



Helping Austin Grow Together

Hispanic Austin Leadership

2017 - 2018 Civic Engagement Team

Jennifer Landa
Jesus Rendon III
Luis Delgado



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Mission

The HAL Civic Engagement Team aims to increase collaboration between businesses and nonprofits, to create an exchange of skills and workers in order to have more engaged citizens through leadership development.

Executive Summary

There are over 6,000 nonprofits in the Austin area and each has a mission to improve some aspect of the community. Volunteers also improve the community: they mentor students, serve at the food pantries, watch children at Sunday school, and serve in a number of other ways. While they serve, volunteers can also gain experience and learn valuable skills. These skills and experiences then allow them to grow and act as stewards of our community even when they are not volunteering. They become our Community Guardians.

However, not all sectors of the community are joining the ranks of community guardians. There's a critical shortage of men and minorities. We find this pattern consistently across many organizations including churches, schools, and nonprofits. Even in organizations that serve primarily minority clients we often find that only a small percentage of the volunteers are bilingual or male. Because of this, nonprofits are looking for a way to find, attract and recruit key people needed to further their social mission.

We had the opportunity to partner with CASA of Travis County and conducted a pilot program to develop solutions that would overcome some of these common challenges. During this pilot we implemented strategies in branding, recruiting, advertising, and organizational processes. These strategies became the core of our toolkit. We were excited to see an 8% increase in minority volunteers so far in 2018.

We also performed a needs analysis with the City of Austin and were able to help the Volunteer Mentoring Program add one full time position and an intern.

Our toolkit is designed to help organizations of all types by helping them build a customized plan to address common needs. In fact, while building partnerships for CASA we found that businesses can also benefit from the toolkit by using it to evaluate their resources, processes, and goals and maximize operational efficiency.

As our HAL program comes to a close, we're collaborating with Mission Capital and United Way to further this work.

Project Need

Research

We used a combination of surveys and interviews to conduct our research. We targeted a variety of populations throughout the greater Austin area to determine three main components. We wanted to know:

1. What common challenges are organizations facing?
2. What strategies are having the most success in resolving some of these challenges?
3. Are there areas where we can foster collaboration to make better use of resources?

In-Person Interviews

Interviews at CASA of Travis County

We met with key team members of CASA to gather information about their recruiting process, needs, and areas of concern.

The key topics of conversation were:

- Appropriate staffing to help recruit and retain volunteers
- Need to ensure the proper mix of skills and abilities as well as a good division of labor
- Client Relationship Management (CRM) tools to help the recruiting system and information management
- A self-renewing recruiting system that will not be disrupted by staff changes
- Fostering a unique CASA culture among staff and volunteers
- Developing a plan to grow a volunteer pool that represents the demographics served, specifically more male and bilingual volunteers
- Find a way to collaborate with faith-based organizations

% of Clients Served		% of Volunteers	
Hispanic	51%	Hispanic	11%
African American	25%	African American	4%
White	16%	White	78%

Interviews with other nonprofits

We reached out to the Seedling Foundation, Communities in Schools, CARY, and AISD volunteer programs to learn from their valuable experience in the volunteer, mentoring, and child advocacy community. We were looking for common challenges or unique successes that we could study and use in our toolkit. We found that they all had an urgent need for participation from more men, people of color, and bilingual speakers. They also shared the desire to form stronger collaborations with community entities that could serve as a source of support and volunteers. And most organizations were also looking for additional venues to advertise their events and needs. However, in each of these cases, these challenges were being considered and worked on by a limited staff that needed more technological or financial resources.

Interviews with the City of Austin

We partnered with the City of Austin because it is one of the area's largest employers. The City has 16,000 employees that have 2 hours of paid administrative leave every week to participate in volunteer efforts. However, at this time only 3% of the workforce participates in the Volunteer Mentoring Program. The City expressed many of the same challenges as the nonprofits: a need to increase awareness among underrepresented volunteer groups who can serve, a better way to organize their work, and additional staff for the volunteer mentoring program.

Interviews with other employers

We conducted an additional set of interviews with employers who had a history of participating in community service. We asked about their challenges, employee demographics, pay structure, volunteer organizing efforts, and ways they benefit from encouraging their employees to serve.

What we learned is that every volunteer source needs a different opportunity that fits their workforce. For example, employees in the hospitality industry are more flexible to opportunities during the week while in most professional services, employees are able to serve on weekends and days off. In essence, a "one size fits all" approach is not reasonable.

We heard about how valuable volunteer opportunities were in building morale, increasing job satisfaction, and increasing productivity for employers. And how important it is to facilitate the logistics of volunteering in order for people to participate at greater rates.

We learned that a good first step is providing employees with a place where they can sign-up or learn about opportunities without having to do the searching themselves. Then providing some of these opportunities in-house, attending them as teams, or providing paid time for them to participate, as company resources allow.

Surveys

We surveyed a sample of people from the Central Texas area to identify patterns that help explain what motivates people to volunteer as well as common limitations. The populations surveyed were:

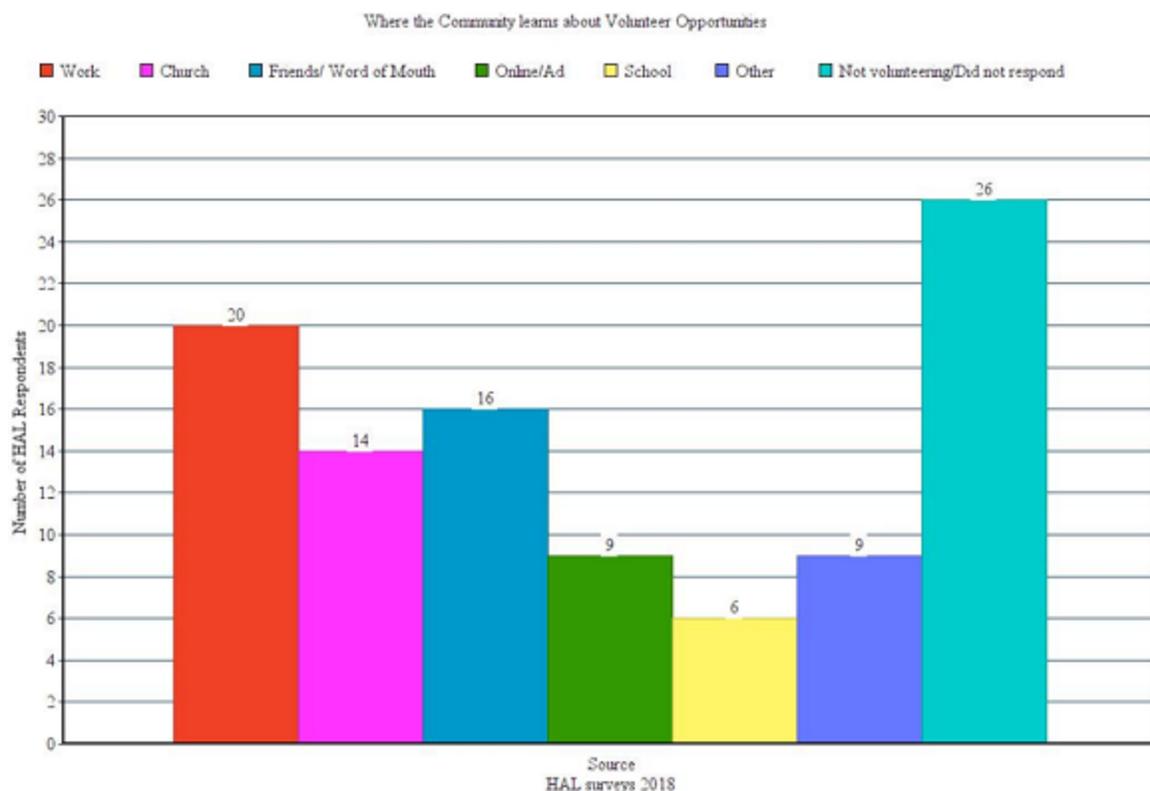
- Business professionals attending events hosted by the Greater Austin Hispanic Chamber of Commerce
- Adults who live in and around Austin surveyed via the Internet

Our survey found that the three main ways respondents were learning about volunteer opportunities were through colleagues at work, faith-based organizations, and word-of-mouth from their friends.

An interesting finding from the surveys is that when employees feel that their basic needs are not being met, they are less willing to volunteer. This means we need to consider the circumstances of the populations we are asking to volunteer.

We also found that volunteers were more likely to participate in serving opportunities that were close to their workplace. Our next step was to form a relationship with employers in the area and see if we could remove any barriers to participation, increase exposure to volunteer opportunities, and help develop the local workforce at the same time.

This information helped us test strategies in the toolkit and measure their effectiveness through our CASA Pilot Program.



Toolkit components

Organizations need to address these key areas in order to be able to attract and retain the type of volunteer they are looking for.

Before starting any part of the toolkit, each organization must perform a needs assessment in order to evaluate which components can be implemented to address the organization's areas of concern. It is recommended to have an in-depth interview in order to understand the organization's current volunteer recruitment practices, goals and challenges. It is important to interview managers, staff and individual contributors to properly recommend how to use the tools from the toolkit.

Human Capital

Most organizations have to do more with less, this is especially true for nonprofits. An organization that hires the right people and gets them to do the right things is far more successful than those who do not.

There are two critical elements to build a good recruiting team. Somebody that is highly relational and can connect with prospects and someone who is detail-oriented who can keep track of activity, marketing campaigns, and overall effectiveness of the programs. It is very unusual for one person to have both. Finding the right resources, by leveraging contract labor and volunteers can help organizations develop a great recruiting team.

Branding

How does the community view your organization? What message does your staff need to share with prospective volunteers? Do you know what motivates people to be willing to volunteer? Branding is an essential element to use with the recruiting plan because we found that volunteers want to be part of something bigger than themselves. Organizations need to be able to stand out from the others in order to attract and retain quality volunteers.

Most people are receptive to the personal and professional benefits of getting involved with a nonprofit organization when it is presented as a leadership development program, instead of just another commitment or demand on their time, which is a common misconception shared by many potential volunteers.

Leadership development is appealing because of the wide range of programs available in workshops and in online trainings. Positioning your volunteer opportunity in a way that highlights the leadership component could create interest for employers who encourage their staff to serve.

Advertising

Once the recruiting team is in place with the right message and plan of action, you need to find a way to increase awareness.

How can you find advertising partners who reach the desired population your recruiting plan needs? Searching for volunteers in the right place can mean the difference between filling up an information session or having no one show up.

There are a number of tools available for digital advertising, some are free and cost-effective, others can be offset by collaborating with advertising partners who can make advertising efforts more successful. For example, if your organization is looking for Hispanic males, working with Univision Deportes may be something to consider.

Your recruitment team can leverage social media to increase brand recognition and create a buzz in the community about your organization.

Recruiting

The recruiting team needs a plan to create a steady flow of prospects and to develop what the volunteer needs are. If an organization does not have an effective recruiting strategy and retention plan, volunteer turnover will be high, making it harder for the organization to succeed.

The first step in building a recruiting plan is knowing what the ideal volunteer looks like. Then they need to research where large congregations of these types of potential volunteers gather and what appeals to them. This step is a critical building block for the next step in the toolkit.

Organizations that use a CRM tool in their recruiting efforts can create blueprints and leverage automation in the communication with prospects, volunteers, and community partners. By using the CRM reports, recruiters can track metrics in order to take advantage of population trends and can simplify recruiting efforts.

Ambassador Program

Organizations need to be effective in finding the best volunteers. What some organizations do not realize is that existing volunteers are the best source of new volunteers and community engagement. People surveyed said that they attended an information session because someone they know invited them.

An existing volunteer understands the needs of the organization and is passionate about helping. They know people who have common interests and have the social capital to invite others into the volunteer experience.

Implementing an Ambassador program with training and recognition is one of the best ways to maximize resources, and increase engagement and enthusiasm.

Pilot Program

CASA of Travis County

We had the opportunity to use the toolkit to help CASA of Travis County. In 2017, CASA had 721 volunteers of which only 15% are African American or Hispanic. Out of the children served, 76% belong to those minority groups. These numbers show the critical need for men and minority groups to join CASA.

Since there were not enough bilingual speakers to assign to cases where a child did not speak English this means that last year, over 1,000 children in Travis County went through the Child Protective System without an advocate that speaks their language or understands their culture.

During our needs analysis, we researched possible reasons for the low turnout from certain groups and whether it was due to a lack of awareness for the work CASA does and their need for volunteers. We started by understanding the processes that were in place and, along with CASA, determined areas of interest to address throughout the project.

The first area where we made suggestions was human capital. Our research found that one position within the recruiting team (the volunteer recruitment specialist) was tasked with a large number and wide variety of responsibilities. This is common in nonprofit organizations due to budgetary and staffing limitations. However, this can make it hard for the recruiting team to focus on their strengths or to manage workflow effectively. For example: a great presenter and connector is usually not good with tedious administrative tasks like entering contact information and doing back office work. In this instance, having a dedicated staff member that handles the administrative tasks allows the relational staff to focus on connecting with prospective volunteers and building relationships with organizations around town.

The full-time volunteer recruitment specialist should have relational influence skills who can connect with potential volunteers, share the CASA story, develop key relationships with strategic partners and encourage volunteers to sign up. The current staff member is great in this position. She is very relational and easy to talk to. She does a great job at the information sessions and does well in one-on-one meetings. We believe that she can be more effective if some of her current tasks are given to someone who is very detailed oriented and can support her with administrative tasks.

We recommend hiring a detail-oriented person who can take some of the tasks that need to be done from the office and don't require in person interactions. These tasks include:

1. Scheduling posts on TV, and print and social media to promote events and information sessions.
2. Enter prospect information into a CRM tool and run campaigns to increase engagement with people who come to the information sessions.
3. Keep in touch by mail and email with strategic partners at churches and other organizations and schedule visits to help grow relationships.
4. Make phone calls to research opportunities for the recruitment specialist to give presentations and increase brand awareness.

5. Coordinate opportunities with other nonprofit organizations and help schedule meetings between leadership teams.
6. Schedule quarterly interviews at Despierta Austin, promote events using community calendars and continue finding ways to engage the minority groups that are served by CASA.
7. Coordinate with City of Austin, Travis County, SECC, and employee resource groups at different corporations to make sure CASA is listed as a service opportunity for employees to participate.

These combined efforts should yield significant results in the recruiting efforts.

When we looked at recruiting, we found that the way prospects are tracked has a significant impact in the number of actual volunteers. The accessibility and management of information as well as trend visualization can be improved by implementing a (CRM) tool. A CRM is a critical tool that creates a central repository to track communication efforts with candidates and volunteers. It also allows for automated processes to be put in place to run marketing and communication campaigns more effectively. Reports can help staff identify patterns and use resources more effectively.

Then we reviewed the media outlets and resources that CASA was using to communicate with the public and found that the outreach to minorities was limited. We then suggested building and leveraging relationships with community partners like El Mundo newspaper, Univision, and other community bulletin boards to share CASA's calendar of events and opportunities to engage minority communities. We found that by implementing a couple of these suggestions there was a 60% increase in attendance to the information session at the Mexican American Cultural Center on January 29th compared to previous events.

We believe another great way to recruit more volunteers is to work with existing volunteers who can share the story of CASA with their friends and colleagues. They love the organization and know what it takes to be an advocate. By developing an Ambassador Program, CASA can train volunteers and celebrate their hard work and recruiting efforts.

Our team worked with CASA to consider a similar type of program to recognize business organizations that have committed a certain number of volunteers or hours to the organization. The goal of this recognition is to create healthy competition among other potential sources of volunteers through business organizations like CoA, SBO, Apple, and Dell.

We felt that in order to address the lack of bilingual volunteers we needed both a long term and short term plan. In the short term, establishing a relationship with organizations that assist in developing professional speaking and have a large membership of Spanish speakers, like Bilingual ToastMasters, Amhiga Hispana, and the Rotary Club could help meet the need through direct recruitment or referrals.

As part of the long-term plan, current advocates that do not speak Spanish could be offered opportunities and resources to learn the language. We felt this was a particularly good strategy because it provides the opportunity to learn a new and widely transferable skill for the advocates while expanding the capacity of current volunteers.

Some options might be:

1. Participation in immersion exchange programs organized through the Mexican Consulate
2. Low-cost informal Spanish classes offered through the University of Texas
3. Free language-learning classes offered through the Austin Public Library
4. CASA could offer classes through partnerships with organizations like HABLA

We had a paradigm shift as we were learning more about the volunteer opportunity at CASA. The training and experience that volunteers gain has practical use in their personal and professional life. We found that CASA volunteers often become leaders who have influence at their jobs, in their communities and with their families. Many have described their involvement with CASA as a life changing experience. Our suggestion, then, was to change the way the volunteer opportunity was presented and to showcase it as a “Leadership Development Program”. By changing the message from “please help this organization” to “develop your leadership skills as you help the community”, we found that prospective volunteers were more receptive.

Achievements

CASA of Travis County:

Number of People Reached: **455**

Number of People Attended: **90**

Toolkit Areas Addressed: Human Capital, Recruiting, Branding, Advertising, and Ambassador Program

Human Capital Achievement

CASA is budgeting for one additional person by applying for the Impact Austin Grant at the end of the year.

Branding Achievement

CASA positioned their volunteer programs as leadership development programs.

Advertising Achievement

After advertising the CASA Information Session in Univision and El Mundo newspaper, CASA had more inquiries from Hispanic males than the previous session.

Recruiting Achievement

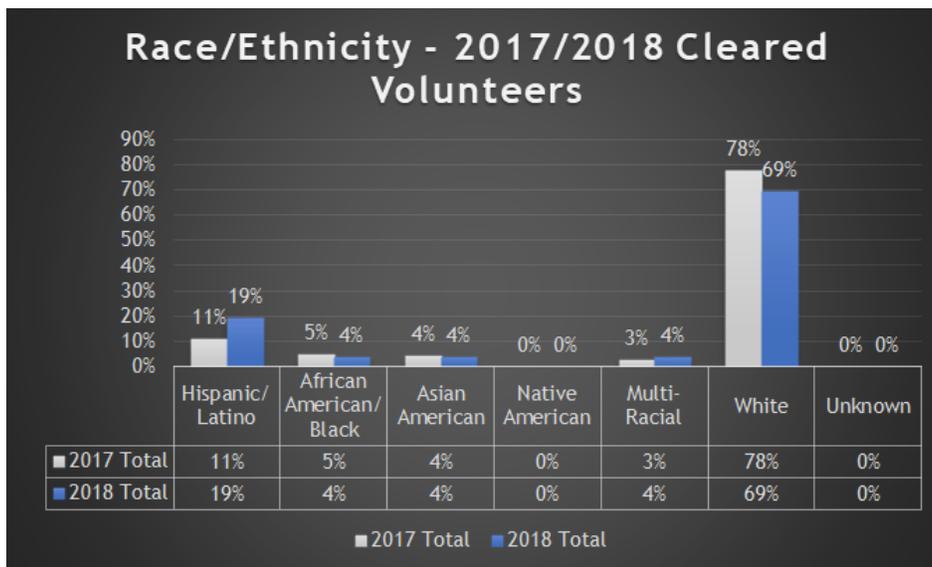
Salesforce CRM is scheduled for implementation.

Ambassador Program Achievement

CASA plans to launch the Ambassador Program in June to as a result of our findings.



CASA has seen an 8% increase in Hispanic volunteers in 2018.



2017 - 2018 CASA Volunteers By Ethnicity

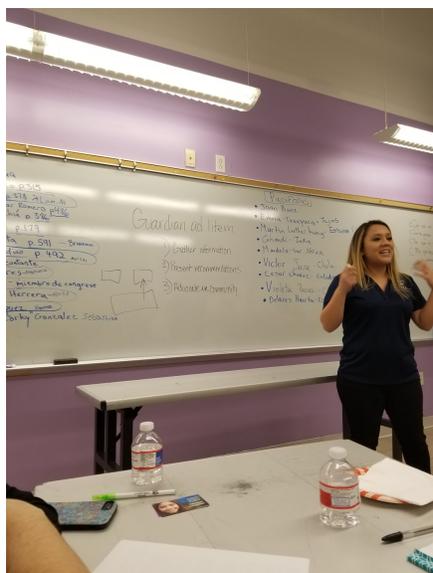
CASA of Travis County Info Session:

Number of People Reached: **40**

Number of People Attended: **23**

Toolkit Areas Addressed: Human Capital, Recruiting, Branding, and Advertising

Achievement: More inquiries from males than previous session



CASA of Travis County’s information session took place at the Mexican American Cultural Center where potential volunteers attended to gauge whether or not this was a commitment they could be a part of.

Applied Materials HIP Lunch & Learn with Representative Gina Hinojosa:

Number of People Reached: **400**

Number of People Attended: **53**

Toolkit Areas Addressed: Recruiting, Branding, and Advertising

Achievement: 58% male attendees

Applied Materials hosted an event organized by Hispanics In Partnership, an employee group who works to engage a community of Hispanic professionals by developing networking opportunities, cultivating leadership skills and promoting educational opportunities, thus enabling a corporate partnership in diversity. The theme of the Lunch and Learn was Civic Engagement. The guests were Alisa De Luna from CASA of Travis County and Texas House District 49 Representative Gina Hinojosa.



There were over 50 attendees who were inspired through the stories by Rep. Hinojosa and Ms. De Luna. During the Q & A portion, a lot of questions were asked about how to get involved and what the details of the application process are. There were also testimonials from two attendees who had experience working with CASA, one of them was the adoptive parent of a child who had benefited from having an advocate on the case.

This event was successful in reaching a group where there was a slight male majority and where attendees had the resources and corporate support to volunteer. Through this opportunity we were also able to collect another round of survey responses and learn more about employees' volunteering behavior, sources of community information, and interest in having additional volunteer opportunities presented to them.

Amhiga Hispana Civic Event:

Number of People Reached: **15**

Number of People Attended: **14**

Toolkit Areas Addressed: Recruiting, Branding, and Advertising

Achievement: Directly engaged bilingual professionals

In February 2018, we were invited to a workshop hosted by Amhiga Hispana. The group of 14 attendees had a chance to learn about the volunteer opportunity at CASA and we were able to gather feedback.



This group was made up of Spanish speaking entrepreneurs and professionals. One limitation that came up was the need for bilingual volunteers to report to court since some of the attendees were predominantly Spanish speakers and not fully proficient in the English language. However, they may know bilingual professional women who could be referred to CASA as advocates.

City of Austin



The City of Austin Volunteer Mentoring Program partnered with us to conduct an assessment to see what factors looked most likely to affect the rates of volunteer participation and program success. We found that, similar to the assessment that we did with CASA, the workload for the program coordinator had her at or above capacity on a regular basis. This workload made it difficult to track trends in participation and harder to design or implement changes. We identified several places where the workload could be streamlined or distributed differently. Technology could free up time for the coordinator to be able to work on new initiatives and build relationships with community organizations.

Our team petitioned the City and provided a letter of support explaining why additional personnel are needed and the benefits they stand to gain with the extra help.

Achievements

City of Austin:

Number of People Potentially Reached: **16,000**

Toolkit Areas Addressed: **Human Capital**

Achievement: As a result of our letter of support, the City decided to add one full time position and one intern.

Sustainability

Beyond the work we've done with our current partners, we've been asked to share our findings and methods with a number of other entities and we expect that this work will have considerable impact in the years to come.

Mission Capital

Mission Capital provides training, tools and consulting programs to help nonprofit effectiveness. The elements of effectiveness provide a framework that organizations can follow to become sustainable, efficient and live out their mission.

We believe that Mission Capital's coursework, Learning & Leadership in particular, would be an excellent candidate to take over the work we've been doing for the nonprofit sector. Our toolkit and their coursework have areas of alignment that can help Mission Capital provide additional services to their offerings while meeting a prevalent need in the community.

Our team is scheduling a time to visit and find ways to collaborate.

DOVIA

Directors of Volunteers in Austin (DOVIA) provides networking opportunities for volunteer professionals in Central Texas. Their mission is to promote volunteer service administration as a profession, facilitate the exchange of information, and promote professional development. Our team was invited to serve on a panel to share our toolkit with the executive directors and volunteer professionals.

United Way

United Way of Greater Austin has a legacy of building collaboration and resource pools for community organizations and assisting corporations and governmental entities in organizing charitable donations and man hours. Throughout our project, United Way has been instrumental in making introductions to corporations that are strong participants in giving throughout the community.

Our team has been conducting interviews with charitable and volunteer campaign organizers from those corporations to better understand:

1. How successful campaigns are organized?
2. What their experience has been when asking their employees to serve and contribute?
3. As corporations, why community service and giving make financial sense for them?
4. What can we do to facilitate these kinds of initiatives for other business around Austin?

We believe that Austin Volunteers, formerly known as Hands On Central Texas, could incorporate our toolkit in their work with Austin employers who want to encourage philanthropy.

Conclusion

We developed a toolkit to help organizations build a customized plan to address common needs affecting nonprofits and employers in the Austin area. These organizations encourage volunteer involvement and create more Community Guardians. We look forward to collaborating with Mission Capital and United Way to help grow Austin together.



2017- 2018 HAL Civic Engagement Team

Jennifer Landa

Jennifer Landa is a native Laredoan who has made Austin her home for close to two decades. She attended the University of Texas at Austin as an undergraduate and later The University of Chicago for graduate school. Jennifer is a social scientist who works primarily with academics and nonprofits on understanding individual choices and behavior. Her work has spanned across multiple fields including emotional health, community stability, consumer choice, and prosocial behavior. She is a mixed-methods researcher who takes great joy in the personal element of ethnography. Her favorite interviewees are young adults and children, especially her youngest nieces and nephews. She is an avid gardener and can usually be found working beside her husband on the project of the week when she is not acting as a tour guide for visitors.

Jesus A. Rendon III

Jesus Rendon is a native San Antonian. Jesus credits his parents, who succeeded despite their youth and economic disadvantages, for laying the loving foundation which has become his greatest resource for achieving success. He graduated from South San Antonio High School and The University of Texas Cockrell School of Engineering at Austin, which made him the first in his family to graduate from college. Since graduating from UT, he has been employed with Applied Materials as the Lead CSMG Test Engineer. Jesus's passion for education and his commitment to giving back to the community led him to found the nonprofit Building A Purpose (BAP). This organization connects students with professionals in many careers. Since 2016, over 600 high school students in Central Texas have been connected with mentors and resources to help them find their career path. Jesus is married to Judith Muñoz Rendon, who shares his love for the community as well as his mission with BAP. Jesus often says that his greatest accomplishment has been marrying Judith.

Luis Delgado

Luis Delgado was born in El Paso, Texas and had the rich experience of growing up in Mexico City. After moving back to El Paso, he graduated from the University of Texas at El Paso. Luis, and his wife Aixa, moved to Austin shortly after graduation. Many people recognize him as a loving husband, dedicated father, community resource, speaker, and the entrepreneur who founded The Critical Update, Inc (TCUINC) in 2003. TCUINC is a technology consulting firm that has evolved from basic computer support to affordable technology consulting, network management, outsourced IT solutions and cybersecurity. Luis is a certified HIPAA professional who is focused on helping business owners create more jobs for Texas families. He is also deeply passionate about helping people find their purpose and is committed to a life of leadership through service. Luis is a devoted friend, man of faith, and a coffee drinker who is never without his favorite tumbler.

Financial Summary

Contributor	Description	Type	Total
Applied Materials	Facility use for Lunch and Learn Event	Donation	\$100
Applied Materials	Food and Refreshments for Lunch and Learn Event	Expense	\$302
Taller Amigha Hispana	Facility use Civic Life Event	Donation	\$100
Benavides Family	Refreshments for Civic Life & Engagement Event	Expense	\$90
CASA of Travis County	Refreshments for Information Session Event	Expense	\$40
Samuel Delgado	Graphic Design	Donation	\$150
Total			\$782

Acknowledgements

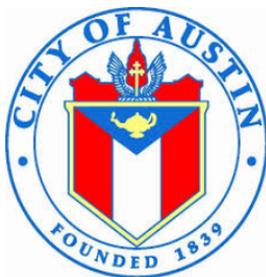
Throughout this journey we have been the beneficiaries of the knowledge and resources that our partners have developed over many years of work in the field and then kindly extended for us to build on. Our project owes its success to the strong support and trust that our partners and the community placed in us as we set out to serve.



CASA of Travis County exists to promote and protect the best interest of children who have been abused or neglected by training volunteers to advocate for them in courts, in schools, and in our community to help them find safe, permanent and loving homes.



Applied Materials is focused on building a better future through the well-being of employees, their communities, sustainable business practices, and corporate governance. They are dedicated to conducting business in an environmentally and socially responsible way, taking action to protect the health and safety of workers, customers and neighboring communities. They are committed to making strategic investments around the world in education, civic engagement, the arts and the environment to improve the communities where we work and live. They are steadfast in attracting, developing and retaining a global workforce and respecting the local cultures of the regions where they do business.



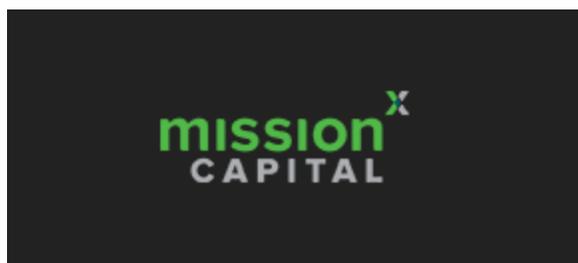
City of Austin Volunteer Mentoring Program is organized by the City of Austin and aims to improve the quality of life for Austin's students while offering employees an opportunity to give back to the local community. Created in April 2002, the program was designed to encourage City employees to actively participate in AISD with a focus on low-performing schools. Nearly 400 volunteers participate in this program each academic year. Volunteers experience the joy of entering the classroom and interacting with students of all ages. To accommodate participation, the City provides its employees up to two hours of administrative leave during the workday. The Volunteer Mentoring Program has partnered with us to find ways to increase employee participation and satisfaction with the program while increasing the program's outreach.



Amhiga Hispana is a nonprofit organization based in Austin, Texas that aims to empower Hispanic women by providing education and personal and professional development opportunities. Courses are provided at affordable rates or whenever possible, free of cost. They also work to develop a resource rich community for women to support each other.



United Way for Greater Austin brings people, ideas and resources together to fight poverty in our community. They bring together a backbone for powerful collaborations and lead a collective fight against poverty. Since 1924, they have been dedicated to providing people with limited resources with the tools and resources needed to thrive. They drive impact by partnering with and investing in efforts to address long-term community change. They provided us with a model on how to grow collaboration between organizations, how to pool resources, and how to forge a new path where one didn't exist before.



Mission Capital aims to multiply the impact of mission-driven people and organizations to solve complex community problems. They provide the tools and guidance needed to tackle issues and create lasting social change. They believe big community problems get solved through the power of nonprofits and that improvement

happens by bringing together the best that each sector has to offer. While working with many non-profits that face similar problems Mission Capital benefits from having a process that will solve complex problems like volunteer recruiting gaps.



Building A Purpose (BAP) is a nonprofit organization that helps people find their purpose in life. BAP's mission is to focus the interests of students and engineer them a promising future, by connecting them with professionals of their choice. BAP believes that everyone is a student of life and envisions that their connections will open roads of purpose in students shaping the future. Through the Guest Speaker Connection Program, Building A Purpose connects professionals with students to learn more about their journey, career, or topic of interest. BAP has been making connections across the United States since 2016 and is passionate about service.



Greater Austin Hispanic
Chamber of Commerce

The Greater Austin Hispanic Chamber of Commerce aims to be the leading resource and advocate for the Hispanic business community. The Chamber has members representing corporations, small businesses, nonprofit, and governmental agencies. Led by successful business people and community leaders, the GAHCC is a fantastic business resource for entrepreneurs, professionals, or corporations of any size in the Greater Austin area.



Hispanic Austin Leadership is a subsection of the Greater Austin Hispanic Chamber Foundation and their mission is to provide business leaders and professionals the opportunities to develop business acumen, civic awareness, leadership skills and a network of colleagues for life.

This project could not be possible without the contribution and support of many amazing people who gave of their time and wisdom. The Civic Engagement Team would like to thank the following:

- Lila Valencia, PhD, State Demographer's Office, Research Scientist
- Sam Tedford, City of Austin, Long Range Planner
- Ryan Robinson, City of Austin, Lead Demographer
- Falba Turner, Seedling Foundation, Retired former Director of Mentor Programs
- Connie Howe, Seedling Foundation Director of Mentor Programs
- Council At-Risk Youth
- Melissa Acosta, AISD, District Mentoring Coordinator
- Louise Liller, City of Austin, Volunteer Mentoring Program Coordinator
- Yvonne Fuentes Loya, University of Texas, Executive Director of Diversity and Community Engagement
- Rishonna Kindred, Greater Zion Mountain Church, Community Liaison
- Reagan Stone, SECC, Capital Area Campaign Manager
- Michelle Walker-Moak, Public Relations and Community Affairs at Applied Materials
- Rep. Gina Hinojosa, Texas House of Representatives, District 49
- Joe Trevino, Jr, Longtime Mentor on Austin's Eastside
- Raul A Sanchez, Webb Middle School, Principal
- Kristin Walker, Communities in School, Volunteer Program Coordinator
- Darlene Berghammer, Austin Energy, Contract Administrator and HAL mentor
- Chris Cordova, Cultural Strategies, Client Services
- Joe Pelayo, Commodities Business Manager at Applied Materials
- Rosalinda Blessing, Operations Manager at Applied Materials
- Nate Echelberger, Pastor, Hill Country Bible Church
- Chris Parker, Pastor, Gateway Community Church
- Beth Ley, Kendra Scott, Compensation and Benefits Director
- Rose Ann Garza, Kerbey Lane, Chief Human Resources Manager
- Madge Vasquez, Mission Capital, Chief Executive Officer
- Ann Starr, Mission Capital, Director of Learning and Leadership
- Stephanie Hodinh, Baker Tilly, Consultant
- Stacey Gill, Baker Tilly, Consulting Manager
- Amy Hinojosa-Green, Texas Mutual, Vice-President Project Management Office
- Jennifer Moran, Texas Gas, Energy Efficiency Education Specialist
- Nikki Kreuger, Consultant
- Nikki Willison, United Way of Greater Austin, Donor Engagement Officer
- Peter Kretzschmar, United Way of Greater Austin, Strategy Advisor-Navigation Center
- Laura Gentner, JE Dunn Construction, Senior Marketing Specialist
- Samsung
- Ernst and Young
- HEB
- Mary Goldy, Baker Tilly, Director of HR Operation and Transactions
- Taylor Thompson, Kendra Scott, Human Resources Coordinator
- Emily Sadler, Kendra Scott, Project Communications Lead

- Sandy Dochen, IBM, Corporate Citizenship and Corporate Affairs
- Marybell Cruz, Artist and photographer
- Tom Whiteside, Austin Volunteers, Director
- Aixa Delgado, Editorial support

Special thanks to the Amhiga Hispana leadership team for inviting us to their workshop in February.

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- Marisol Rivera
- Patty Caro
- Marieli Cestari

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- Luis Rodriguez, GAHCC President
- GAHCC Staff and Interns
- In particular, we want to thank Alice McMillan for her tireless work and for helping make the HAL program into one of the seven best in the nation.

Appendix

Figure 2 Volunteer Involvement Survey

Thank you for taking the time to complete this survey. This year's Civic Engagement team is gathering valuable input from community members like you to better understand the issues that interest you as well as the kinds of community service opportunities that you consider while working to make a difference here at home.

Please take a minute to tell us a little more about yourself.

- 1) Age:
- 2) Gender:
- 3) Ethnicity:
- 4) Birthplace:
- 5) Length of Austin Residency:
- 6) Job title/ employment sector
- 7) Marital Status:
- 8) Do you have children under the age of 18?
- 9) If so how many?
- 10) Highest level of education?

Please tell us more about your involvement with the community.

- 11) Have you volunteered in last year?
 - A) If so, with whom do you volunteer?
 - B) If not, have you volunteered in the past? Can you tell us why you stopped volunteering?
- 13) How did you learn about the organization with which you volunteer?
- 14) How often do you typically volunteer? Approximately how many hours do you volunteer?
- 15) What motivated you to seek an opportunity to volunteer?
 - a) participated in or observed volunteerism while growing up
 - b) impacted by a personal experience
 - c) feeling that giving back is important
 - d) desire to address a specific issue in my community
 - e) fear of having regretting lack of involvement in future years

f) other:

10) Are there any areas in which you would not be open to volunteering your time?

11) Is there anything else you would like to share with regard to your views on volunteer opportunities, nonprofits, or the needs that are not being addressed in Austin?

Over the coming months our team will continue to work on developing our understanding of community engagement and use that information to aid a variety of organizations in improving life for all Austinites, in particular those that have been traditionally underserved. If you would like to learn more about our initiative, assist us in organizing our efforts, or would be open to sharing more about your involvement with efforts to improve Austin please include your contact information below.

Name:

Phone Number:

Email:

Fig. 3 Sample Interview Questions:

- 1) What volunteer and community service opportunities does (organization name) provide for their employees?
- 2) How are the opportunities scheduled so that participation is facilitated? Is there a different response to these efforts between salaried non-salaried employees?
- 3) Do you provide any incentives for participation?
- 4) Do you do any surveys or gather any form of feedback from (organization name) employees on how satisfied they are with the opportunities?
- 5) What are your favorite initiatives/ events and why?
- 6) Do you have any unresolved challenges when it comes to the logistics of participating in community service?
- 7) Have there been initiatives that (organization name) has tried out that have been unsuccessful and if so in what way?
- 8) Is there anything you feel nonprofits could do to assist you in making work of coordinating or developing your volunteer initiatives?
- 9) Is there anything else you'd like to share about your own volunteer experience or observations about what your friends and family experience?
- 10) What percentage of the office participates and are there any interesting patterns you've noticed?

Figure 4: Letter of Support for the Volunteer Mentorship Program:

To Ms. Jackie Sargent and Mr. Mark Dreyfus,

My name is Jennifer Landa and I am the Project Manager for the Hispanic Austin Leadership Civic Engagement Team. I am writing this letter on behalf of myself and my team. It has come to our attention that the city is considering hiring an additional staff member for the Volunteer and Mentoring Program and we would like to extend our full and enthusiastic support for this decision. We believe that the single most impactful change you could make right now would be to hire an additional staff member to aid in the day to day operations of the program. This could fundamentally change the nature of the work you are able to support in our community, in both scope and effectiveness.

Over the last nine months, my team has been working with a variety of organizations and business to work on understanding the current needs and challenges facing the Austin community and see how we can work together to increase the rates of volunteerism and community service throughout the city. To that end, we have structured our search and interactions with community organizations and leaders not just to learn but also find allies with whom we could partner work on big goals.

During that search, the City of Austin, Austin Energy, and in particular the work being done by Louise Liller and Volunteer and Mentoring Program (VMP) were frequently mentioned as places where ambitious goals were being worked one day at a time. We've seen the work that Austin Energy has done to improve strength of our community fabric by promoting conservation efforts, assisting our most economically vulnerable segments of the community, and developing a sense of stewardship our young citizens via the regional science fair and initiatives like the Bright Green Future Grants. We've seen the leadership that the city has provided in setting an example for other businesses and organizations by providing paid time for their employees to regularly engage with the community; thereby removing one the most difficult barriers to overcome- time scarcity. It was also clear that Louise and the VMP were looking for opportunities to grow and improve the program. The approach of improving community stability through educational success and institutional development of our upcoming workforce is at the core of this work are the kind of future-thinking goals that aligned our vision and work. However, the program is up against challenges that present very real limitations on what that growth can look like in terms of both quality and scale. There are several ways in which the program can be improved but few would be possible without first addressing the current labor parameters. Currently, Louise is working at or above capacity. This is not necessarily abnormal for this type of position but the ratio of employee to the size of the workload is exceptional - even at its current size (1:400) and not taking into account any plans for future growth (1: ≤ 16K). We've talked about what can be done to streamline Louise's workflow and maximize the amount of tasks that are completed. This will help to maintain the current levels of participation you see, but our team's research has found that in order to either revise current processes or begin new (especially innovative) initiatives there needs to an organizational labor buffer. We need to lighten the load with another set of hands.

This can be accomplished in several ways: 1) redistribution of labor to cross-trained individuals as work demands allow 2) leveraging intern or volunteer laborers to take the more routine aspects of the current workload to open availability for the current employee to focus on more dynamic and demanding aspects of their work or 3) hiring full-time worker to take more routine aspects of the current workload, assist in planning, and open availability for the current employee to focus on more dynamic and demanding aspects of his or her work. Hiring a full time worker is the most stable and least logistically challenging of the options because it creates time and energy resources for your current employee and increases satisfaction and retention for both your current and prospective employee: you provide a manageable workload, opportunities for growth, and camaraderie. It is also the least expensive long-term option because it reduces the amount of overall time spent training while maximizing how long each employee can remain at peak productivity. Interns and volunteers have a greater degree of turnover and require more time to find and train.

An additional hire can make the Volunteer Mentor Program into the kind of experience that will improve employee retention while modeling the kind of behavior we need to close the gaps in service throughout the city. It'll help the coordinator of the program, the organizations you provide volunteers for, the students who receive those services. Really it's a cascade effect that only amplifies as you go further down the chain of events.

Consider this a letter a measure of our interest and strong support of the great work you are already doing and a suggestion for where to invest in order to expand the visibility and impact of that work.

Sincerely,
Jen Landa
HAL Civic Engagement Team Project Manager

References

Mission Capital - On the Verge: Value and Vulnerability of Austin's Nonprofit Sector
HABLA (<http://www.hablahouston.com/need-austin-spanish-classes.html>)