

A Program Proposal to Increase African-American Volunteer Work for

CASA of Kern County

By

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EXECUTIVE SUMMARY

Volunteering is a dynamic force in the management of a nonprofit organization. In order for a nonprofit organization to run effectively the management of volunteers is important. Nonprofit organizations play a large part in the structuring of the community because nonprofit organizations are established in the interested and needs of the community it is serving. Court Appointed Special Advocates (CASA) is a nonprofit organization that was created to provide a voice for children in the court room and assisting in placing children in permanent homes. In order to fulfill their goal CASA relies heavily on volunteer work. Among the volunteers serving African American volunteers have one of the lowest turnout rates. In order to increase their volunteer turnout rates for African Americans this study analyzes who is currently volunteering and why they chose to do so.

This study found that race, ethnicity, gender, economic status, and time are all contributing factors to volunteer turnout. Due to the amount of time and ability of a CASA to get to know a child mentorship is also a large part of the organization. With the specific goal to increase the volunteer rates for African Americans the study evaluates the importance of African American volunteers as well as how to recruit members of the African American community. The study does so by comparing the national sites recruiting to Kern County's as well as using other studies and similar organizations to find how to succeed in the goal.

From the research the program this study proposes consists of two phases of change. The first phase consists of changing the literature for recruiting information such as pamphlets and flyers which are handed out at various information and fundraising events. This literature will include information regarding the importance of African American volunteering for the organization and its plan to raise awareness and outreach to the community. The second phase of

the program is hiring an intern to assist in recruiting volunteers of color. From the national site as well as mentoring studies it is found to be successful in recruiting to have like race recruiters. In order to tackle other factors such as time and compensation the proposal recommends stipend pay of \$800 over a 6-month evaluation period.

It is recommended that the organization further explore the importance of same race mentoring and leadership roles, as well as increasing awareness in other avenues such as urban radio and television when more funding is available. Diversifying staff should also be a long-term goal to continue in recruiting more African Americans.

CHAPTER 1 INTRODUCTION: PURPOSE AND SIGNIFICANCE OF STUDY

Background of the Problem

History of volunteering

In 1736, with a concern for community involvement, Benjamin Franklin initiated a formal organization aimed at volunteering to better the community. The establishment of the firefighting company paved the way for systematically working together for the advancement of the community as a whole (National Fire Heritage Center). This moment in history initiated the idea that it takes help from the community in order to tackle issues that affect a great amount of people. Resembling the saying “it takes a village to raise a child,” the movement acknowledged the presence of a problem, found a method in controlling it, and finally collecting individuals to help carry out the plan for the betterment of the society.

In non-profit organizations a driving force in its success comes from contributions from the community members, whether those contributions are monetary, time or providing constructive feedback. It is not a surprise to find that the driving force in maintaining a successful non-profit organization is in preserving and managing successful volunteers. Nonprofit organizations are tax-exempt organizations that are not in the market of making money, but rather serves the interests of the public. Volunteering can be defined as freely working or offering to carry out a task of some kind free of charge (U.S. Census Bureau, 2014). In order for a community to be effective in nourishing its citizens, it is important to make all of the above contributions. Common areas of importance to communities are education, parks and recreation, and assisting those less fortunate, for example, the homeless, and under privileged kids. A difficult area to receive contribution in is getting members of the community to donate their time,

particularly to organizations, which have time requirements, requirements being minimum and maximums of time contributed to fulfill a particular task.

The goal of an organization not only rests in the mission, but in how to carry out that mission by allotting who will assist in carrying out the mission. In order to do so, an organization not only needs staff but individuals to volunteer, which takes encouragement, drive and dedication to the mission.

History of CASA

Children are often a primary concern in order to secure the future in building a better world by investing time and money into those that are time lined to follow in adult footsteps. It is important to invest in the children and in 1977, Superior Court Judge Davis Soukup sought fit to particularly invest in the children being underrepresented, the abused and neglected (CASA). In a mission to better understand and assist these children, Soukup began the CASA movement. The CASA movement was set with a mission to advocate for children in the courtroom to contribute in placing children in permanent foster homes, or placing them back into the care of their parents based on the best interest of the child. Those that volunteered to work towards Soukups mission were called Court Appointed Special Advocates (CASAs).

Today, what started as 50 volunteers now stands at over 50,000 as the organization continues to grow in its 36 year history since its establishment. CASAs now serve 940 locations nationwide helping over 1,000,000 children find permanent homes (CASA).

CASA of Kern County

In 1994, Kern County established its local CASA, led by Judge Robert J. Anspach, attorney Teri Foley, and mental health therapist Judy Newman to carry out a mission to “recruit, screen and train volunteers from communities throughout Kern County to serve as advocates in child protection proceedings” (CASA).

In 2013 CASA tracker illustrated the low rates of African American volunteers in comparison to the 2010 statistics.

Figure 1. Race/ethnicity of active CASA/GAL volunteers

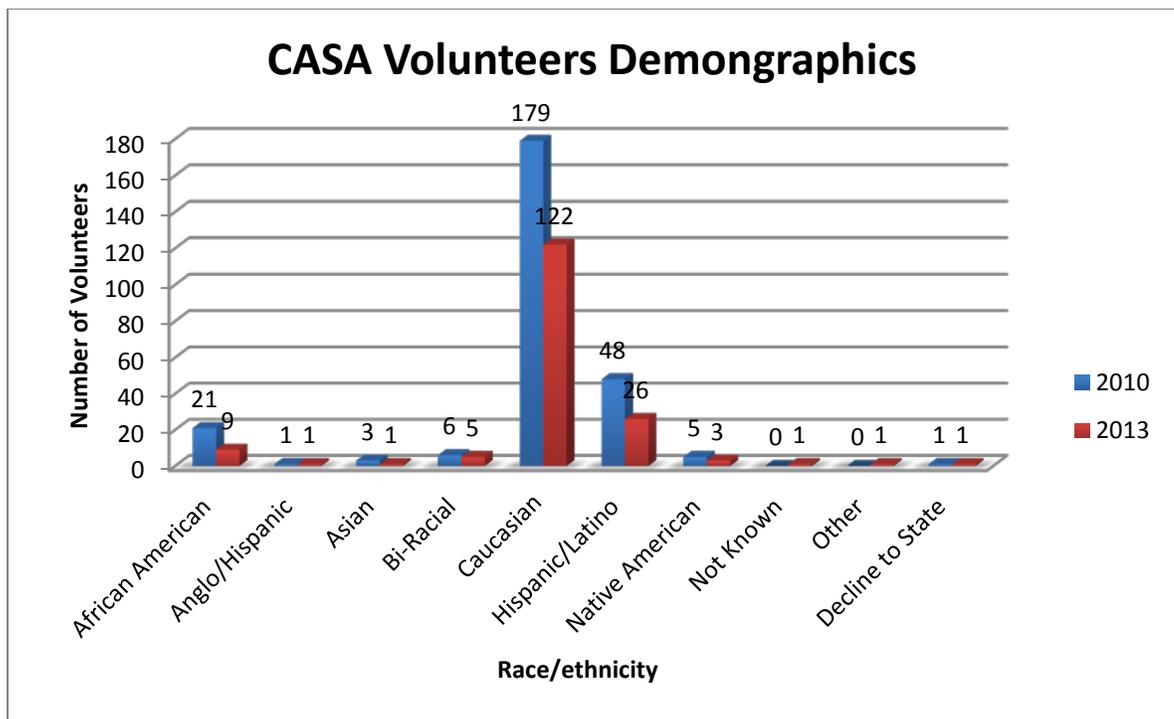
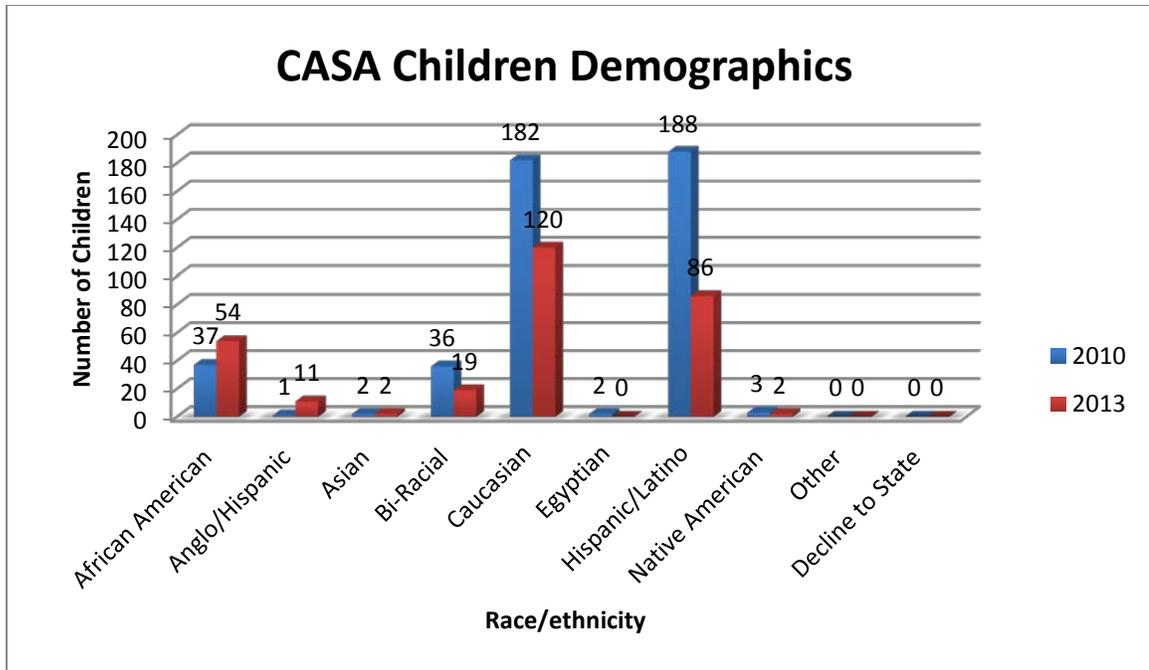


Figure 2. Race/ethnicity of children served



According to the data, as the number of Caucasian children being served decreased from 182 (2010) to 120 (2013), the number of Caucasian volunteers decreased as well from 179 (2010) to 122 (2013). In the case of African Americans, as the number of African American children being served has increased from 37 (2010) to 54 (2013), the number of African American volunteers has decreased from 21 (2010) to 9 (2013) (CASA). As the data shows, there is an unbalance of African American representation for the children being currently being served in Kern County.

Statement of the Problem

Among the benefits of volunteer work are: community involvement, socialization, skill development, and community enrichment (Boyle & Sawyer, 2010). The issue particularly within the CASA organization of Kern County is that the majority of the children they assist come from African American homes. CASA’s volunteers have learned that having a CASA of the same race

allows for children to build trust quicker and blend better within families, providing comfort for the children and allowing the CASA to break down barriers quicker.

Methods and Procedures of the Study

After analyzing what factors contributed to what makes a volunteer choose to give back there will be a two part analysis with first evaluating CASA's recruiting methods, followed by a proposal for restoring the recruiting process. This research will first review CASA'S pamphlets, commercials, literature and use of media to evaluate what is currently being done to recruit volunteers. From the information collected regarding CASA of Kern County's recruiting methods, there will be a comparison of information using the CASA's national guidelines established to recruit a diverse selection of volunteers.

Next, the research will propose changes based off of the national suggestions as well as literature from other sources on how to recruit minorities. This research program is designed to increase African American volunteer work by first analyzing what factors contribute to volunteer turn out and then proposing changes using the national site as a reference.

Importance of the Study

Non-profit organizations are supported by community contribution in order to staff permanent individuals to carry out program missions. In order to effectively help support the community, the community serves one another in support of the betterment of society. In Kern county CASA advocates are unpaid community volunteers that spend allotted hours with program-selected children, with hopes of learning the interests of the child when placing them in permanent homes. Without volunteers, an organization such as CASA would struggle in fulfilling its program mission.

Mentorship

CASA currently does not have equal representation for CASA children and CASA volunteers. Due to the fact that the advocates must get close to the children and become mentors to the children, it is beneficial to have a larger selection of African American volunteers to bridge the ratio of mentees and mentors for CASA. This study will benefit the organization by evaluating and proposing how to increase African American turn out rates for their organizations so they can have a more diverse selection of advocates. CASA children can benefit from having positive African American role models that come from the same ethnic background to encourage the children and even their families to make changes to better their current situations.

CHAPTER 2 LITERATURE REVIEW AND STATEMENT OF THE PROBLEM

According to CASA of Kern County's 2010 and 2013 trackers, while the overall number of children served has decreased, the number of African American children served has increased. In 2010, 451 children were assigned while in 2013 that number decreased to 294. In 2010, 37 African American children were being served; this has increased to 54 children being served in 2013. Although the rate African American children being served have increased, the number of African American volunteers has decreased. In 2010, there were 21 active CASA/GAL volunteers and in 2013 that number decreased to only 9 (CASA). Chapter 2 includes a review of the literature about what contributes to volunteer turnout and then define the problem facing Kern CASA.

Literature Review

Before we can correct the issue of volunteer turnout we must analyze who is volunteering, and why they volunteer at higher rates than the targeted group of interest. Research indicates that race/culture, gender, economic status, and time constraints are the largest determinants that contribute to volunteer turnout. It has been found that women contribute more than men, whites contribute more than any other racial background, and middle class families lead in volunteer work. Another contributing factor is an organization recruiting efforts correlating with the groups in which an organization wishes to target.

Gender

Bonjean and Markham(1996) found that over three decades, from 1995 to 1992, the trends in women volunteering barely changed. The boom in women volunteers began during the Industrial Revolution as care takers, posing no threat to role of women at that time in history. This was labeled as an "invisible career", paving the way for female volunteers

(Bonjean&Markham, 1996). Keeping to its original structure, women continue to volunteer in organization as a caregiver, more often than men who typically volunteer in areas such as finances (Taniguchi, 2006).

Throughout history, as women become more independent, trends in volunteering have been affected by female independence, an effect of more career opportunities, which affect their ability to volunteer their time (Tiehen, 2000). Laura Tiehen (2000) found that another factor contributing to women's decrease in volunteer work is the increase in single parent homes, higher education in women and the increase in working married women (Tiehen, 2000). Thus these changes have a large impact on women volunteering because their largest contributors over three decades were married, working women (Teichen, 2000).

Rebecca Nesbiat (2011) found that life events such as marriage and the birth of a child will greatly affect an individual's volunteer hours, particularly women. In the case of men, Nesbiat found that while female volunteer hours decreased prior to a divorce, male hours increased, which supports Tiehens' research that married women volunteer at higher rates than single women (Nesbiat, 2011). Nesbiat explained that as children get older, women volunteer hours increase. The reasoning for the increase is that the older the child, the less dependent on a parent the child will be, thus having an independent child give the mother the opportunity to devote her time elsewhere, possibly to a child in greater need than her own. This theory was found to be true for both men and women volunteers (Nesbiat, 2012).

Due to the fact that women are typically the caregivers in a household, Garcia and colleagues theorized that it is only inevitable that they continue to be the care providers, and givers within the community. Women are also found to be primary caregivers to elderly family

members (Taniguchi, 2006). This idea is also backed up by the fact that women are more involved in school activities for the children, and volunteering in areas that affect their children (Garcia C., et al, 2008).

In 2014, The Bureau of Labor Statistics of the U.S. Department of Labor reported that overall volunteering outcomes have been on the decline among both among men and women. The statistics showed in 2009 30.1 percent of women volunteered, while 23.3 percent of men volunteered. These numbers have decreased in comparison to the 2013 report that 22.2 percent of men now volunteer, while 28.4 percent of women were reported as volunteers the same year (U.S. Census Bureau, 2014).

Race

In the volunteering community, race continues to be a factor in who volunteers, regardless of the organization and its mission. Among volunteers, white Americans are the most likely to volunteer than any other racial background. The most unlikely to volunteer among races is African American population (Boyle, 2010).

Wilson, Musick and colleagues found that African Americans have a higher likelihood of volunteering if they attend church regularly (Wilson, 2000). This theory supports the findings that African American volunteering is greatly impacted by religious affiliation. Wilson and colleagues also found that blacks are not asked to volunteer as often as white, and received less formal education (Wilson, 2000).

Culture

Culture plays a large part in volunteer turn out as well. Because culture varies in norms, it can determine where someone is to volunteer their time and how they are willing to volunteer their time. For example, those in the African American community are more likely to volunteer within an organization that has a strong historical background in the African American community. A 2011 study with a sample of 129 African American men and women between the ages 18 and 25 found that 66.1% of those sampled were involved in organizations such as vocational training, community development, transitional living, and human care (Chung, 2011). African Americans are more hesitant to get involved in issues that place them in the affairs of others and more personal issues that may deal with the courts or law enforcement.

Economic status

There are various factors that contribute to economic status. The first factor is the overall income of a household and research has found that higher income families are more likely to volunteer. These families typically make an average of \$26,000 more (Nesbiat, 2012). Another factor within economic status is whether or not the individual has a higher education. In a 2009 study to increase college student volunteering turn out, researchers found that targeting a student's area of study increased their likelihood to volunteer as well as altering breaks, no time commitments, volunteering with a group of friends, and obtaining career benefits (Garver et.al, 2009). Other factors important to volunteer turn out are the volunteering activity, access to the volunteer activity, time commitment, and the social the social setting of the volunteer activity (Garver et al., 2009). In 2006, Ling along with other researchers found from their study on police volunteers that the higher the economic status;, the more likely an individual is to lend their support (Ling et al., 2006).

Economic status is very important to the study because if this is truly a determining factor

to the volunteer turn out, this creates a conflict because in Kern County the African American population in 2013 was estimated at 6.3% in comparison to 83.0% of the white population. According to US Census, only 36.6% of African American in Kern County were employed, while 51.4% of the white population were employed (US Census). Wilson suggested that the more resources that someone invests into an organization, the more likely that person is to become attached and invest more into volunteering in other areas (2000).

Time

When considering time as a factor in volunteer turn out, young adults in college age years are the most unlikely to volunteer according to Rebecca Nesbiat (2012). She found this to be true because of the many time constraints that education results in. Also contributing is the likelihood that those belonging to college age young adults are in the prime years of marriage, beginning careers, and starting a family which are two huge life events found to limit volunteer hours (Nesbiat, 2012). On the contrary, those that volunteer are in support of the flexibility that most volunteering allows, in comparison to the average job (Taniguchi, 2006).

In regards to the Court Appointed Special Advocates (CASA), all of the above factors have an impact on their volunteer turn out rates in the African American community. Currently the majority of their volunteers consist of middle age, white women, due to the fact that their children are likely out of the home and they are of retiring age. For the non-profit organization CASA, a program to evaluate success and growth in the program is called CASA TRACKER, which tracks yearly information, such as volunteers and children assisted, for the organization and compares it over the years to assess where they are doing well and determine the needs of the organization as well. The program allows CASA of Kern County to target the areas where they need help.

Definition of the Problem

After learning what factors contribute to volunteer turn-out, we address the problem within the organization CASA, which is its low turnout rate in African Americans volunteers, particularly the lack of formal CASA's who mentors to children are in the court system either from foster care and/or abused and neglected homes (CASA, 2012). The lack of mentorship in the African American community affects the turn out rates for organizations that are particularly seeking individuals from the black community. Stephen Hamilton and Mary Agnes defined mentorship as "the article to be an adult, who assumes quasi-parental roles as advisors and role models for young people to whom are unrelated" (1992). Mentorship then becomes a necessity to those lacking positive role models.

Hamilton and Agnes (1992) describe an ideal mentor in four levels, the fourth being the highest level of mentorship, as shown in figure 1. An ideal mentor would essentially have all four levels and the study suggests that creators of mentoring organizations should have eight characteristics (in Figure 3) in order to recruit and maintain the ideal mentor.

Table 1. Types of Mentors

Four Levels of Mentorship	
Level 1:	Saw primary purpose as developing a relationship with mentees; these individuals met less regularly with their mentees
Level 2:	Spoke of introducing options as a major purpose & were more successful at spending time with their mentees
Level 3:	Stressed developing character as primary purpose; they provided challenged to their mentees in an effort to develop character
Level 4:	Focused on developing competence; this mindset provided most productive as these paired mentors and mentees were most

	functional
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Table 2. Recruiters seeking Mentors

Recommendations for Mentor Seekers
Employers and organization need to find quality mentors instead of "one-at-a-time" recruitment
Mentoring programs should concentrate on youths in need
Clear goals
Building competence is the most functional goal
Mentors need continuing support
Mentoring programs are rooted in a paradox
Mentoring needs a context
Mentoring is worthwhile

Though the study does not form a method in analyzing whether or not these suggestions are effective, I would suggest using volunteer turn out rates, as well as longevity amongst volunteers in order to establish effectiveness (Hamilton & Agnes, 1992).

In the United States there are 5,000 mentoring programs and 3 million underprivileged youths being served and among those the primary problem is the lack of a positive role model. Dubois and his colleagues suggest that the solution to this lack of role model mentors is the

“deployment of predominately middle-class volunteers” within specialized groups such as foster children (DuBois, et. al). He also suggests that an ideal program would have mentors from “all ages.”

The effectiveness of mentorship varies based upon the organization, its mission, and its needs. Through analyzing what interests volunteering from multiple avenues, the important question in this research is how to increase the areas that negatively affect the organization, and how to go about making a change.

Research shows the above are important contributing factors to determine whether or not an individual chooses to volunteer their time, also focusing on the characteristics of those that volunteer can lead to recruiting in areas of importance. In the case of the organization CASA, it would be beneficial to increase African American by altering their recruiting techniques and looking for those that fit the mold for the ideal volunteer.

Major Stakeholders

Those most affected by the increase in African American volunteers would be the children as well as their families. One of the main priorities to the organization is the children with a goal of establishing a productive and positive relationship with the family. Part of the process in helping the children is to get to know them in gaining their trust to effectively advocate for the child in court. This change will positively affect not only African American youth but also various ethnic backgrounds by providing more diversity among volunteers at the Kern County location.

Goals & Objectives

The goal is to make alterations to CASA of Kern County's recruiting process to increase African American presence in the organization in order to provide racial diversity for CASA children and their families. The objective is to increase African American turnout for CASA of Kern County by assisting recruiting officers in targeting African American volunteers. The overall long-term goal is to have equal representation for CASA kids, but for the purposes of this study doubling the current volunteer rates would be beneficial. This would increase the 2013 volunteer count from 9 to 18 in a year's time, which is close to half of the African American children represented.

Measures of Effectiveness

Chapter 3 will evaluate CASA's recruiting methods in comparison to the national sites recruiting methods. From the information I will suggest areas to be changed in order to target the African American community with the use of recruiting information such as pamphlets and events, and other media outlets. The criteria used to compare alternatives are feasibility and effectiveness. Feasibility will explain whether or not the alternatives are feasible to implement while effectiveness will address whether or not the proposed alternatives work.

Potential Solutions

The national method of increasing volunteers of color is by speaking to community groups, asking the African American community to volunteer, an emphasis on minority culture, identification within agencies, and an explanation of the benefits of the organization without monetary compensation (CASA). CASA of Kern currently uses information packets as well as events to target the general public to volunteer. In order to increase the African American community, it is important to analyze the current literature used by CASA and compare the

information. Changing the literature will acknowledge the problem and raise awareness to market the problem and why it is a problem to the community. Also from the study it is found that lack of time and resources are also a factor in why people volunteer, so the proposal aims to address ways in which CASA can market time and resource restraints.

CHAPTER 3 PROGRAM PROPOSAL

Rationale

The rationale for this program proposal to increase the African American volunteer turnout rates for CASA of Kern County is that the lack of volunteer work is caused by a lack of leadership and mentorship in the African American community. The goal of the research is to change this trend by providing more leaders, involving more African Americans in fundraising events all to bridge the gap between African American CASA children and African American CASA volunteers to provide a healthy, trusting mentoring foundation.

This relates to the program definition of not having enough African American representation for CASA of Kern County. This research intends to develop a program specifically geared towards the recruitment of people of color in Kern County to assist in providing an automatic similarity between the mentor and mentee. The first step in improving recruitment is to restore the current literature used in recruiting efforts. The next step will be in selecting the ideal candidate (in accordance to the CASA recruiting standards) from the African American community to assist in the recruitment of additional African Americans.

Personnel

Of the currently listed fifteen members of the CASA staff, none are from an African American background, which takes away the ability to connect with the volunteers in providing identifying leadership. In renovating the outreach for African American volunteers, it is important to evaluate top motivators for the community involvement such as representation, forms of compensation, and time commitment. In order to make this proposal successful, the staffing members will need to collaborate in the selection of the right candidate(s), as well as

helping to find resources and literature to address the growing need for African American representation.

Materials

In the expectancy of appealing to African American adults, it is believed that addressing African American adults directly in media and other recruiting efforts will help increase their turn out rates. Currently CASA uses pamphlets, recruiting sign-ups, and CASA literature as recruiting tools. In an effort to be cost effective, it would be fitting for the organization to evaluate their current outreach information to state the needs of the organization specifically in the African American community.

Marketing

Pamphlets

The pamphlets can include an area with the goals to improve African American outreach. For example, they can designate an area on the recruiting pamphlet specifically addressing the need for African American volunteers and advocates by giving statistics on the drop in volunteer work over the past 2 years. This literature stating the needs addresses the problem head on. When handing out information, it is important to getting the point across verbally and written so that in the case that someone forgets all that was said in a face to face conversation, they have literature to remind them as well as where to go for additional information. Additional information can be used in another outreach outlet such as Facebook or the CASA site.

Commercials

CASA commercials ought to represent diversity. This will include willing volunteers announcing open recruitment and the benefits of diversity.

Public service announcements

Public Serve announcements are to also address the need for African American volunteers and/or advocates and the importance of providing positive African American role models, not only for African American CASA mentees but all CASA mentees making sure to include African Americans in the announcement.

Speakers/public figures

In hopes of reaching a broader African American audience, it would be valuable to have an African American spokesperson and/or a known African American leader in Kern County who is in support of CASA and the goals of the organization. David Miller of the Urban Youth organization found that the use of public figures in sports is a motivating factor in recruiting African American males (Urban Youth). AnitraNecole Blue, better known as “Nikki Blue,” a basketball player and precious point guard from UCLA, would be a great spokesperson due to the fact that she is African American, a public figure, from Bakersfield, California, and a woman. Often times people are willing to give back freely to their communities, especially for a great cause. Also another public figure from the African American community in Bakersfield is President Mitchell of California State University, Bakersfield. What would be needed from a public figure such as those listed would be an understanding of CASA and its mission and the belief that there needs to be a great presence in volunteer work in the African American community. A quotation and a photo would suffice.

California State University, Bakersfield

California State University is one of the most diverse organizations in Bakersfield, California. There are various events held at Cal State Bakersfield that bring about diverse individuals from all demographics. A huge event that takes place at Cal State is the Bakersfield

Jazz Festival. This is a great opportunity to hand out flyers and set up an information booth, which should be monitored by CASA recruiters and volunteers.

Other recruiting activities at Cal State are information sessions for Master Programs such as Social Work and Public Administration, which require internships for program completion. This would not require a CASA representative to be present, but rather someone responsible for the distribution of information about CASA and interning and volunteering opportunities.

Career Day is also a popularly diverse event at CSUB where various venues bring booths with information regarding paid employment, internships, and volunteer work through the Center for Career education & community engagement. CASA can post unpaid and/or paid internships on CSUB's Runnerlink which is an online resource used by students to find job opportunities and internships.

Historically Black Churches

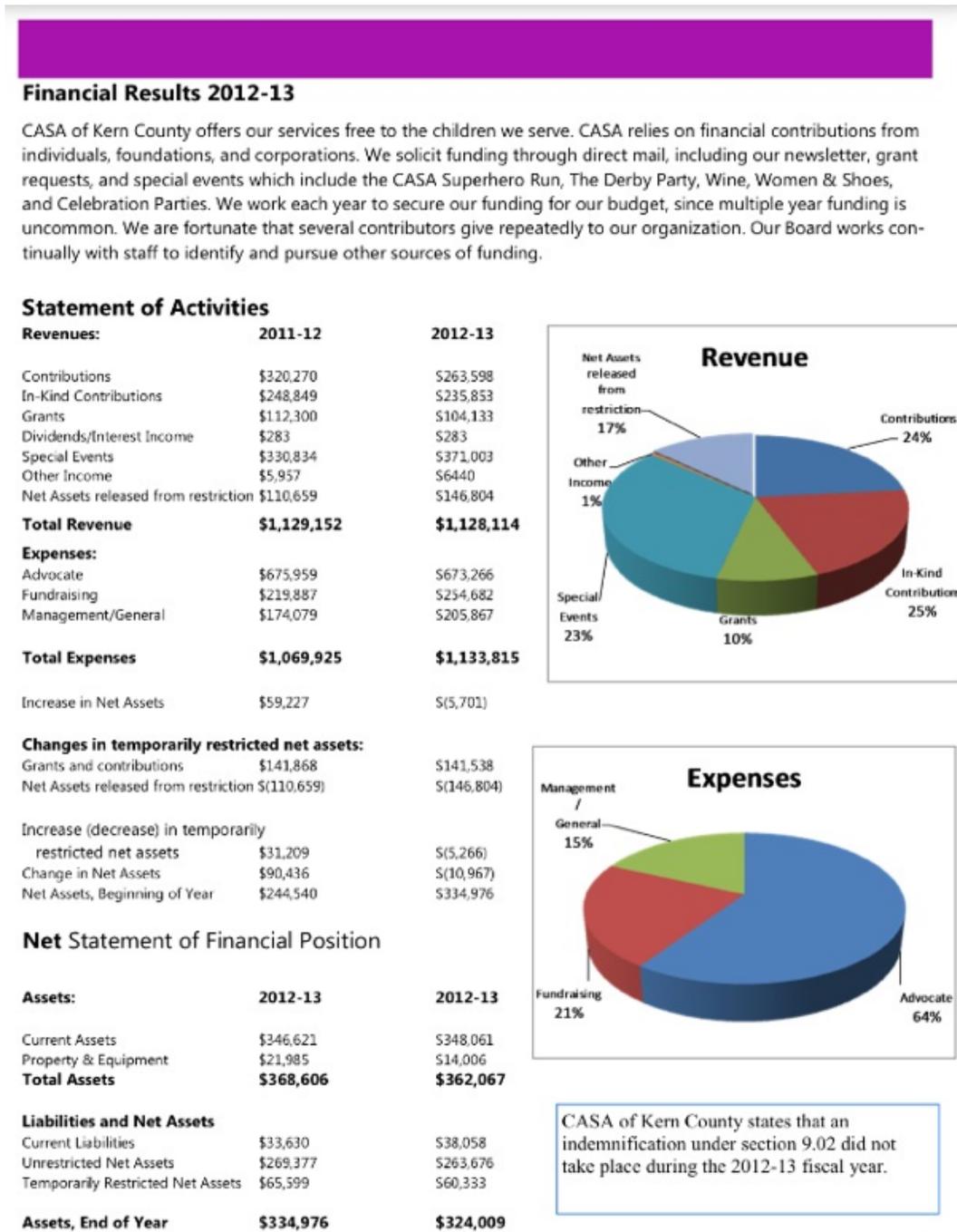
Research shows that African Americans are most likely to volunteer with a faith based organizations or an organization supported by their church members. Suggestions for recruiting in a faith-based organization are to have the church secretary announce the information during Sunday church and Bible Studies. Provide information and pamphlets available to those interested. In Bakersfield California, historically black churches would be Greater Harvest, Ebenezer, Ebenizer St. Peters, The Peoples Church, and Compassion.

Budget

After reviewing CASA's 2012-2013 budget, it was found that the organization is not financially capable of making large monetary changes. The 2012-2013 budgets reported that CASA's incoming revenue was \$1,128,114 while the expenses were reported at \$1,133,815 showing that they do not have additional expenses for the program (see figure 5). In order to

make changes as well as provide changes, the program proposes a minimal budget which the organization will have time to raise before implementation. The program proposes an \$800 budget in hiring an African American intern.

Figure 3. CASA 2012-2013 Annual Report



The budget plan is proposed in two phases. The first phase will have a zero dollar expense and the second phase will use \$800. Phase one will have no expense to update the literature and all monies can be used to hire interns to help promote the proposal.

Table 3. Phase 1 Budget

Expense Phase 1	Dollar(s)
Pamphlets	0
Commercials	0
Public Service Announcements	0
Speakers	0

Although there are no revenues coming in with the proposal, it can provide the mentorship priceless to the increase in African American representation. Phase two will use \$800 in the budget to pay the intern \$10 dollars an hour with a maximum of 13 hours per month to be used for training, fundraising and volunteering / recruiting events.

Figure 4. Phase 2 Budget

Expense Phase 2	Dollar(s)
Paid Intern	800
Totals Expenses	800

It is the goal of the program to have the interns accessible in the community in hopes of bringing more fundraising opportunities that can increase our revenue if we set a goal of 10% in

grants and/or fundraising events. If a 10% goal is met from the current financial report, the increase will be approximately \$13,000 that can be used to improve our internship opportunities.

Funding

As an introduction to possible future changes, I would suggest the use of part-time or stipend employees to evaluate the effectiveness of the new program. Similar to Children's Defense Freedom fund, providing compensation of some kind is highly motivating. The role of the intern requires more time than the general volunteer or advocate. The intern is to collaborate in effective ways to increase African American presence in the organization while assisting in various outreach efforts for the organization. Incrementally it would be beneficial to include more interning opportunities that can be paid or unpaid work. The compensation for unpaid work can be the knowledge and skills gained from the experience.

An increase in African American leadership and representation from the African Americans can bring about additional funding from the African American community as the problem is firmly stated.

Participant Activities

Participants

The key participants in this program proposal are the Outreach coordinator, and project coordinator and finally the intern for the program. Because this program is geared towards the intern and the intern's ability to increase marketing efforts to the African American community, but the organization currently does not have the funding for the hire. It is vital that the organization stresses the importance of this new program to receive additional funding.

This individual would be involved with recruiting which includes

1. Attending events

2. The distribution of information packets
3. Collaborations with recruiting officers
4. Researching new ideas to increase African American volunteers

Implementers

First implementers will need to figure out a budget and/or fundraising effort to pay for an intern. Then they will select the duties including events and recruiting venues that they will need to attend, as well as providing information and suggestions for increasing African American turnout.

Implementation Procedure

Implementation is focused on the Kern County site, but this could be applied to any site, based on their goals and demands. Because of CASA of Kern's lack of representation from the African American community, it is of the most importance to the specific location. It is suggested that the changes are applied incrementally over time based on the program's success, which can be evaluated based on CASA's measures of effectiveness.

The first phase will be a 6 month phase from January 2015-June 2015 which will focus on making changes to CASA recruiting literature for address the need for African American volunteer, serving as an introductory to the dilemma CASA is facing. The second phase will be the for the latter part of the year, July 2015 – December 2015. This phase will develop the internship(s) in order to further research and find solutions to the problem as well as opening the door for others to follow suite.

Program Management

The driving decision maker in the selection of the ideal candidate should be the Executive Director, Colleen McGauley, who will select an individual whom she believes would effectively represent what she would want from volunteers. Community Outreach Coordinator, Karina

Capellino would also a necessary decision maker because she would be working alongside the intern and assisting them in learning about the organization and its goals to increase African American participation. Other important administrative managers would be, Amy Raddatz, Resource Development Manager, to assist in the budgeting area for the selected intern; Carrie Garcia, Administrative Manager, to assist with any protocol and protection plans for the selected intern, and finally Bridget Cole, Project Coordinator, to manage the promotion of the new program and its mission and goals.

The program will be a sub unit to the current recruitment process as a stipend program. If the program is found to be successful, it has the potential to generate more funding to achieve the program goal.

Research Design and Analysis

As a measure of effectiveness, data from the CASA tracker, which highlight improvements in the African American volunteering pool, will determine whether or not the changes to the recruiting efforts are successful. Because it is suggested that the change happens incrementally, it would be beneficial to incrementally assess the program every 6 months over a 2 year span.

CHAPTER 4 ALTERNATIVE SELECTION

Criteria for Recommending Alternatives

The criteria used to compare alternatives are feasibility and effectiveness. Feasibility will explain whether or not the alternatives are realistic to implement while effectiveness will address whether or not the alternatives will truly work. For the interest of this research, effectiveness is the main priority, which addresses whether or not the proposed changes will increase African American volunteering for CASA.

Comparing Program Proposal to the Status Quo

Based on the criteria of effectiveness and feasibility, the preferred alternative is my proposal. CASA is currently using handouts to continue in recruiting efforts. There is not a plan in increasing African American volunteers at the moment; hence the importance of this study is to benefit their recruiting process. My proposal consists of two phases. Phase 1 does not require any additional funding. In the meantime, Phase 1 gives implementers 6 months before moving on to Phase 2. Funding for the project can take place before, after, or during implantation. Even without funding, the phases can be completed.

Due to a tight budget, it is difficult to add new tasks that have financial requirements. The 2012-2013 budget stated that they CASA of Kern County overspent their funding, showing that they do not have the money for extra costs. Their revenue was \$1,128,114 while their expenses were \$1,133,815, which shows that they overspent \$5,701 (CASA). Acknowledging the budget, the proposal cuts as much cost as possible while still targeting areas of need for the organization. The internship will ease particular areas of stress for the current recruiting officer(s) by placing someone in charge of the minority recruitment.

Provisions for Monitoring and Evaluation

Procedures that will be used to determine the progress of the project plan are an evaluation at the end of the two phases of the proposal. The first phase of changing the literature with an announcement of the need for African American volunteers will be evaluated over a six-month period after the changes have been implemented. Announcements are to take place at CASA events, recruiting booths and in literature. This phase will also be evaluated 6 months prior to implantation. This phase will be evaluated by the amount of African American recruiting inquires from the intern. This will assist in measuring the effectiveness of having someone of color to pass out the revised literature and stress the importance of African American volunteer work for the organization.

The success of the proposal will come from volunteer turn out rates. If over time, African Americans are inquiring more, getting more involved and becoming official CASA advocates, the proposal will be a success. Ideally there will be equal representation from the volunteers in comparison to the CASA children being served, but in the meantime, any increase in work from the African American community will be beneficial to the organization due to awareness and the voicing of the need for African Americans to get involved from within their own community.

Limitations and Unanticipated Consequences

Limitations in phase one are the budget limitations. Due to the limited budget there was not an increase in literature, rather adjustments. Ideally additional literature would have been beneficial to address different goals and different missions. The information would also outline the different phases and their goals by the end of the year. Also regarding the literature it would

have been beneficial to have specific figures to highlight specific costs for pamphlets and other literature in order to make suggestions to increase recruiting literature funds or creating a new set of literature aside from the current. A more detailed explanation for wording and other specific changes would have also benefited the proposal, which were not included in the proposal. Phase two has a limit in hours for the intern due to budget as well. It would be ideal to have someone staffed, full time. The internship is also a trial basis. The proposal does not go beyond the 6-month period but it is highly suggested that they do in order to continue in the goal to recruit and maintain African American volunteers.

Unexpected consequences from the proposal are conflicts with the budget and whether or not they will be able to fund the second phase. It would be beneficial if as part of phase one the budget for phase two should be in discussion as well.

CHAPTER 5 SUMMARY AND GENERAL RECOMMENDATIONS

Summary

In summary, this research project discusses the importance of volunteer work specifically in the African American community. The nonprofit organization CASA has stressed a desire to increase their African American volunteer rates. In order to accomplish this goal, the research evaluated who volunteers and why they volunteer their time. We found that CASA would benefit from altering their recruiting process to outreach to the African American community. In order to determine what needed to take place, the study compared the recruiting progress from Kern County and the national site. The national site provided information of ways to recruit volunteers of color due to the ratio of children and adult volunteers available and the need for African American mentorship.

The study established a plan to make these changes in two phases. The first phase consists of changing the literature that CASA provides regarding the African American community. With a small budget in mind the research cut cost in as many areas as possible. Instead of creating all new literature for the proposal it is suggested that the organization reevaluate the literature already given in recruitment efforts. The second phase of the proposal is in creating an internship specifically in the recruitment of the African American community. This suggestion is supported by the national sites suggestion to have an African American presence in within the organizations staffing and recruitment. To target another factor to low volunteer outcomes the proposed internship is six months and costs \$800. The \$800 will be dispersed over the six months. The intern will work similar hours to a CASA advocate, and will complete a maximum of 13 hours per month at the current \$9 minimum wage to collaborate and find new ways of outreach in the African American community.

Recommendations

Due to the research's inability to truly understand what is the cause of the lack of African American volunteer work overall, it is recommended that more literature be explored regarding the psychological impact of having African American mentorship as well as studying and interviewing African Americans from the Kern County communities to find what it is they would like to see, and what would encourage them to get involved with a nonprofit organization like CASA. Each organization and each mission vary across the world and many factors contribute to why someone volunteers and how to retain volunteers. Everyone is different and there is not a concrete answer to the problem that will fit everyone's needs and expectations, so the best method of addressing an issue is to analyze as many contributing elements as possible.

The other recommendation would be to increase awareness at events such as sporting events, urban radio stations and television commercials. Black history month is a great opportunity to get involved in African American events in Kern County, especially at California State University, Bakersfield. Information is the key in getting the word out and spreading awareness. Joint sponsorship with minority organizations and minority businesses will help spread awareness to develop a trusting relationship in the community.

In order to address economic hardships, a factor found by CASA that explains why minorities do not volunteer; individual sponsorships can be provided for individuals that desire to be official CASA's. They can receive help and sponsorships for tasks they must complete as a CASA such as attending court and taking the child out to eat and other bonding opportunities. Establishing a more diverse staff, which includes the African American community, is also recommended in the long run along with increasing the number of interns available. In order to

make these changes, it is important to market the proposal to sponsors in order to address additional funding.

A limitation to the proposal is the lack of suggestions for events and areas highly populated by African Americans in Kern County. Kern County does not have a rich African American culture, which affects outreach and suggestions for the organization in recruiting areas as well as suggestions for events to raise awareness in the African American community

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APPENDICES

IRB Authorization Letter



CSU Bakersfield

Academic Affairs

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Institutional Review Board for Human Subjects Research

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Nonscientific/Humanistic Concerns
- Steve Suter, Ph.D.
Department of Psychology
Research Ethics Review Coordinator
and IRB/HSR Secretary

Date: 20 May 2014
To: Stella Warren, PPA Student
cc: Jinping Sun, Department of Public Policy & Administration
Paul Newberry, IRB Chair
From: Steve Suter, Research Ethics Review Coordinator
Subject: Protocol 14-55: Not Human Subjects Research

Thank you for bringing your protocol, "**Program Proposal to Increase African-American Volunteer Work for CASA of Kern**", to the attention of the IRB/HSR. On the form, "*Is My Project Human Subjects Research?*", received on May 20th, 2014, you indicated the following:

I want to interview, survey, systematically observe, or collect other data from human subjects, for example, students in the educational setting. **NO**

I want to access data about specific persons that have already been collected by others [such as test scores or demographic information]. Those data can be linked to specific persons [regardless of whether I will link data and persons in my research or reveal anyone's identities]. **NO**

Given this, your proposed project will not constitute human subjects research. Therefore, it does not fall within the purview of the CSUB IRB/HSR. Good luck with your project.

If you have any questions, or there are any changes that might bring these activities within the purview of the IRB/HSR, please notify me immediately at 654-2373. Thank you.

Steve Suter, University Research Ethics Review Coordinator

Figure 1. Race/ethnicity of active CASA/GAL volunteers

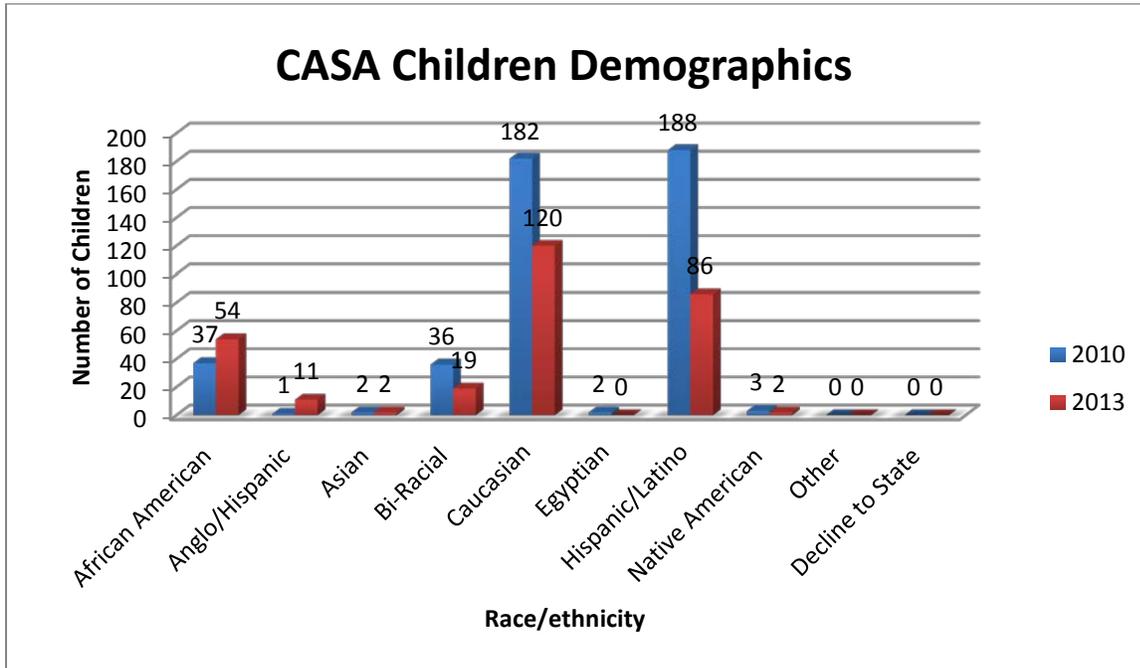


Figure 2. Race/ethnicity of children served

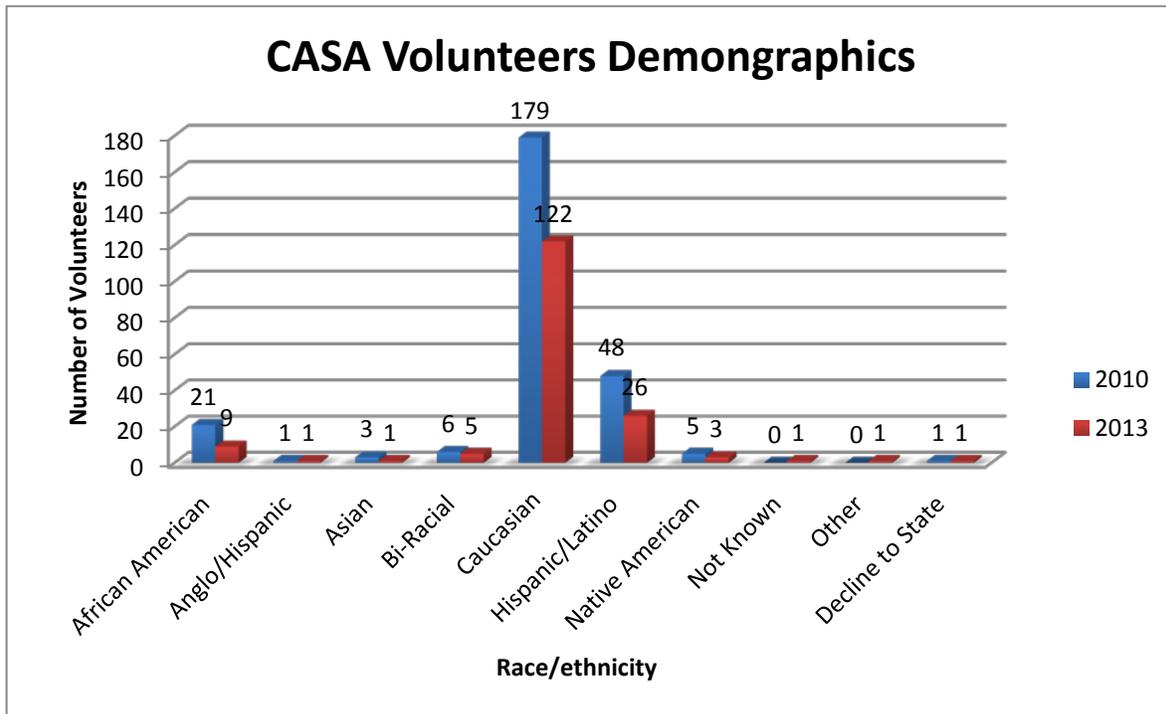


Table 1. Types of Mentors

Four Levels of Mentorship	
Level 1:	Saw primary purpose as developing a relationship with mentees; these individuals met less regularly with their mentees
Level 2:	Spoke of introducing options as a major purpose & were more successful at spending time with their mentees
Level 3:	Stressed developing character as primary purpose; they provided challenged to their mentees in an effort to develop character
Level 4:	Focused on developing competence; this mindset provided most productive as these paired mentors and mentees were most functional

Table 2. Recruiters seeking Mentors

Recommendations for Mentor Seekers
Employers and organization need to find quality mentors instead of "one-at-a-time" recruitment
Mentoring programs should concentrate on youths in need
Clear goals
Building competence is the most functional goal
Mentors need continuing support
Mentoring programs are rooted in a paradox
Mentoring needs a context
Mentoring is worthwhile

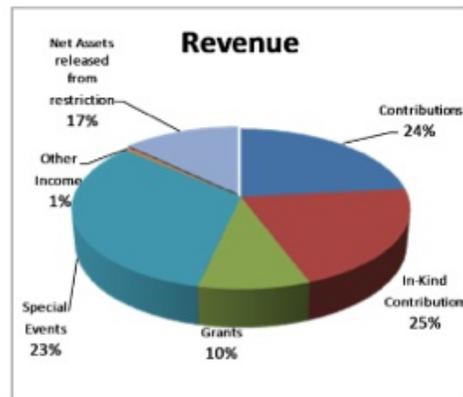
Figure 3. CASA 2012-2013 Annual Report

Financial Results 2012-13

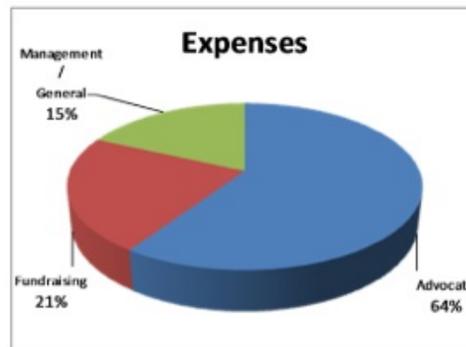
CASA of Kern County offers our services free to the children we serve. CASA relies on financial contributions from individuals, foundations, and corporations. We solicit funding through direct mail, including our newsletter, grant requests, and special events which include the CASA Superhero Run, The Derby Party, Wine, Women & Shoes, and Celebration Parties. We work each year to secure our funding for our budget, since multiple year funding is uncommon. We are fortunate that several contributors give repeatedly to our organization. Our Board works continually with staff to identify and pursue other sources of funding.

Statement of Activities

Revenues:	2011-12	2012-13
Contributions	\$320,270	\$263,598
In-Kind Contributions	\$248,849	\$235,853
Grants	\$112,300	\$104,133
Dividends/Interest Income	\$283	\$283
Special Events	\$330,834	\$371,003
Other Income	\$5,957	\$6440
Net Assets released from restriction	\$110,659	\$146,804
Total Revenue	\$1,129,152	\$1,128,114
Expenses:		
Advocate	\$675,959	\$673,266
Fundraising	\$219,887	\$254,682
Management/General	\$174,079	\$205,867
Total Expenses	\$1,069,925	\$1,133,815
Increase in Net Assets	\$59,227	\$(5,701)



Changes in temporarily restricted net assets:	2011-12	2012-13
Grants and contributions	\$141,868	\$141,538
Net Assets released from restriction	\$(110,659)	\$(146,804)
Increase (decrease) in temporarily restricted net assets	\$31,209	\$(5,266)
Change in Net Assets	\$90,436	\$(10,967)
Net Assets, Beginning of Year	\$244,540	\$334,976



Net Statement of Financial Position

Assets:	2012-13	2012-13
Current Assets	\$346,621	\$348,061
Property & Equipment	\$21,985	\$14,006
Total Assets	\$368,606	\$362,067
Liabilities and Net Assets		
Current Liabilities	\$33,630	\$38,058
Unrestricted Net Assets	\$269,377	\$263,676
Temporarily Restricted Net Assets	\$65,599	\$60,333
Assets, End of Year	\$334,976	\$324,009

CASA of Kern County states that an indemnification under section 9.02 did not take place during the 2012-13 fiscal year.

Table 3. Phase 1 Budget

Expense Phase 1	Dollar(s)
Pamphlets	0
Commercials	0
Public Service Announcements	0
Speakers	0

Figure 4. Phase 2 Budget

Expense Phase 2	Dollar(s)
Paid Intern	800
Totals Expenses	800