Why are they useful/helpful/important?

What are the Core Values?

What does the program do?

Who can join?

Why should I join?

Who should I call?

- Remember, the materials just introduce the idea

- Write up a brief one-page introduction to Time Dollars and how TDs can work in your community

11. PREPARE FOR THE FIRST ORIENTATION AND RECRUITMENT

Preparation will involve:

- Determining who will be potential members
- When and where recruitment will take place
- Outreach to potential members
- Production of introductory materials
- Planning the presentation
- Sign-up package/information

More on the materials and the orientation itself will be given in the next section of this manual.

12. RIGHTS AND RESPONSIBILITIES, DO'S AND DON'TS

You will need to have rights and responsibilities, as well as do's and

don'ts in place when you begin your first recruitment. The New England Time Dollar Network Members' Handbook at the end of this manual provides a good example of members' rights and responsibilities and do's and don'ts. Since an important principle of Time Dollars is that members are *partners*, you may want to include a condition that after a period of time—a year? six months?—the Time Dollar Exchange members will review these rights and responsibilities and do's and don'ts and make them theirs.


QUESTION: HOW LONG SHOULD IT TAKE TO PREPARE?

This very much depends on the size of the Time Dollar Exchange when you start out and what the Exchange will be expected to do. For a Neighbor-To-Neighbor program that's starting out small (fewer than ten members to start), about four to six weeks is plenty of time once the coordinator, the plan, and the budget are in place.

A lot of the timing depends on how ready your potential members are for the idea. In some neighborhoods, the idea fits in with the way that individual see the world already. In other communities, getting people used to the idea and getting “buy-in” can take weeks. The same is true of Specialized programs. There is nothing to stop a Specialized program from being designed and put into place in a matter of a few weeks. Or it may take much longer, depending on who needs to be trained, who will need to be educated into these new ideas, tools and techniques, and what needs to be done to secure funding.

QUESTION: GOVERNANCE — DOES YOUR TIME DOLLAR EXCHANGE NEED IT?

“What should the governing structure look like?” is a question that often bedevils a start-up Time Dollar Exchange. That concern can take up a lot of time and energy—but before asking that question you should stand back and ask whether it is really necessary.

 Many *Neighbor-To-Neighbor Time Dollar Exchanges* are started by organizations like community groups or homeowner associations or faith-based organizations that already have a governing structure in place. They have by-laws, a board, and all the other aspects of governance—and because these are in place, there is no need for the Time Dollar Exchange to think about them. What if you're starting out from scratch? You still probably won't need to address this question yet. Think of a babysitting pool. You wouldn't build a board and governance structure to run it. A Neighbor-To-Neighbor Time Dollar Exchange can be run just as informally. There will be plenty of time down the road to consider whether you want to organize more formally.

What about raising money? Don't you need a governance structure to be able to do that legally? The answer is: maybe yes, maybe no. If you need to raise funds there are two routes you can take.

Route one: you can ask an organization with nonprofit status if they will allow you to become a (free-standing) project under their nonprofit charter. You don't need a board or governance structure because you come under theirs.

Route two: you can seek to gain a nonprofit status for the Time Dollar Exchange. In that case, you will have to create your governance structure. But until you go for that status no governance structure is legally required—although you can of course put it into place if this is something you prefer.

At last!

You have spread the word. You have organized and planned for your Time Dollar Exchange, and you are ready for the first orientation for new members. Congratulations! This will be the first of many. For information on running this and all orientations, see the next section in this chapter: *Bringing In Your New Members*.



chapter

FOUR

Especially for Neighbor-To-Nighbor

PART B:

BRINGING IN YOUR NEW MEMBERS

Three different steps are needed to bring new people into a Neighbor-To-Neighbor Time Dollar Exchange.

One: new members need to learn about Time Dollars.

Two: they need one-on-one time to talk about their own involvement. What brings them to the Time Dollar

Exchange? What kind of services would they like to receive? What would they like to give?

Three: coming aboard.



Three Steps—Three Processes

There is a great deal of flexibility about how the three key steps are taken. Here, we suggest the following processes:

Orientation meeting

Interview

Induction meeting

The three processes presented here can easily be adapted. They can be merged, lengthened, shortened—do whatever will suit you and your new members best. Your aim is simply to develop steps for new members to learn about Time Dollars, discuss their personal involvement, and bring the new member on board with an understanding they are joining something special.

Sample materials at the end of the manual will help you create your own processes and materials. You can use these materials as useful models.

PROCESS ONE: THE ORIENTATION MEETING

Time Dollar orientations don't have to be complicated. This is an opportunity to introduce Time Dollars to your audience and for your soon-to-be members to socialize and begin the (re)building of their community.

The four main parts of an orientation are:

Setting the Stage

Providing the Orientation Packet

The Presentation of Time Dollars

The Application Process

A. Setting the Stage

- ▶ Find a comfortable meeting place that is easily accessible to community members.
- ▶ A sign-in sheet will help you organize the names and contact information of the interested community members.
- ▶ Refreshments will give the orientation a more social atmosphere and a sense of community that is at the heart of Time Dollars.

- ▶ Have an application packet ready for all the potential members who have come to this orientation.
- ▶ Plan for new people to be greeted as they enter, to make sure they feel welcome, comfortable, and at home.

B. The Orientation Packet

An application packet will signal to potential members that your Time Dollar Exchange is organized and means business. But it should also be friendly and welcoming and include information that will give your potential members a good sense of what Time Dollars can do to build community. Some ideas for what it will include:

- ▶ *A cover letter* that introduces the role of Time Dollars in that particular community
- ▶ *A general publicity leaflet*
- ▶ Copies of *newspaper and magazine articles* to set Time Dollar Exchanges in a wider context

- ▶ *An application form* that will include a questionnaire reviewing the kinds of activities they might need and those they feel happy to give (cartoons and clip-art can give it a friendly feel)

C. The Presentation of Time Dollars

There are some basic points you will want to get across in talking to groups and individuals—but your own personal enthusiasm will carry more weight than mounds of facts. Here are some ways of bringing the information to life for your members-to-be:

- ▶ A video showing Time Dollars at work

Two back-to-back three-minute videos on Time Dollars that were aired on The Today Show, PBS Livelyhood, NBC Nightly News, and Inside Edition are available from the Time Dollar Institute. They show Time Dollars in action, and use the words of Time Dollar participants to show what a

difference that Time Dollars can make in people's lives.

- ▶ A Time Dollar Game

A game provides an easy introduction to Time Dollars, and instantly breaks down the reserve that can exist in a roomful of strangers. A couple of possibilities are provided at the end of this section.

- ▶ A brief talk about what excites people about Time Dollars

Emphasize the personal satisfaction, the sense of being “needed,” and the new friends they will make in helping others. People want to build networks, and they want to cease being afraid of strangers. They want to be less alone, and they want to know that they have something to offer that others value and need. And they will like the idea of being part of the wave of the future, especially when it means recapturing the best of their pasts. Couple this approach with human interest stories and personal testimonials.

- ▶ Receiving services—some extra emphasis

Many of us have been taught that it's good to give—but we look at receiving very differently. People are awkward about receiving. They may even feel ashamed about expressing a need. It's good to talk about this in the orientation—best of all with testimonials, stories, and a good dose of humor! Talk about the need for each person to receive as well as give as part of the give and take that makes Time Dollars such a powerful way of building community.

- ▶ The Time Dollar Club

Introduce your Time Dollar Club if your Time Dollar Exchange has one. (For information about why a club is a good idea, see the piece on the Time Dollar Club on page 37.)

- ▶ Some orientation tips from Ana Miyares

A Time Dollar trainer for many years, Ana Miyares asks new members if they remember or can think

of a time when neighbors helped neighbors and then she asks how many of them have helped someone in the past year.

She explores with them how that felt. Then she reminds them that Time Dollars are the way to turn the work they already do for their friends into a foundation for a stronger community. Now they will simply be helping new friends and accepting the help of new friends.

Ana's approach takes away new members' fear of not knowing what to do (because she points out that they are already doing it). Ana's approach emphasizes that Time Dollars help renew and expand the circles of friends that new members already have.

- ▶ Frequently Asked Questions

Yes! These will arise. The New England Time Dollar Network Members' Handbook has included a bunch of them. And you can find more FAQ's at www.TimeDollar.org.

D. The Application Process

The orientation packet will include a membership application form. Ask your prospective members to take the form from the packet. Tell them you will walk them through the application form—but let them know that they may choose to fill this application form out at any time.

For those who have filled out an application form, you will want to schedule time to go over with them individually what it will mean to be a member of the Time Dollar Exchange. Arrange to check referrals and run a police check if this is part of your Time Dollar Exchange's policies and procedures.

Introducing Time Dollars with a Time Dollar Game

Here's a very quick and simple way to introduce the idea of Time Dollars. Give everyone four notecards each to write on.

First, ask them to pick a service they would find helpful: maybe someone to babysit, maybe someone to mow

the lawn, or perhaps they need someone to be a companion to an elderly parent one day a week. They should write that down on one of the cards.

Next, on the same card, they should write down the day of the week and the time they want that service. Now ask everyone to write that exact same information on a second card. Two items of information should be written on two notecards—exactly the same thing on each. Then they should write GIVE on one card, and they should write RECEIVE on the other.

With the third and fourth cards, they should think of a different service they would like, and do the exact same thing.

Then ask each person to hand in the two notecards that say GIVE to the organizer of the game. The organizer will shuffle the cards, and then hand two back to each person. If someone gets a card they wrote, they should immediately hand it back and get a different card.

Now, everyone has two RECEIVE cards, which they wrote themselves, and two GIVE cards, which they didn't write.

The aim of the game is for each person to find the person who will GIVE the services they have asked for.

Allow the group just a few minutes—timing will vary depending on the size of the group—to get up and wander around to find their “matches” The rule is that they should just be asking for what they want to receive—not offering what they want to give. When the time is up, ask who made their matches. Then compare this situation with real life. Would they know who to ask? Would they feel embarrassed to ask? Would they be likely to find someone to help?

A Variation

There are lots of variations possible on this game. Here's one.

In Japan, a group of 5–7 sits around a table and is dealt a set of cards with all kinds of services and times. There

will be three maybe four cards dealt to each person.

Then each person in turn reads a card and asks the members of the group who would like to perform that service. The person who offers is given the card and puts it on the table.

When everyone has gone through asking and handing over cards, the organizer asks people to count the cards they were given. What often happens is that some people offer to do a whole bunch, and others don't offer to do very much, so some people have a lot of cards, and some people may have very few.

The organizer congratulates the individuals who have the most cards for their giving, generous, and helpful nature. **Then** comes the surprise. The organizer turns to those who have the **least** cards. Often this will be someone who is elderly, and cannot do many of the tasks. Then the organizer will say something to this effect: “You are **extra** special—because you gave someone else the opportunity to give...”

PROCESS TWO: THE INTERVIEW

In the orientation (if you have them), your soon-to-be members learned about Time Dollars and made the decision to join. Now is the time to talk with each new member about how they personally can get involved. An interview, about 60–90 minutes long, is a good way to do this. As with the orientation, there are several elements involved:

A brief recap of the orientation

Personalizing of Time Dollars

Becoming familiar with the members' handbook

Referrals

A. Orientation Recap

This is an opportunity to revisit the orientation. What stood out for the new member as a pleasurable experience? Were there any unanswered questions they would like answered now?

One or two questions may need answering right away—but in most cases you can assure the new member that these questions will be addressed

as you go through the materials with them. Remind them they are free to ask questions at any time.

B. Personalizing of Time Dollars

For many Neighbor-To-Neighbor Time Dollar Exchanges the single purpose is the giving and receiving of services between members. In this case:

- ▶ Briefly go through how the matching process works.
- ▶ Use the list of tasks that is given on the membership application to spur ideas.
- ▶ Talk about the services that your new member might enjoy receiving from others or would like to do for others.

For some Neighbor-To-Neighbor Time Dollar Exchanges, new members may come on board through a specific community project that interests them—like mentoring at a local school. If so, then you will want to cover:

- ▶ The requirements of the specific service (if there's a training, then describe what the training consists of and when it takes place).

- ▶ The different ways in which that member can use the Time Dollars that he or she earns.
- ▶ The Time Dollar Exchange's exchange process (as general information).

Also, make sure to ask whether this member might like to also exchange services with other members. If the answer is yes, then go through the process of finding out what services they would like to offer as well as receive.

C. The Members' Handbook

The members' handbook will include

A reminder about the core values

A copy of the application form

Forms for registering the exchange of services

The Time Dollar Exchange's policies, procedures, rules, rights, and responsibilities (These may be few, but it is important to go over them.)

Anything else that you or your Kitchen Cabinet thinks is relevant

You will find excerpts from the New England Time Dollar Network Members' Handbook at the end of this manual (the format has had to be slightly adapted).

Some extra items for the members' handbook:

Health and Safety—A reminder to members not to put themselves at risk.

Rights and Responsibilities—Time Dollar Exchanges recognize the responsibility to maintain high standards for all participants. Equally, participants have responsibilities toward the Time Dollar Exchange and other participants in the program. Those responsibilities are spelled out.

Code of Ethics—Your Time Dollar Exchange will need a code of ethics. It should include the importance of confidentiality and any other rules that the members of your Time Dollar Exchange think are important for keeping the trust of the community. This code of ethics may be created and periodically reviewed by your

Time Dollar Exchange's Kitchen Cabinet. (For more about the Kitchen Cabinet, see page 38.)

At the end of this How-To Manual, we have provided excerpts from the members' handbook from the New England Time Dollar Network Exchange in Maine as a model you can use.

D. Referrals and Police Checks

Time Dollar Exchanges almost always require at least two referrals for new members. You may well have checked these referrals out, but if not, then now is the time to do so. What about Police Checks? Some Time Dollar Exchanges don't deal with them. Many do. They may require them either for all members or for members offering services involving children.

PROCESS THREE—THE FINAL STEP: COMING ON BOARD

Every new member will need:

A welcome as a new member of the Time Dollar Exchange

An ID badge

A members' handbook

A first assignment

Providing a first assignment right away is very important. New members need the validation that an immediate assignment provides. Otherwise, they can easily feel that their offer to contribute does not count—and that never feels good.

Most Time Dollar Exchanges seek to recognize new members with a ceremony of some kind, no matter how small. Three main kinds of ceremonies you might consider:

One: one-on-one-members meet with the coordinator at their own convenience

Two: a ceremony is held for several new members

Three: new members are welcomed aboard at an event involving the general membership, so they will get to meet and interact with the current members



A NOTE ON GIVING, RECEIVING, AND DONATING TIME DOLLARS

Most new members are eager to give.

Receiving is often a whole different ball game. As you did during the orientation, briefly explore personal feelings about receiving help from others and take the time to highlight its importance in building trust between Time Dollar Exchange members and in “making room” for acts of giving.

Giving: While most Time Dollar Exchange members want to give,

some have traditionally been on the receiving end, and for them it’s *giving* that feels strange and difficult. They are used to being dependent and worry that they have nothing of value to give.

On this one, be gentle but persistent: *Everyone* has something to give! However, if nothing comes up in the moment just let it be. Time Dollar Exchanges are not like real banks with strict accounting procedures. They have plenty of room for people

who are in need to keep receiving. Just keep scanning for opportunities for that person to give and offer the opportunity when it arises. Most often, that opportunity will be taken up with enthusiasm.

Donating: One way for Time Dollars to be “spent” is by donating to others—either to specific individuals who need more services than they can give or to the common pool so that the Time Dollar Exchange coordinator can give them to those in need.

SOME IDEAS FOR SERVICES THAT NEW MEMBERS MIGHT GIVE

<i>Services to Children</i>	<i>Educational Programs</i>	<i>Services to Elderly</i>
After-School Day Care Babysitting Child Development Home Visiting Latchkey Pre-School Pre-Natal School Support Services: Cafeteria Aide Classroom Aide Library Aide Monitor Teacher’s Aide Tutor Sick Baby Day Care for Working Parents	Arts & Crafts Certificate Programs Citizenship Entitlements Exercise Classes First Aid Literacy/English Literacy/Spanish Parenting Classes Sewing Classes Special Courses Vocational Continuing Education Weekend Institutes Teen Pregnancy Prevention <i>Entrepreneurial/Management</i> Establishing a Day Care Business	Adult Day Care Advocacy Companionship Escort Excursions Gardening Home Repairs Homemaker Services Letter Writing Light Housekeeping Meal Preparation Pet Care Post-Hospital Discharge Reading Religious Visitations Respite Care Shopping Telephone Assurance Translation

chapter

FOUR

Especially for Neighbor-To-Neighbor

PART C:

**DAY-TO-DAY OPERATIONS
AND GROWING OVER TIME**

Four key pieces are at the heart of the day-to-day running of a Neighbor-To-Neighbor Time Dollar Exchange. They are spelled out in this chapter.

One: Connecting community members through acts of helping

Two: The social side of a Neighbor-To-Neighbor Time Dollar Exchange: monthly gatherings and a members' club

Three: The Kitchen Cabinet

Four: Administering the Time Dollar Exchange



FOUR KEY PIECES

Connecting Community Members Through Acts of Helping

Making matches that assign members to help other members is the heart of this. It will include a quick introduction to what the Timekeeper software can do for you.

Bringing Members Together Socially

Many groups have regular monthly socials where they come to know one another, share stories about the things they have done for and with one another (some wonderful stories), and generally have a good time. Some groups have created a Time Dollar Club for their members. And then, there are special gatherings, like trips or the seniors and teens fashion show that one Time Dollar Exchange's members created.

The Kitchen Cabinet

The Kitchen Cabinet is a small group of members that helps the coordinator run the program and helps the Time Dollar Exchange members bring their ideas and concerns to the coordinator.

The Administrative Side

Well, we admit that this is often not as inspiring as the other three! But it's just as important. It includes running the Timekeeper software that records Time Dollars earned and spent. It means running the office, making up the calendars, doing the budget, and all those things that make Time Dollar Exchanges possible.

There is one other essential piece—outreach—that we haven't included here. Since outreach is so important, and since much of the outreach is shared by all the three kinds of Time Dollar Exchanges, we have put that topic into its own chapter.

KEY PIECE ONE: CONNECTING COMMUNITY MEMBERS THROUGH ACTS OF HELPING

MAKING MATCHES

This is possibly the most central aspect of a Neighbor-To-Neighbor Time Dollar Exchange. It is the very reason for a Time Dollar Exchange's existence! Here is the step-by-step process of making matches:

- ▶ A member calls the Time Dollar office with a service request.
- ▶ The Time Dollar Coordinator looks for a match—usually he or she will use the free Timekeeper software to help do this.
- ▶ The Time Dollar Coordinator calls the match, who has the right to pass if he or she wishes.
- ▶ The giver calls receiver to set up time for the service.
- ▶ The giver completes the assignment for the member who requested help, and when it is done both sign a form.
- ▶ The giver returns the signed form to the Time Dollar Coordinator

who moves Time Dollars from the receiver's account into the giver's account.

WHAT IT TAKES

To make the matches work, it is important to have the right person in charge of the matches. This is usually a paid, staff position, but it doesn't have to be. It could be Time Dollar members who earn Time Dollars working in the office.

Whoever it is, the Time Dollar Exchange Coordinator needs to be a warm, caring person who has the ability to:

- ▶ Listen well and paraphrase what has been said.
- ▶ Be objective and describe behavior and actions without adding a distorting layer of personal interpretation.
- ▶ Be perceptive and form accurate impressions of people.
- ▶ Acknowledge members' personal feelings without being over-reactive or manipulative.

- ▶ Be persistent without being over-bearing in convincing members that they have skills that are valuable to the community and in helping the members realize what those skills are.

Using The Timekeeper Software

It is possible to run Time Dollar Programs without a computer because it is possible in some cases to keep track of everything that everyone is doing by hand. But for most Neighbor-To-Neighbor Time Dollar Exchanges, the information demands are just too great to be handled without a computer.

This is where the Timekeeper software, designed by Kent Gordon specifically for Time Dollars, comes in. The benefits of using the Timekeeper software are spelled out below:

The Benefits of Timekeeper Software

- ▶ With the Timekeeper it is possible to record and count all the transactions made between participants.

- The Timekeeper acts as the informal collective memory that used to exist within local communities. It reminds us of all the good deeds being done and of all the good will being shared so we feel less anonymous and amongst friends.
- It is also an invaluable and unique tool for evaluation and planning.
- Timekeeper drives an information system on the participant's skills, experience, needs, and availability.
- Timekeeper simplifies the task of matching participants.
- Using Timekeeper, we provide members with a quarterly statement of their Time Dollar Exchange account at the press of a button.
- Timekeeper compiles a list of providers and orders them based on how recently they received and performed an assignment. Placement at the top of the list means the participant has not received an assignment recently; placement at the bottom indicates he or she has just completed or is in the process of completing an assignment.

Having said all the things that Timekeeper can do, it's important to say what it cannot do. Timekeeper is just software. So it can't:

- Know the members as real people.
- Know the personalities involved, the small likes and dislikes, the suspicions, the fears, and the habits that people have.

Timekeeper is an important aid—but it cannot replace the human touch.

DONOR'S POOL

In almost every Time Dollar Exchange, some members find it easier to give, while other members have a great need to receive more help. This is especially true where members have physical disabilities or are quite elderly and frail. This means that some people have huge positive balances of Time Dollars, and some go deeply into "debt."

How to deal with this? The first thing is: relax! Your Time Dollar Exchange has been created to build Neighbor-To-Neighbor, and everyone knows that some people have more legitimate needs than others. But after

removing your worries, there are two other things you can do:

- 1) Encourage spending (see below).
- 2) Be persistent about looking for ways in which those who believe they cannot pay back actually can.
- 3) Create a donor's pool, whereby people with very large balances donate them to the pool for people or organizations having a need for Time Dollars to spend.

KEY PIECE TWO: BRINGING MEMBERS TOGETHER SOCIALLY

ENCOURAGING SPENDING

We've talked before about encouraging spending (in the *Bringing Members In* part of the manual).

Even when members understand completely that spending Time Dollars is important because it helps to build trust and a sense of community, it can still be difficult to ask for help.

So what to do? One way to help new members get into the spirit of Time Dollars is include time at the monthly meetings for members—new and old

—to talk about how they feel when they give and receive Time Dollars.

Other ideas :

- ▶ Charge participants in Time Dollars for places on local training programs.
- ▶ Use Time Dollar gift certificates as introductory offers and presents.
- ▶ Run a “tool exchange” with a hire fee paid in Time Dollars.
- ▶ Rent reductions on housing in exchange for Time Dollars earned looking after the property and supporting other residents.
- ▶ A “health insurance” scheme that provides a guaranteed two days of companionship from members round the clock when needed on an emergency basis, in exchange for Time Dollars earned by contributing a few hours a month.
- ▶ Encourage Thrift Shops to charge for some of their goods in Time Dollars, earned by giving hours to the charity as a volunteer—or create your own Time Dollar thrift store that charges in Time Dollars

or Time Dollars and real money combined.

- ▶ Create a Time Dollar Club (more about that below) with different activities and a membership dues that can be paid in Time Dollars.

MONTHLY SOCIALS AND EVENTS

Time Dollars are about building community. Social meetings at least once a month are a great way to help that along. (You also use them to take care of Time Dollar Exchange members’ business.) Time Dollar Exchanges have used a variety of methods to keep their monthly social meetings fun and exciting:

- ▶ The monthly event can be a pot-luck dinner with an award for the best dish.
- ▶ Give an award to the person who requests the most services while keeping a positive balance of Time Dollars.
- ▶ Celebrate members’ birthdays (a member can earn Time Dollars for baking the cake with ingredients paid for by the Time Dollar Exchange).

- ▶ Hold fundraisers and raffles for donated goods.
- ▶ Share stories of giving and receiving to encourage Time Dollar spending.
- ▶ Incorporate an informal and friendly ceremony to greet new members into the group.

CREATING A TIME DOLLAR CLUB

A members’ Time Dollar Club is a great way for members who like to give and have a very hard time asking for help to use up some of their surplus Time Dollars and feel that there is a purpose to earning those Time Dollars beyond just feeling good about what they’re doing.

Monthly dues can be a few Time Dollars a month for all members—or you could have a silver, gold, and platinum level. Membership at any level will “purchase” free entry to the monthly social events (non-members of the club should feel they are welcome to come along, but should expect to pay an entrance fee in Time Dollars). The different levels will bring extra benefits of membership,

like eligibility for a monthly “free” gift or an outing—whatever the membership, or the Kitchen Cabinet, decides and makes happen.

KEY PIECE THREE: THE KITCHEN CABINET

THE KITCHEN CABINET

The Kitchen Cabinet is a small group of community members that helps the coordinator run the program and helps the Time Dollar Exchange members bring their ideas and concerns to the coordinator.

The Kitchen Cabinet should consist of members who love being involved with the Time Dollar Exchange and have lots of enthusiasm, lots of ideas, and a willingness to pitch in and help out. They will meet at least twice a month and can be responsible for:

- Time Dollar Exchange business such as the budget, and monthly plans and reports.
- Exploring new projects.
- Bringing up new ideas or concerns.

The New England Time Dollar Network in Portland was the first Time Dollar Exchange we know of to

create a Kitchen Cabinet. Auta Main, the Time Dollar Exchange Director, had the idea to create the Kitchen Cabinet after the Time Dollar Exchange had already been up and running for a couple of years.

The Kitchen Cabinet was a big hit. It was so successful and made such a difference in the running of the Time Dollar Exchange that since then Neighbor-To-Neighbor Time Dollar Exchanges have been strongly encouraged to create one right from the start.

KEY PIECE FOUR: ADMINISTERING THE TIME DOLLAR EXCHANGE

THE CORE TASKS

What it takes to administer a Neighbor-To-Neighbor Time Dollar Exchange can vary enormously depending on the nature of the Neighbor-To-Neighbor Time Dollar Exchange you have. But there are certain core tasks. You will need to:

- Staff the office with at least one person during your office hours to answer the phones and set up the assignments and matches.

- Record the contact information for new and old members and other partners who work with the Time Dollar Exchange.
- Log the hours earned and spent on Timekeeper and print out the information for members.
- Keep track of your income and expenditures.
- Write up plans for the future and produce reports that describe your Time Dollar Exchange’s accomplishments. (Again, the size and the function of your Neighbor-To-Neighbor Time Dollar Exchange will determine how much of this you will do.)



chapter

FIVE

Especially for Specialized

There are at least

three good reasons for

choosing to build a

Specialized Time Dollar

Exchange.



Reason One: You are a community group, and you know that taking on a project, an issue, a problem, or a cause will strengthen your organization because it will build a sense of community, reduce apathy, increase membership, and provide a basis either to secure funding or to partner with an agency who will carry the costs of the project.

Reason Two: You are an agency or nonprofit operating in a neighborhood or community struggling with problems like crime, isolation, poverty, school dropouts, or lack of trust between different groups.

You, and maybe other agencies as well, are involved in trying to “fix” these problems, but in the past you have found it difficult to get your clients and others involved. You know that funders always ask for client and community participation, but bringing the community together on a sustained basis is a challenge that you hardly even have time to address.

Reason Three: You want to see the system change. You may be a community member or a staff person of

an agency, but you know that doing more of the same will not work. You are fed up with seeing all the money being spent year after year while nothing really changes, and you think there are others who feel the same way.

There’s an interesting difference between a Neighbor-To-Neighbor program and a Specialized program. Neighbor-To-Neighbor programs are organized in pretty much the same way wherever located. Specialized programs, however, vary enormously. There are many different possible models—all depending on what you and your organization seek to achieve.

Putting a Specialized Time Dollar Exchange into place requires a new way of thinking. People who have been labeled as problems become the key to creating new forms of community. As a result, this chapter is going to be less about what actions to take and more about how to think differently using the principles of Co-Production.

We will apply the strength-based lens of Co-Production to three topics:

- ▶ Mission
- ▶ Partnering Within (Internal Co-Production)
- ▶ Partnering Outside (External Co-Production)

Learning a new way of thinking can be challenging so if ideas don't come to you immediately as you work through these sections, don't worry! You may find yourself having to go through the sections more than once before it all begins to fit into place.

REVISITING MISSION

Your mission defines what you want to accomplish. Working from your mission is always the first step in creating a plan of action.

We have almost always found, however, that when groups and organizations take their mission and attempt to turn it into action, they find a gap between mission and performance. They look at this and ask:

What do we need to do to close the gap, to meet the needs that remain unmet, and to fix the problem that remains unfixed?

The answer is predictable: More money, more staff, more time.

Without realizing it, they are focusing on what is missing, on the clients' weaknesses and faults. And they think of themselves as plugging the holes, and fixing the problem with what they know how to do.

With the Co-Production approach, you will ask very different kinds of questions that are far more likely to energize clients and staff, excite allies and funders, and bring on new partners:

- ▶ What would be left of the problem if one could tap the capacity of those who are in need?
- ▶ Would there even be a problem if one could enlist families, neighbors, and community?
- ▶ What would it take to find that out?

- ▶ What would it take to get the system working so it doesn't need to be fixed?
- ▶ Could that be an alternative way to really fulfill mission?
- ▶ Would massive involvement by clients, their family, and their community make a difference?
- ▶ If so, what would it take to make that happen?

Here again are Co-Production's four principles:

- ▶ All individuals are assets with something to contribute
- ▶ Building families, neighborhood, and community is real work that deserves recognition and reward
- ▶ Two-way helping is stronger than one-way giving
- ▶ Social networks built on trust and reciprocity provide essential support for families and communities

Bringing these principles into play and focusing on what works, not what needs fixing, is the difference between asking:

- ▶ How do we get patients to take their medicine? *versus*
- ▶ **How do we enlist patients' commitment to do whatever it takes to feel great, vital, and alive?**
- ▶ How do we reduce the number of students who are truant each day? *versus*
- ▶ **How do we enlist students, parents, and teachers to get every student committed to doing whatever it takes to realize their dreams?**
- ▶ How do we deal with the social isolation and depression of older patients? *versus*
- ▶ **How do we work with seniors and others in the neighborhood to create a new kind of extended family?**
- ▶ How do we reduce juvenile recidivism rates? *versus*
- ▶ **How do we create a world where young people feel they can make a difference, that their voice is being heard, and that they can shape their destiny by reaching out to others in trouble?**

The Refrigerator Game

You have probably seen the game on the refrigerator where there's a whole lot of different words on magnetic strips—and you put the words together to make poems. Here's a variant on that to help the brainstorming process for revisiting mission with new outcomes. The aim is to fill in the whole sentence by using the words in blue and filling in the rest.

1. **How can we**

work with / enlist / partner with / identify essential roles and tasks for

2. patients / clients / families / residents / seniors / youth / students / parents / teachers

3. **to** do whatever it takes / be committed / embrace

4. **to** create / build / expand / develop / transform (**put in here whatever would be a positive outcome related to your mission**)

This new way of looking—and the refrigerator game—applies equally well to broad vision-type outcomes

and very-focused, project-specific outcomes.

Actions for Rethinking How to Achieve Your Mission

DO A CO-PRODUCTION “SELF-ASSESSMENT”

The Co-Production Self-Assessment in Exhibit A provides a series of questions for each of the four core values of Co-Production.

THINK THROUGH THE POSSIBILITIES FOR NEW GOALS AND OUTCOMES

When you have a sense that a core group of individuals is with you and understands the four principles of Co-Production as a lens for rethinking how you might achieve your mission, it will be time for brainstorming.

EXTEND THE SHARING AND THE BRAINSTORMING

Choose trusted colleagues and allies who share your mission and vision and with whom you can brainstorm about these ideas on an informal basis. It's also a good idea to share *No More Throw-Away People* with those who show particular interest.

You want to get a “buzz”—a sense of excitement and energy—around these new ideas.

Who will you include in this conversation? How will you do so? Will you relate these new possibilities to a specific problem the organization faces? How will you do that? When? Where?

Plan at some point to involve all major stakeholders, for example:

Clients

Staff

Board members

Community members

They too should be familiar with the core principles of Co-Production. To seek out their contributions is something that fits well with the ideas of Co-Production, and it will strengthen and enrich the planning and visioning process.

PARTNERING WITHIN (INTERNAL CO-PRODUCTION)— INTRODUCTION

Are you a community group?

Partnering within means simply that your group’s members take on special purpose projects that support other members, not as individuals, but as groups.

Example:

In a low-income community where transportation is a problem, the Time Dollar Exchange receives a donated eight-person van. Members now earn Time Dollars by taking on the role of driver. They drive fellow members to appointments, to do their shopping, or visit friends. Members pay one Time Dollar and a small amount of cash to cover the gas.

Are you part of an agency or nonprofit?

The internal partnering will involve:

- ▶ Clients
- ▶ Their personal support networks
- ▶ The organization’s staff

On the next page is a useful planning tool for thinking through how your organization can apply Internal Co-Production. It is a table that lists the four core values and asks helpful questions to think about when considering how partnering can be included.



A PLANNING TABLE: USEFUL QUESTIONS FOR INTERNAL CO-PRODUCTION

<i>Co-Production Principles</i>	<i>Useful Questions to Ask</i>	<i>Example: A Homeless Shelter</i>
PRINCIPLE I: ASSETS	Who will be contributing? What skills and capacities will they bring?	Homeless shelter clients bring skilled and unskilled labor, cooking, other skills and talents such as music, literacy, computer skills, hair and beauty, form filling. Staff bring training, expertise, labor.
PRINCIPLE II: REDEFINING WORK	What will all the partnering members contribute in building this new sense of community? How will the contributions be recognized, validated, and rewarded as work?	Clients contribute to the daily routines of the shelter. Help with clean-up, food, decor, recreation, Neighbor-To-Neighbor helping actions. All rewarded with TDs. TDs cashed in for perks and help/support from fellow clients. Staff contribute roles plus engage with clients.
PRINCIPLE III: RECIPROCITY	Who gives what to whom? Who receives what from whom?	Shelter residents help each other and the shelter. Earn perks from the shelter, support and help from each other. Staff receive added support, and provide support to clients by providing expertise, administrative tasks, coaching—can also earn TDs during off hours.
PRINCIPLE IV: SOCIAL CAPITAL	Who is your “community”? In what way do you want/expect to see its assets and members’ support networks develop and grow? How will that growth make it possible to fulfill your mission more fully? What barriers and fiscal limits disappear if clients can really help out in a significant way? What would your agency, program, or operation look like if clients and their families all pitched in?	Homeless shelter is a community whose members include clients and staff. Clients provide support to one another, help the shelter operate, and have voice in policies. Staff incorporate partnering into their roles. Strengthened community builds resilience, well-being, and coping capacity of homeless shelter clients.

The pages that follow this “planning table” look more deeply at the ways in which your organization’s clients, their informal support networks, and staff can all become co-producers of mission.

A. Clients

The clients bring valuable knowledge to the table. They bring, at the very least, their own knowledge of:

- The world they live in, day-to-day
- The dimensions of needed change from their perspective
- The kinds of changes needed for things to work better
- Their existing strengths and capacities
- Their willingness to contribute in ways that they see best once the mission and the task ahead of them are jointly understood and jointly shared

Your organization's clients can partner in the following ways:

- Helping one another and one another's families
- Creating and building support networks
- Relieving staff of time-consuming tasks

- Expanding capacity (to stay open longer, serve more clients, spread the word, increase the level of service)
- Defining what needs to be changed
- Planning and implementing the changes that need to take place
- Challenging and transforming the system
- Protesting injustice
- Doing the "right thing" as clients (*note: with this one you have to be very careful!*)

Two pointers for thinking through the possibilities of partnering with clients:

Engage clients in the planning process as early on as possible.

For new ideas and stronger buy-in, plan to engage clients, their support networks, and staff in brainstorming possibilities for this internal partnering. From Study Circles to Consensus Workshops, different approaches for

participatory brainstorming are available to accomplish this. If you are unable to have this kind of participatory process immediately, then plan to do so down the road when you and your clients are familiar with Time Dollars in operation.

Be specific about projects and tasks.

- What specific projects do you want to take on?
- What specific tasks need to be done to change the situation?

Real, concrete actions inject a new kind of "can-do" energy into the brainstorming and planning process. Over the next few pages, the possibilities for Internal Co-Production that come from the kinds of partnering listed above are placed in a table with comments and examples.



HELPING ONE ANOTHER AND ONE ANOTHER'S FAMILIES

<i>Partnering</i>	<i>Comments</i>	<i>Examples of Internal Co-Production</i>
<p>CREATING AND BUILDING SUPPORT NETWORKS</p>	<p>Acts of helping generate the trust that leads to the creation and strengthening of informal support networks</p>	<ul style="list-style-type: none"> • Neighbor-To-Neighbor Time Dollar Exchange • Elderly members of a social HMO in Brooklyn helping to keep their colleagues at home and out of the nursing home through companionship, helping to do the shopping, teaching exercise, and minor home repairs • Diabetes patients who earn Time Dollars for checking in to see that their fellow patients have taken their daily medications • 5th and 6th grade tutors who tutor 1st and 2nd graders in an organized tutoring program
<p>RELIEVING STAFF OF TIME-CONSUMING ACTIVITIES: Expanding Capacity</p>	<p>Clients' skills and capacities are routinely overlooked by agency staff who are programmed to see the world in terms of skills that <i>they</i> know</p>	<ul style="list-style-type: none"> • Serving as receptionist or welcome presence • Providing babysitting service for clients • Giving rides to cut down on no-shows • Helping to fill-out forms • Putting clients through mock interviews in preparation for a job • Teaching basic skills, such as basic computer literacy • Translating

DEFINING WHAT NEEDS TO BE CHANGED

<i>Partnering</i>	<i>Comments</i>	<i>Examples of Internal Co-Production</i>
<p>Planning and Implementing the Changes</p>	<p>This does <i>not</i> mean that clients become quasi-professionals, attempting to take on roles that professionals are trained to do</p> <p>It means that when clients become active partners in achieving mission they bring their knowledge of the problem and what could be done to make things work</p>	<ul style="list-style-type: none"> • Defining how Time Dollars should be earned and spent to make a homeless shelter work more effectively so that the clients can have greater access to the resources the shelter can offer, like showers, food, clothing, and classes • Working with professionals to determine how best to get the word out to teens on teenage pregnancy and AIDS
<p>Challenging and Transforming the System</p>	<p>Rewarding and validating the contributions of clients to rebuild family, neighborhood, and community can lead to surprising challenges to the system</p>	<ul style="list-style-type: none"> • Women receiving legal help at a battered women’s clinic contribute by running a highly regarded informational clinic for other battered women • Kids writing to their fathers in prison—and their fathers writing back—are rewarded with a trip to visit the father for the whole family. It’s a way of holding onto the family unit when everything is pushing against it • Clients can earn Time Dollars that can be used as copayment for health services by helping others or contributing to the community • They can earn Time Dollars by mobilizing to secure the funding your organization needs or to fight a cut in funding • Clients earn Time Dollars running classes on legal rights, digging out information

DEFINING WHAT NEEDS TO BE CHANGED

<i>Partnering</i>	<i>Comments</i>	<i>Examples of Internal Co-Production</i>
<p>Protesting Injustice</p>	<p>Your best allies will be the clients themselves</p>	<ul style="list-style-type: none"> ▶ Youth Court members undertook an investigation of the failure of city government to provide drug-abuse treatment for teens and wrote a report that “indicted” the mayor and drug agency ▶ Time Dollars can be earned for picketing where illegal or abusive practices take place and by testifying at hearings ▶ Migrant farm workers earn Time Dollars for reporting on the state of health clinics they visit and for reporting health and safety violations where they work
<p>Doing the “Right Thing” as Clients</p>	<p>Time Dollars operate in this case as a direct incentive for clients to act as they need to for them to succeed in the way that your organization seeks</p>	<ul style="list-style-type: none"> ▶ Earning Time Dollars for “good behavior” such as for handing in completed homework on time or showing up to school on a regular basis

Partnering that focuses on doing the “right thing” as clients—a cautionary note

This form of partnering comes into play when your organization is providing a service that clients need and is facing the reality that the clients’ failure to follow through on actions needed for success is negatively impacting your attempts to help. Examples: drug recovery programs or programs that lead to individual growth, like GED programs and parenting classes.

Time Dollars are paid to clients who stick with taking the prescribed action and can be cashed in for goods that can’t be purchased by food stamps—goods such as toiletries, phone cards, or free movie tickets. These rewards may seem small, but psychologically, they can make a big difference in the level of participation you achieve.

However, this approach to using Time Dollars calls for caution for the following reasons:

1) The “reward” can become all that matters, and when its novelty wears off, so does its impact.

2) This use of Time Dollars tends to advance only some of the four core values or, in the case that it involves all the core values, it does so in limited ways.

Taking the four core values in turn:

This application of Time Dollars *does not* focus on using all the clients’ talents and strengths as they currently exist:

- ▶ It validates and rewards participation by the client, but on a narrow basis
- ▶ At best, it only *indirectly* calls for “giving back”
- ▶ It does little to help embed the client in social networks that rest on mutual support

So remember that while using Time Dollars as an incentive for doing the “right thing” can be powerful, it is best viewed as an initial or introductory use of Time Dollars for any one particular client. (They can go on to

earn Time Dollars in other ways involving all the core values.)

How clients can spend the Time Dollars they have earned.

The ways that clients can spend Time Dollars can be as varied as the ways in which they can earn them. Here are some suggestions. They can use Time Dollars to obtain:

- ▶ Help from the Neighbor-To-Neighbor program your organization has formed
- ▶ Items, services, special events, or programs your agency or organization has given away in the past, but for which it will now charge in Time Dollars
- ▶ Extra service or level of service above and beyond the basic, guaranteed level as a reward for contributing
- ▶ Membership in a club in which members can receive trips, movie tickets, meals, food from a food bank, and goods such as refurbished computers, clothing, or medical equipment as a reward for the Time Dollars they have earned

- Meals on wheels for seniors, Christmas (or Kwanza or Hanukkah) presents for kids, or legal help (from participating attorneys) for seniors wanting to complete their wills
- General donations of Time Dollars back to the Time Dollar Exchange to be used by other members and non-members

An example of partnering between clients and staff in a drug-recovery program.

POWER, a San Diego drug-recovery program for women provides an all-day therapeutic environment in which the women learn the skills they need to be job ready, to take on parenting responsibilities, and to manage their emotional lives.

From the outset, this program was intended to include the main principles of Co-Production. It was intended that the women would play a central role in this program. They were to:

- Provide support to one another

- Set up the physical spaces of the classrooms
- Make sure that the resources needed for classes and counseling are where they should be
- Prepare the meals and keep the center clean
- Teach each other skills they know, such as computer skills learned in prison, literacy, hair-cutting and nails, and so on
- Decorate and maintain the group home in which they live

The trouble was, it didn't work. Shellye Sledge, the person who designed and created the program, found that the women would not take on these roles. No amount of cajoling or coercing seemed to change the push-me/pull-you dynamic and the deep divide between the women and the staff.

Then Shellye learned about Time Dollars. She met with the staff and the women to brainstorm how they might incorporate Time Dollars in ways that would serve everyone's needs.

They concluded that for their support work, the women would earn Time Dollars. They would use those Time Dollars to pay for the therapy and the classes they attended, to pay rent for the group home in which they lived, and to buy items at the local community store, where they also helped out for Time Dollars.

A complete shift in energy occurred in the few weeks before Thanksgiving—and to get things rolling, a deal was set up with the local community store for the women to purchase the turkey and fixings for a shared thanksgiving dinner with Time Dollars they earned contributing to the program.

With that initial incentive, the dynamic changed almost overnight. The original vision, and the teaming between the clients and professionals, became a reality. The whole program became oriented around the involvement of the women—and both the management and the women say that without that joint investment the program would not have a fraction of the power that it has.

Dialog Involved: What that teaming looks like was the result of a great deal of dialog between the management of the program and the women.

B. Clients' Support Networks

If there is one area most consistently overlooked by organizations and agencies as they seek to improve the welfare of their clients, it is likely to be the support networks that clients already have in their homes and in the places where they spend their time.

Yet the members of these informal support networks share your clients' knowledge about the community, and they know and understand many of the client's strengths.

When the professionals are not available these are the people who the clients know and trust, and they are the ones the clients can call on for help.

The members of client support networks can take on almost all the roles the clients can:

- ▶ Helping the clients
- ▶ Building extended support networks
- ▶ Defining what needs to be changed
- ▶ Helping to plan and implement the changes that need to take place
- ▶ Challenging and transforming the system
- ▶ Protesting injustice

How members of clients' support networks can earn and spend Time Dollars.

They can earn Time Dollars by being part of:

- ▶ A Neighbor-To-Neighbor Time Dollar Exchange whose membership extends beyond just clients that will enable the members of the clients' support networks to call on the resources that your organization and your clients can supply
- ▶ Specialized group-oriented action that makes it possible for members

of these support networks to learn from each other about the challenges of the support role they need to play

An example: forming a parent-support group for delinquent youth or children with special needs

- ▶ Mission-centered action that builds on the strengths and capacities of the clients' support networks

The members of clients' support networks can spend Time Dollars by:

- ▶ Being part of the Time Dollar Neighbor-To-Neighbor Time Bank
- ▶ Joining the Time Dollar Club and earning rewards such as trips, goods, and tickets for contributing

C. Staff

Co-Production from the staff perspective can look quite threatening at first. Will members of the staff lose their roles and their authority if the clients become their partners? What if

the clients do what they currently do? Where does that leave the staff in terms of standing and authority? It's a natural question to ask.

The key is to look for “win-win” deals between the clients and staff. Instead of seeing clients as problems to be fixed, Co-Production urges that they be seen as solutions. That calls for staff to work with clients in ways that make it possible for everyone—staff and clients—to come out ahead. It recasts the staff as change agents. They do not just ration limited services and resources; they become catalysts who trigger client contribution, personal growth, and fulfillment. With Co-Production in place, staff may take on a number of new roles. Some to consider:

- ▶ As coaches for the clients as the clients take on their new roles
- ▶ As team members with their clients—learning from the clients' own stores of knowledge in the same way that the clients learn from them

- ▶ As having an increased role to play as a professional with expert knowledge—because the tasks that do not require such knowledge are in the hands of the clients and members of the clients' support networks

Staff can earn and spend Time Dollars.

Members of staff are paid a wage for doing the work they do. But if they choose, there is no reason why staff on their own time should not earn Time Dollars alongside their clients and members of the client networks. It's a powerful way to build a sense of team and community between the staff and clients.

Staff can earn Time Dollars:

- ▶ By taking on special group projects that call on non-professionally related talents and skills—like teaching the guitar or helping out at a community event
- ▶ By working alongside community members—not as a member of staff, but as a Time Dollar member

They can spend those Time Dollars:

- ▶ As part of the Neighbor-To-Neighbor Time Dollar network
- ▶ By donating the Time Dollars to someone else

Summary of Internal Co-Production (Partnering Within)

Internal Co-Production involves win-win exchanges inside your organization.

For community groups, this means looking for special purpose projects that members could take on for your own organization or for other members or groups of members.

For agencies and nonprofits, it means building a new sense of community whose co-producers are your organization's clients, their informal support networks, and members of the staff.

A table showing the four core values and the ways in which each of these values will be fulfilled is a helpful brainstorming and planning tool.

PARTNERING OUTSIDE YOUR ORGANIZATION (EXTERNAL CO-PRODUCTION)

Introduction

In your geographic area, there will surely be other community groups, schools, agencies, and nonprofit organizations. There will be businesses, large or small, community groups, faith-based organizations, and so on.

All may have resources that you would like to tap into. Or ways they may benefit from your clients own resources, capacities, skills, and talents.

For instance:

- ▶ Could a food bank use your clients' help? Can they pay back in food that your clients can package into individual or family quantities for purchase in Time Dollars?
- ▶ Could a local store offer discounts on certain items in return for Time Dollars—or for proof of membership in your Time Dollar Exchange? This would be the

store's way of committing support to the building of community and generating good will with your clients, and it might build up their customer base at the same time

- ▶ Could a local community college accept Time Dollars as part of a tuition payment or waive an application fee?
- ▶ Could the local bus or transit company offer a limited number of Time Dollar passes or a discount card for Time Dollar members?

External Co-Production calls for scouting out the possibilities—always being alert to the chance that a win-win deal can be established. For community groups, such deals can generate a whole new energy within the community. For nonprofits and agencies dealing with social welfare issues and clients, they will provide clients an opportunity to contribute and an equally important opportunity to gain access to new resources.

To achieve External Co-Production, you will be looking beyond your own

organization to other agencies, organizations, or businesses.

As you think of creating working relationships with others, you will need to think about what outcomes you seek, the skills, capacities, talents, and needs of your clients, and the needs, assets, and resources brought by the outside organization, group, business, or powerfully positioned individual.

The goal with External Co-Production is:

- ▶ To access resources that are unavailable within your own organization
- ▶ To do so in ways that increase the chances for everyone to reach their goals and achieve their missions

External partnering—based on the four core principles of Co-Production—will extend the resources available to your organization, your clients, and possibly even their support networks. Funding and sustainability issues can also be addressed by External Co-Production.

For community groups, the partnering will hinge around what the members can and want to do.

Example:

Members of a Time Dollar Exchange earned Time Dollars and building supplies by clearing litter from a Home Depot parking lot. The building supplies were used to fix up the homes of elderly members of the Time Dollar Exchange. The elderly members paid for this help in Time Dollars that they earned teaching young members to knit and crochet, and making centerpieces for the Exchange's annual dinner.

For agencies and nonprofits, the partnering will center on the skills, capacities, talents—and also needs—of yours and the partnering organizations' clients.

Example:

In Brooklyn, New York, one organization serving immigrant day laborers partners with another organization training low-income single mothers to become licensed child care providers and with a third organization that provides citizenship training and help with immigration problems.

Day workers who fail to find employment can choose on those days to earn Time Dollars by taking on repair and maintenance jobs for the child care providers to ensure their homes meet licensing regulations.

Women day laborers who fail to secure employment can earn Time Dollars apprenticing with licensed home care providers.

The day laborers can spend their Time Dollars to secure immigration services, take classes, or secure child care. They can even pay with Time Dollars for the training needed to become a licensed child care provider.

A Working Tool

The same kind of table of questions that was used for internal Co-Production is easily adapted for thinking through how your organization can apply External Co-Production for use as a brainstorming tool.

In the table on the next page, we have suggested the kinds of questions you would ask to build External Co-Production. The questions have been applied to the same example we used before—a homeless shelter.



A PLANNING TABLE: USEFUL QUESTIONS FOR EXTERNAL CO-PRODUCTION

<i>Co-Production Principles</i>	<i>Questions To Ask</i>	<i>Example: A Homeless Shelter</i>
<p>Principle I: Assets</p>	<p>Who will be contributing? What could Asset Mapping uncover in terms of skills and capacities that could be put to use with Time Dollars? Moving beyond the immediate neighborhood, are there local and national foundations who would give their backing to the community building that Co-Production generates? Can the city government be enlisted?</p>	<p>Homeless shelter clients and staff. Homeless shelter is located on edge of downtown area with small, struggling businesses as neighbors and a poor residential area. Businesses include a laundrette and a gas station and convenience store. Nonprofit organizations serve different segments of population. A local community college seeks to add a community development component. Safety and beautification might be enhanced. Local businesses and nonprofits can contribute resources either directly or indirectly in return for contributions to the community from shelter clients and staff. City agencies can also be enlisted.</p>
<p>Principle II: Redefining Work</p>	<p>What rewards or incentives could be made available in return for helping to restore a sense of community? How will the contributions be recognized, validated, and rewarded as work? Could charitable donations be solicited and awarded or auctioned off for Time Dollars?</p>	<p>Could External Co-Production yield discounts, trips, street fairs, services not otherwise available?</p>

A PLANNING TABLE: USEFUL QUESTIONS FOR EXTERNAL CO-PRODUCTION

<i>Co-Production Principles</i>	<i>Questions To Ask</i>	<i>Example: A Homeless Shelter</i>
<p>Principle III: Reciprocity</p>	<p>Who gives what to whom? Who receives what from whom?</p>	<p>How could the larger neighborhood in which your organization is embedded be strengthened? Can reciprocity convert strangers into neighbors and bring back a sense of community we have lost? Can civic engagement empower low-income neighborhoods? Can External Co-Production generate “collective efficacy”?</p>
<p>Principle IV: Social Capital</p>	<p>The result of win-win deals is that new energies are released in the community. New networks of support are created between groups and organizations whose actions were previously isolated from one another. That in turn leads to successful appeals for support from foundations and government beyond the community. New resources coming into the community add to the growing can-do energy.</p>	<p>Homeless shelter residents and staff become leaders in community clean-up. Local nonprofits, including the community college, respond by making resources available to shelter clients, and find they have enhanced capacity for fulfilling their missions. Local businesses exchange discounts for clean-up and community-building activities.</p>

Co-Production and the Value of Partnering With Other Organizations

With Co-Production principles and Time Dollars in hand, you will be taking stock of their resources and yours to see where you might be able to help one another:

- ▶ Are there resources that would help you and your clients as you strive to fulfill your mission?
- ▶ Are there resources that could help another organization that in turn could help your clients?
- ▶ Can you set up a match? A win-win deal?

External Co-Production is much like a Neighbor-To-Neighbor Exchange—operating at the level of businesses and organizations. You'll be thinking and acting like a Time Dollar broker, keeping informed about potential matches, looking for ways to set up exchanges of resources that benefit everyone.

There is one important difference between Neighbor-To-Neighbor and Time Dollar Exchanges between organizations, however. Competition for scarce resources can lead to cut-throat competition in the nonprofit world, and this means that some nonprofit organizations operate from “scarcity” thinking and see everyone else as a threat. If your attempts to secure Co-Production are blocked by such an organization (yes, it has happened!), then your job will be to seek out ways to make it in that organization's interest to change its behavior. You want at the very least for that organization to stop standing in the way. Collaboration may never be possible—but you can look for “deals” that will encourage that organization to leave your own way clear to work with your clients and other organizations as Co-Producers of your mission.

With your focus on resources, you will want to make sure that you identify those outside entities that can help you—and those that make life more difficult.

Look for individuals, businesses, and faith-based and nonprofit organizations who:

- ▶ Form a natural alliance with your organization and are currently providing support
- ▶ Are not ready to help now as Co-Producers but who could probably—or who *might*—be persuaded to exchange resources with you if they were to receive something they need in return, like good publicity or manpower from a client base
- ▶ Could fund your organization now—or would consider funding it in the future—if you can show that members are contributing to the community
- ▶ Are not only not ready to help your organization as Co-Producers, but also are actively part of the problem right now

Some things to think about as you scan the possibilities:

- ▶ These individuals are/could be part of our clients' extended families

- This organization serves the same population that we do
- This group or organization serves a different population—one that needs the skills and capacities of our clients
- They are tackling a problem where our clients have special areas of knowledge
- They will be stronger if they can become part of a larger community with us
- This organization’s mission is different from ours—but it fits with ours, and if they help us achieve our mission, they will fulfill *their* mission

Finding a match

Ask:

- What are the resources they can offer us?
- Are there needs they have that we can meet?
- Can our clients offer skills, capacities, or needs that will address *their* needs?

- Can we help them to achieve their mission?
- Can we help them look good—for funding purposes?
- Is there a possibility here of a strategic alliance to help achieve social justice?
- Can we partner to change the system?

The three examples that follow show how External Co-Production:

- Increased the resources available to clients
- Gave previously powerless youth a voice in determining the resources allocated to teen substance abuse treatment and prevention in D.C.
- Made it possible for public housing residents to clean up their neighborhood

Expanding Resources through Co-Production

Abriendo Puertas in Miami is a mental health clinic for children in the Little Havana neighborhood of Miami. The neighborhood is very

poor, with a high percentage of recent immigrants, and day-to-day living is a struggle to get by. Living under such conditions of poverty is stressful—mentally and physically. Families and their children often go hungry when the money runs out. Under such circumstances, childhood mental illness is made worse by the stress of daily life.

Abriendo Puertas opened a Neighbor-To-Neighbor Time Dollar program where the family members of children in the clinic earn Time Dollars helping out the program and also providing support to one another.

One of the first things the Time Dollar Exchange did, once it was up and running, was to make a “win-win” deal with a local food bank. Time Dollar members who work at the food bank earn one Time Dollar for each hour plus 10 lbs. of food for the community. Other members could use the Time Dollars they had earned helping in other ways to purchase this food.

Dialog Involved: The parents had to struggle hard to overcome the program professionals' doubts about the value of the Time Dollar Exchange and the supporting role that they as clients could play.

Achieving Systems Change through a Strategic Alliance Involving External Co-Production

Strategic alliances are useful for those situations where an institution—a government agency, maybe—is failing to meet its mission and where this is impacting your own organization's efforts.

Staff on the inside of that agency know what isn't working. They know where the power to prevent change lies. From the outside and the inside, there are efforts to make change, but these efforts are blocked, and the most that anyone can do is make small steps that change things hardly at all.

Time Dollars can be a way for clients to be compensated for doing the work of responsible citizens, documenting, exposing, and protesting the failures of the public agency you are relying on to do its job. Their role as citizens means that their voice can have far greater impact than the voices of “insiders.”

Youth Court

The Youth Court in Washington, D.C., pays Time Dollars to youth who serve on the Youth Court's juries, which hear cases in between five and seven locations in the poorest neighborhoods of D.C. The youth on these juries decided they wanted to dig deeper and find out what “the system” was and was not doing for youth. With the help of the UDC-David A. Clarke School of Law, they created a Youth Court Grand Jury. Its first charge was to investigate the D.C. handling of teen substance abuse. The Grand Jury's report *Youth Speaks Truth to Power* helped to shift the debate and the action around the failures of D.C. government agencies to meet youth needs.

Supporting Grassroots Action for Justice with External Co-Production

Residents of poor neighborhoods, low-paid workers, and vulnerable populations generally are more susceptible to injustice than the mainstream population.

These populations lack the resources to sustain them while they fight the exploitative actions of others or the failure of government agencies to do what needs to be done.

In these situations, Time Dollars can help ensure that residents and others who protest injustice have a support system in place.

Example:

The Law Firm of Holland & Knight

In this case, residents paid a retainer in Time Dollars to the law firm of Holland & Knight to fight on their behalf to close crack houses in their neighborhood and to keep open an elementary school that was a cornerstone of the community. In the agreement with Holland & Knight, they

earned the Time Dollars cleaning up the neighborhood and the school playground and picketing for street lighting to make the neighborhood safer at night.

Dialog Involved: Extensive dialog was involved. The families and community members were well-organized, and placed their needs, their hopes, and their willingness to contribute on the table.

Summary for Partnering Outside Your Organization (External Co-Production)

The goal of External Co-Production is:

- To access resources that are unavailable within your own organization
- To do so in ways that increase the chances for everyone to reach their goals and achieve their missions

External partnering—based on the four core principles of Co-Production—will extend the resources available to your organization, your clients, and possibly, even their support networks. Funding and sustainability issues can also be addressed by External Co-Production.



chapter

SIX

Outreach, Publicity, and Networking

Covered in this chapter:

Networking

Newsletters

Formal Presentations

Mailing Lists

Information Packet

Logos

The Media

For some Time Dollar Exchanges, there is little need for outreach. But this is very rare. It is much more likely that you would like your Time Dollar Exchange to grow and develop over time, and for this, you need to engage in outreach. In the chapter on bringing in new members, we covered a great deal about outreach to potential members. Here, we cover outreach to organizations who might also like to become involved, to the community at large, to potential funders.

Your preparation and method may change depending on who you are trying to reach, but there are some main tools that you can use to get the Time Dollar message across and bring in new members, supporters, and allies.



Networking—Neighbor-To-Neighbor: The goal of networking in a Neighbor-To-Neighbor model is to find partners who will help your Time Dollar Exchange and its members knit the community together. So who will you be looking for?

- ▶ Businesses in and outside the community who support your Time Dollar Exchange’s community building and will donate either goods or services to the Time Dollar Exchange that you can make available for Time Dollars
- ▶ Businesses in the community who may be interested in a “win-win” deal—like a discount coupon book (easily made) for Time Dollar members
- ▶ Community organizations and churches who would appreciate the help that your members can supply and will happily give your Time Dollar Exchange a supply of *their* resources, which any Time Dollar Exchange members can purchase with Time Dollars



Networking—Specialized: If yours is a Specialized Time Dollar Exchange, you will be looking for other programs or other agencies with whom your clients can usefully make exchanges. Food Banks are a good example and a good place to start. Schools are a second. But those

are just the most obvious. The trick is to keep your eyes and ears open and continually alert for opportunities.

FORMAL PRESENTATIONS

When you approach partners and funders, you may need to make a formal presentation about your Time Dollar Exchange and what it does.

Remember that since Time Dollars are still very new to a lot of people you cannot assume they will understand what you're doing!

We have found that starting with one or two good examples of how your Time Dollar Exchange works, and then explaining the four core values that underlie everything you do is a powerful way to begin. People are moved by the stories, and they respect the four core values, and they have a strong sense of where you are coming from. After that, the details are just that: details.

Structure and rehearse your presentation. Make it as interactive as you can and remember some people will respond to words, some to visual

images, and some with their feelings, so make sure you appeal to all three. The important questions to make sure are answered while planning your presentation are:

- ▶ What are Time Dollars?
- ▶ What does your Time Dollar Exchange do?
- ▶ Who does it serve?
- ▶ What is your Time Dollar Exchange's mission?
- ▶ Who do you already partner with? (If relevant.)
- ▶ How will your Time Dollar Exchange and their resource benefit from the partnership?
- ▶ What exactly will the partnership entail?

INFORMATION PACKET

Have information packets to hand out. You will need to tailor your information packets to your audience: either new members, partners, or funders.

But the basics of the packet will remain the same. You need to explain the concept of Time Dollars and Co-Production, how your Time Dollar Exchange is going to help the community, and how Time Dollars are related directly to the person reading the information packet.

Include a brochure, one-page hand-out, newspaper articles, and a set of commonly asked questions and answers about Time Dollars. Samples of some of these materials can be found in Exhibit B.

- ▶ *A brochure* that explains what are Time Dollars? Why are Time Dollars important? What does your Time Dollar Exchange do? What important services does it provide?
- ▶ One-page *summary* of your Time Dollar Exchange
- ▶ Copies of *newspaper and magazine articles* to set Time Dollar Exchanges in a wider context
- ▶ A copy of your latest newsletter

THE MEDIA

The media is a tool that you can use to get your Time Dollar Exchange publicity for new members, new partners, and new funders.

Most Time Dollar Exchanges have found that it is better to have the program up and running before you start reaching out to the media.

When you first reach out to the media, you can invite them to a “big event” that will highlight the mission and message of your Time Dollar Exchange. Or you can invite them to see you as you go about your regular work—if that work has a strong human interest.

As your program becomes established make a media file that lists local and national contacts in the press, radio, and TV.

Nurture relationships with the media. If you get to know a journalist or someone who works with the radio or television, so much the better!

We live in a media age, and they are always hungry for stories. If you build up a track record of giving them good copy, they will reciprocate and publicize your activities and events. Make personal phone calls to local reporters and see if you can get some coverage in the newspaper. If not, get a public service announcement on the radio.

OTHER TOOLS

Logos—A logo or distinct image will keep your project in people’s minds. The Time Dollar logo is a registered trademark that you are welcome to use.

Mailing lists—Building alliances and keeping people informed is an ongoing task and well worth the effort. Telling supporters what you are doing keeps them involved and builds credibility.

Newsletters—Keep your community, partners, and funders informed about your Time Dollar Exchange through a newsletter. We have included an example of the front page of a Time Dollar newsletter in Exhibit B.

- ▶ Local Time Dollar Exchange news
- ▶ New projects
- ▶ Thank you’s to funders and partners
- ▶ Member news including most hours earned and spent, and birthdays
- ▶ Profile a “member of the month”



Exhibit



Co-Production Self-Assessment

FOR SPECIALIZED AND COMBINATION TIME DOLLAR EXCHANGES

The Co-Production Self-Assessment is a series of questions to ask about your organization or your program. There is one set for each of the **four core values** of Co-Production.

Asset-Based Questions

1. Does your agency consider client strengths only as they relate to the range of problems that the agency is equipped to address?
2. Does it take those strengths into account only in terms of helping the client, the client's immediate family, or those directly implicated in the problem as presented and defined by the agency?
3. Does it take into account as assets and strengths the things that your client can do for others in the community?
4. Does it look to neighbors and neighborhood institutions as a means by which the client can offer help to others and receive help in return?

5. Does your agency look at client abilities to engage in civic activity, to attend meetings, to help mobilize others, and to participate in social protest as part of an asset-based approach?

Redefining Work Questions

1. Does the organization classify persons not on payroll as volunteers or does it have some other way of characterizing their contribution?
2. What roles or functions do residents and clients play? Is it limited to administrative support or are other roles envisioned?
3. What does the organization do regarding the recording of hours provided by persons not on payroll?
4. What rewards, incentives, or benefits are provided as a form of compensation to persons not on payroll?
5. Is there any systematic attempt to tap the time, talents, and special gifts of persons not on payroll?
6. Is there any systematic attempt to utilize persons not on payroll to

create special support systems and networks that can complement the work of paid professionals?

7. Is there any provision for persons not on payroll to gain access to specific benefits, opportunities, discounts, or status by virtue of contribution?
8. How much do issues of liability, insurance, confidentiality, and credentials stand in the way of full utilization of persons not on payroll?

Reciprocity-Related Questions

1. Does the agency request, require, or even encourage a payback? (Or does it just provide services and material goods?)
2. Does it reward those who contribute in any way?
3. Does it accept as payback helping others outside the agency?
4. Does it budget money or create special programs as rewards or incentives for people who contribute?

5. Does it set up exchange transactions with community groups or agencies?
6. Does it just give referrals to community groups or agencies or are there reciprocal arrangements?
7. Does it allocate any personnel or resources to stimulating, rewarding, monitoring payback?
8. Do those who support and handle client payback hold high-level positions in the program or agency?
9. For whom are client assets put to work?
10. What process triggers that deployment and utilization?
11. What rewards do clients get for contributing their strengths and assets to others?
12. What implications does this have for the agency in terms of achieving its mission?

Social Capital Questions

1. Does the agency seek to link clients together to create informal networks?
2. Do agencies define clients as individuals or as multi-party clusters including family, extended family, friends, colleagues, neighbors, informal support systems?
3. Do participating organizations seek to work collaboratively and do they seek to enable clients served by one agency to access support and help from clients served by other organizations?
4. Does the organization see itself as an instrument of system change? Does it seek to link clients to constituency groups in ways that give them a sense of ownership as stakeholder and shareholder?
5. Does the organization weave in social events with the rendition of services?

6. Does the organization try to create client-based membership organizations that can function as informal support groups and extended family?
7. Is there any attempt to create trust relationships among clients or to build mutual self-help or social action groups as an expression of agency mission?



Exhibit

B

Newsletter, One-Pager, and Forms



Exchanging Hands



JANUARY 2003, VOL UME: 10 ISSUE:1
PUBLISHED BI-MONTHLY: JAN, MAR, MAY, JUL, SEPT, NOV

EDITORIAL STAFF: ELLEN BELKNAP, CHANTEL DORCEAN, ADELLE COOK, DENISE WATKINS HAMILTON,
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EDITOR: LINDA EPP

ELECTRONIC MESSENGER-

MURRAY HOWDEN

By Denise Watkins Hamilton



Most CE members who have email know the numerous email messages sent by Murray Howden. Murray is a deceptively young looking member of Community Exchange. His energy & quick thinking crashes through any stereotype of an 82 year-old. He has been an active member of CE for about a year & a half to two years. The key word is ACTIVE. Murray has received & provided many services. His keen interest in computers & database earned him the job of CE database keeper. He maintains the list of members, the services they offer & the services they need. He said it was the best job that Kathy Perlow gave to him.

Besides the email & database work, Murray teaches watercolor painting & provides companionship to other members. As a conversationalist, he is bright, well read, & intelligent & has strong opinions. A conversation with Murray is stimulating, thought provoking, & easy.

One problem that Murray sees with members is a lack of response to phone calls to other members. Members, he thinks, are reluctant to return calls for various reasons, believing they have little to offer, not fully understanding what CE is, or thinking they have to give first before they receive a service. He sees the way to overcome this is by simply offering some training to help people overcome these obstacles. "Once you get started, you go from there," said Murray.

From January 1, 2002 to December 31, 2002, Murray has earned 203.5 credit hours. Even with a healthy chunk of hours, Murray is a man with a vision. He would like to further develop CE's website &/or create a new one. Murray's nugget of wisdom for a Sunday afternoon is this, "Genius is the rare individual who can do something sensational with what's available to everybody." That makes me think of Murray & what he has done for Community Exchange & himself.

Take advantage of offers by our members:



JON SCHWOYER: Jon will teach you how to play the piano using the Chord Method. Great for beginners. Call Jon.



DOUG KOWALCHUK: Doug wishes companionship in playing Monopoly, Hearts, Checkers, or Spades. Email Doug.



FEBRUARY SOCIAL

Community Exchange Member Awards Night!

Feb 26, 2003, 5:30 to 7:30 PM

Grace Lutheran Church Hall & St. John Sts

PIZZA PROVIDED BY COMMUNITY EXCHANGE!

Members: Please bring drinks, desserts, paper products, family and friends!

COPING WITH STRESS WORKSHOP

By Syman Hirsch

Many people gathered at the Center for Healthy Aging at the Allentown Hospital on Monday, December 9, to hear Community Exchange member Carol Muller speak on "Ten + Ways to Reduce Stress in the Coming Year." Continued on pg. 2

Actually, those present had the opportunity to share their concerns about handling stressful situations. We learned some simple solutions to reduce stress in our lives. Others were able to share solutions to stress that work for them.

Some ways to reduce stress include:

Breathing: Simple! Inhale energy, exhale stress.

Affirmation: Simple positive thoughts, short phrases or sayings, 'I can handle it!' Changing negative thoughts to



Community Exchange

Connections in all Directions

Community Exchange is a collaboration of several not for profit agencies*, working in partnership with MESH Community Initiatives of Lehigh Valley Hospital, funded by the Dorothy Rider Pool Health Care Trust.

Exchanging: Skills, Services and Self

“To the world you might be one person, but to one person you might be the world”

What is Community Exchange:

- A way to develop trust, create hope and make a difference in individual lives and the community
- A tool to recognize the skills we all have to offer, and honor good deeds

How Community Exchange Works:

Community Exchange participants **provide** a service such as transportation, gardening, minor home repair, painting or whatever it is they can do. One hour of service earns one Community Share. A computer database is used to track services and credits.

Later participants can use their earned credits to **receive** a service they need, like visitation, meal preparation, shoveling snow or sewing. For those who are unable to provide a service, a pool of donated community shares is available. The list of services varies depending on the skills, talents and abilities of the current members. All services have equal value.

Why Community Exchange Works:

Community Exchange offers a unique way for people to make a contribution for services they receive.

Volunteering becomes a two way street and turns “you need me” into “we need each other”.

Community Exchange isn’t about getting paid for helping your neighbors. It is about equalizing the playing field and enabling individuals of all ages and income levels to discover their gifts, develop self worth, and reinvest themselves in living.

Community Exchange is about working together to build a stronger more united community.

***Founding Agencies:** Association of the Blind & Visually Impaired, The Baum School of Art, Casa Guadalupe, Center for Humanistic Change, Church of the Assumption, Lehigh County Conference of Churches, Lehigh County Senior Center, Lehigh Valley CIL, New Choices-New Options, Northern Lehigh Future Focus, ProJeCt of Easton, and Touchstone Theatre.

Life's deepest purpose is found in our relationships...the connections we make with others...family, friends, neighbors and strangers. If you would like to be a part of this exciting opportunity, contact Anne Rogers at (610-402-2486) or dancing112@yahoo.com

File:CommunityExchangefactsheet rev 10-9-02

APPLICATION FORM

Surname First Name Tel. No Date of Birth

Address

Emergency Contact – Name/Tel No. Doctor – Name/Tel No.

Mobility ProblemY/N If yes, explain in COMMENTS (see below)

Police CheckedY/N Willing to be Police CheckedY/N
 (for working with children) (for working with children)

Have you in the past, or are you currently doing other volunteer work? Y/N

AVAILABILITY

	Mon	Tues	Wed	Thur	Fri	Sat	Sun
Morn							
After							
Eve							
Flex							

1st Referee

2nd Referee

Name/Address

Name/Address

.....

.....

.....

.....

Tel No.

Tel No.

We want to ensure that as a Fair Shares participant you and your family are safe so for everyone involved in the scheme we take up references.

COMMENTS

Volunteer's Signature Date Signature of Parent or Guardian (if under 18)

This information will be stored on the Fair Shares' database for the exclusive use of Fair Shares

ASSIGNMENT BOOKING FORM

Name of requester: Site:

Address:

Tel:

Date request received:

Assignment type: Date if specific:

Details of Assignment:

Details of setting up:

Action taken and names etc of those tried and situation so far:

Service giver:

Name

Address:

Tel:

Please indicate if ready to enter on Timekeeper:

ASSIGNMENT COMPLETION FORM

Service Giver

Service Receiver

Name

Name

Address

Address

Tel No.

Tel No.

Place of Assignment

Length of Assignment *hours*

Travel - number of miles claimed

Date of Assignment

Assignment completed satisfactorily

Signed *Service Giver*

Signed *Service Receiver*

Credits: *You can add all of your credits to your own bank account or divide them between your own account and either the Time Bank or a named beneficiary. Please indicate how you would like your hours credited.*

1. *Credits to own Fair Shares account* *No. of credits*

2. *Donate to Time Bank* *No. of credits*

3. *Donate to named beneficiary* *No. of credits*

.....
Name/address of beneficiary

Exhibit



C

***New England Time Dollar Network
Members' Handbook Excerpts***

Excerpts from the

NEW ENGLAND TIME DOLLAR NETWORK MEMBERS' HANDBOOK

144 Cumberland Ave Portland, Maine 04101 (207) 874-9868

Mission Statement: New England Time Dollar Network's mission is to help strengthen the informal support systems of family, neighborhood, and community through activities that promote a network of service credit exchange programs in Maine, *starting in our own East End neighborhood.*

RIGHTS OF NEW ENGLAND TIME DOLLAR MEMBERS

TO BE TREATED WITH DIGNITY,

CARE AND RESPECT: All members will be treated with respect. When you receive service under the Time Dollar program, you are NOT receiving charity. Someone along the line, you yourself, a friend, an anonymous donor, or a loved one worked

hard for the Time Dollars you are now spending for important services.

TO A GUARANTEED RATE:

One Time Dollar buys one hour of service. The rate is guaranteed.

TO GIVE: To give a service that is comfortable and satisfying to the member.

TO EARN: To earn one Time Dollar for every hour he or she spends helping another member of the program.

TO SAVE: Each Time Dollar is banked in the member's personal Time Dollar account, available to be used when the member wants or needs a service the program provides. These savings are inflation-proof.

One Time Dollar will always equal one hour of service.

TO DONATE TIME DOLLARS:

Members can donate their Time Dollars: to a family member or friend, to a charitable organization that belongs to the Time Dollar program, to the program itself, to be used to help members unable to earn Time Dollars.

TO SPEND NOW: on any service the program offers.

TO HAVE QUESTIONS

ANSWERED: Any questions about policies, procedures and/or problems should be directed to the Time Dollar staff.

TO HAVE CONFIDENTIALITY

MAINTAINED: All members of the New England Time Dollar Network are expected to respect the privacy of other members. Treat members just like you would like to be treated. All information received from other members is to be kept strictly confidential. A member can be dismissed from the program for violating this code. The only exception to disclosing information is when a member feels that the health and/or safety of another member is in danger. Reports of these types should be made to the Time Dollar office/staff.

TO BE VALUED: To receive recognition for their valuable service to the program and the community.

TO BE TREATED FAIRLY: Any dispute, complaint, or misunderstanding arising out of involvement with New England Time Dollars will be resolved promptly through regular conflict resolution practices of the agency.

DO'S AND DON'TS

DO:

1. Do take care of yourself while giving good care to others. This includes guarding your health, using proper body mechanics to avoid injury and accidents and taking proper precautions to prevent the spread of germs and infections.

If you are not aware of the proper body mechanics in lifting, contact the Time Dollar office and information will be provided for you. This is especially important in providing services such as minor home repair and maintenance activities.

2. Do expect the unexpected.
3. When working with another person, make sure they understand what you are going to do before you start doing it. If you are lifting with another person, get your signals straight.

Give clear instructions in short, understandable sentences. Pause and wait for the person's response (verbal and non-verbal).

DON'T:

1. Don't lift, toilet or bathe an elderly or disabled member. Remember if you do so, you are fully liable.
2. Don't cancel at the last minute.
3. Don't break the member's privacy or confidentiality.
4. Don't pressure the member to accept your religion or beliefs or political viewpoint. Do not engage in arguments or be critical.
5. Don't ask for or expect money or tips from the member.
6. Don't smoke in the member's home, unless prior approval has been given by the member.
7. Don't use the member's telephone for personal calls.
8. Don't use the member's car unless it was agreed upon by both parties in order to provide service.
9. Don't provide any "hands-on" care such as giving medicine, giving medical advice, providing personal care such as baths and cutting nails.

10. Don't advise members in medical, business, or legal matters. Referrals may be made if member wants assistance.
11. Don't give the member medicine or medical attention nor give medical advice. In an emergency situation, the member may ask you to call the physician or an ambulance. This would be appropriate. If you are unsure of what to do, you may want to call your local Police Department.
12. Don't use alcohol or illegal drugs while performing services.
13. Don't purchase alcohol for members.

WHEN YOU WANT TO RECEIVE A SERVICE

1. Call New England Time Dollars and let the staff know what service you would like to receive and when.
2. A Time Dollar staff will call you back with the name(s) and phone number(s) of 2–3 members who may be able to help you.

3. Contact the members as soon as possible and choose which member will do the work.
4. Choose a time and date that you both agree on to have the work done.
5. Be there and available on the day agreed upon if it is necessary for you to be there when the work is done.
6. Report your satisfaction or problems as soon as possible to Time Dollars.
7. If none of the listed names and numbers can help you, call the Time Dollar office for more names.
8. If an emergency arises, call the Time Dollar office.

REMEMBER . . .

1. Be patient. Sometimes busy schedules make it difficult to get in touch with one another.
2. Time Dollars are not designed to meet emergency needs.
3. Never arrange additional exchanges between members you already

know without contacting the office. Every exchange must be arranged by staff so accurate records can be kept and people will get the credits they earn.

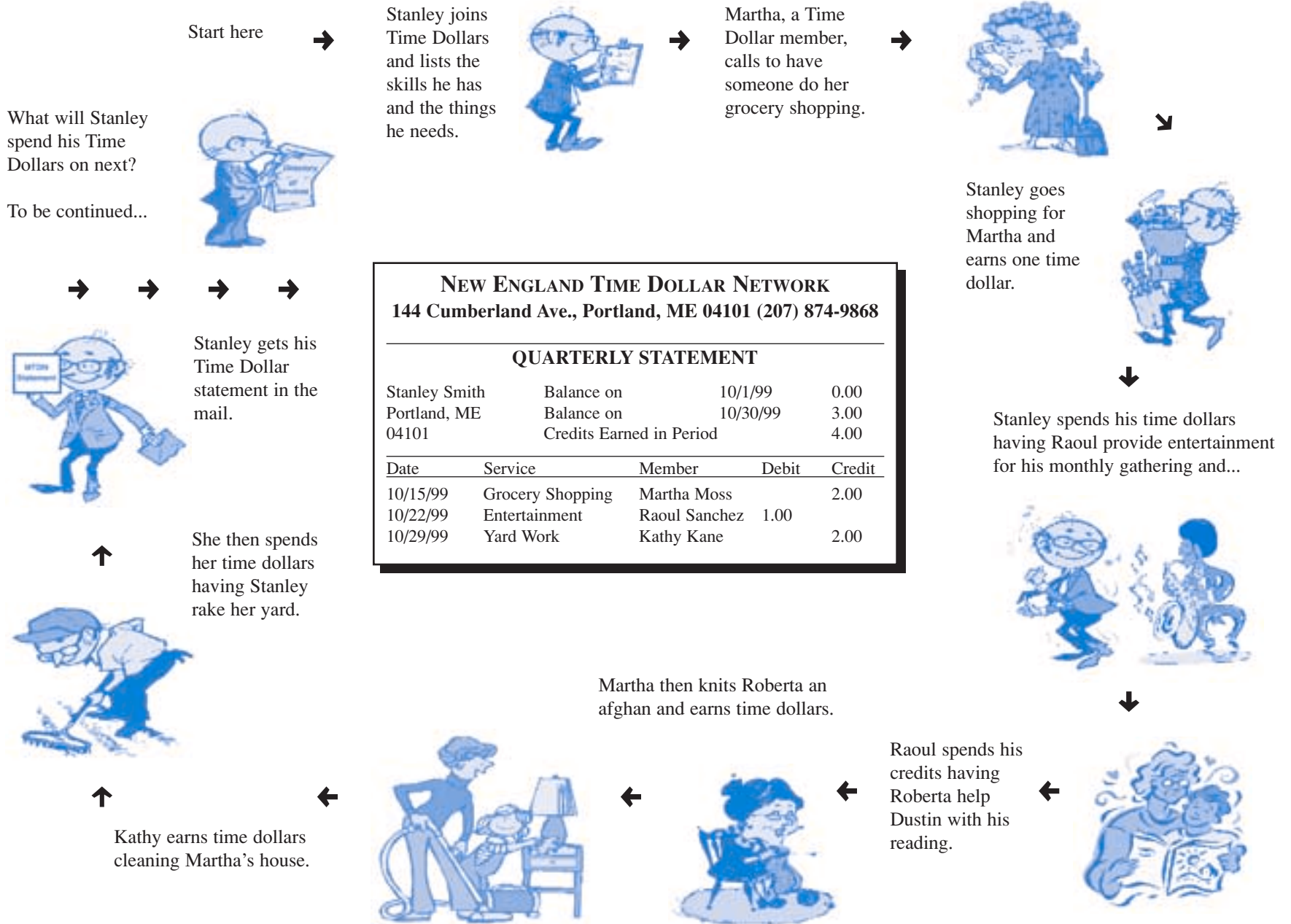
4. Paying for the supplies and/or parts needed is your responsibility.
5. Either you or the member providing the service may furnish the tools.
6. The work you request done should be limited to no more than 6 hours or less per visit.
7. Generally speaking—Only home owners are eligible for minor home maintenance. Maintenance on rental property would benefit a landlord who is legally responsible and not a member. However, there are exceptions to every rule, so call first and we can discuss.

WHEN YOU ARE ASKED TO GIVE A SERVICE

1. When accepting an assignment, write down the name, place, date, and period of time that the assignment is expected to last. Get the telephone number.

2. Be on time... 5–10 minutes early is even better. If you are going to be late, notify the member immediately.
3. Keep the scheduled appointment. If you cannot make it, call the member and make other arrangements of possible.
4. Know the member's name and be sure he/she knows yours.
5. Wear practical clothing. Dress neatly and appropriately for your assignment.
6. Sometimes a member will request or need services other than those which you set out to do. You may do those things only if they fall within the categories of service provided by the program and if you feel comfortable about providing them. If in doubt, call the Time Dollars office.
7. Keep records of tasks you perform on the Time Dollar Service Post Card Form. Submit the Post Card to the office on a regular schedule. Use a Cash Transaction Form if you do any errands involving money for another member.
8. Do not ask for or accept money or tips from any member.
9. If you use your personal car to transport a member, maintain the required liability insurance. Wear your seat belt and require that your passenger also wear one. Obey all the rules of the highway. If you are providing transportation services, give the member 24 hours notice if the ride is canceled.
10. Maintain member confidentiality—treat members with respect and courtesy, just as you would like to be treated.
11. Members are not expected to provide: merchandise, food, prescriptions, medical supplies, recreational items, etc.
12. Although the likelihood of a serious medical emergency while you are visiting with a member is extremely small, we prefer that you are prepared to deal with any emergency calmly and competently. If an emergency does occur, please be sure to:
 - call 911 (or other appropriate number)
 - keep patient warm and comfortable
 - gather any medications into a bag to give to paramedics
 - keep an eye out for ambulance or police
 - after patient is cared for, please call Time Dollars to make them aware of the problem
 - above all, stay calm and know that help will arrive shortly
13. Each service given presents a different set of circumstances. If something arises that is not covered, that you have questions or concerns about, please call Time Dollars for information or explanation.
14. If you are providing the service from your home (such as telephone friends, knitting, etc.) many of the above guidelines will not apply to your situation.

The Time Dollar Way “Neighbors Helping Neighbors”



NEW ENGLAND TIME DOLLAR NETWORK				
144 Cumberland Ave., Portland, ME 04101 (207) 874-9868				
QUARTERLY STATEMENT				
Stanley Smith	Balance on	10/1/99		0.00
Portland, ME	Balance on	10/30/99		3.00
04101	Credits Earned in Period			4.00
Date	Service	Member	Debit	Credit
10/15/99	Grocery Shopping	Martha Moss		2.00
10/22/99	Entertainment	Raoul Sanchez	1.00	
10/29/99	Yard Work	Kathy Kane		2.00

RESOURCES

Need more information? Seeking training for a new Time Dollar Coordinator? Looking for materials? Want to bring the Co-Production framework to your staff? The Time Dollar Institute and members of the Time Dollar Network may be able to help.

The Time Dollar Institute can provide you with:

- Presentations, training, and consultation on Co-Production
- Materials and publications including resource guides, videos, books and articles (visit www.TimeDollar.org for an order form)
- Information on evaluating your program

The National Time Dollar Network can help you:

- Connect with other Time Dollar groups in your area
- Receive one-on-one support and training to begin a Neighbor-to-Neighbor exchange
- Attain training for new Time Dollar Coordinators
- Earn membership in a supportive and growing national network
- Obtain information on evaluating your program

To be part of our online group sharing information on Time Dollars, join the Time Dollar e-group through the Time Dollar website at www.TimeDollar.org.

Where to reach us:

Time Dollar Institute, 5500 39th St. NW,
Washington, DC 20015. Tel: 202-686-5200,
Fax: 202-537-5033.

Or contact the regional coordinator in your area:

Ana Miyares: td2000ana@aol.com
Focus: Coach for start-up Time Dollar Exchanges.
States: Texas, New Mexico, Colorado, Utah, Arizona

Romelia Escamilla: esromelia@satx.rr.com.
Focus: Participatory planning and group facilitation.
States: Florida, Georgia, South Carolina, Mississippi, Louisiana, Alabama, Hawaii

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Community Exchange
Focus: Seniors and health care.
States: Pennsylvania, Ohio, Indiana, Michigan, Illinois, Alaska

Auta Main: autamain@maine.rr.com
New England Time Dollar Network
Focus: Community strengthening.
States: Maine, New Hampshire, Massachusetts, Vermont, Connecticut, Rhode Island

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barbarahuston@earthlink.net
Partners in Care
Focus: Eldercare.
States: Maryland, Virginia, Kentucky, Delaware, West Virginia, Tennessee, North Carolina, Washington D.C.

Cathy Dyball: cdyball@mcleodusa.net
Focus: Seniors, people and families w/disabilities.
States: Minnesota, Wisconsin, Iowa, Missouri, Kansas, Oklahoma, Arkansas

Mashi Blech: mblech@mjhs.org
Member to Member
Focus: Eldercare.
States: New York, New Jersey

Pat McMaster: CAtimedollar@aol.com
Focus: Start-up consultant.
States: California, Nevada, Oregon, Idaho, Washington

If you are still uncertain where to turn after reading the manual, contact the Time Dollar Institute.

Let us know what you think!

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The Time Dollar How-To Manual:

*A Comprehensive Guide to Creating and
Running Your Time Dollar Exchange*

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The Annie E. Casey Foundation is a private charitable organization dedicated to helping build better futures for disadvantaged children in the United States. It was established in 1948 by Jim Casey, one of the founders of United Parcel Service, and his siblings, who named the Foundation in honor of their mother. The primary mission of the Foundation is to foster public policies, human-service reforms, and community supports that more effectively meet the needs of today's vulnerable children and families. In pursuit of this goal, the Foundation makes grants that help states, cities, and neighborhoods fashion more innovative, cost-effective responses to these needs. For more information, visit the Foundation's website at www.aecf.org.

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