



Volunteering in Oregon

Strengths and Opportunities in the Nonprofit Sector

Prepared for The Oregon Community Foundation
by the Center for Improvement of Child and Family Services,
Portland State University

July 22, 2016



The Oregon Community Foundation has long operated in the belief that community engagement and volunteerism are key elements of healthy, thriving Oregon communities. From 2007 through 2013, with funding from Atlantic Philanthropies, OCF led Oregon's Boomers and Babies project, a learning community of early childhood education providers that received grants, education and support to engage older adults as volunteers in their programs. The result showed that organizations increased their capacity to serve children and volunteerism by older adults increased substantially.

The Oregon Community Foundation continues to explore methods to support Oregon's nonprofits through effective utilization of volunteer power. Because of the knowledge gained from the Boomers and Babies project, OCF commissioned the Volunteering in Oregon Report to learn more about strengths and opportunities in the nonprofit sector and to take some next steps to support the power of volunteer engagement.

Acknowledgements

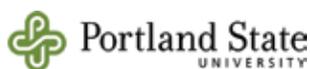
The Portland State University research team would like to thank everyone who participated in the Volunteering in Oregon project: volunteers in communities and organizations across the state, volunteer services managers, executive directors, and additional nonprofit organization staff. Your collective work and impact in Oregon are inspiring.

We are especially grateful to have worked with Carly Brown, Caitlin Ruffenach and Sonia Worcel at The Oregon Community Foundation as partners on this project. We appreciate your thoughtful collaboration to ensure the process and outcomes are meaningful and relevant.

Thank you to The Oregon Community Foundation, whose investment in, and commitment to, supporting volunteering in Oregon allowed us to do this work to highlight the strengths and opportunities to engage volunteers in the nonprofit sector.

Recommended citation for this report:
Lambarth, C.H., and Cochran, L. (2016). *Volunteering in Oregon: Strengths and Opportunities in the Nonprofit Sector*. Portland, OR: Center for Improvement of Child and Family Services, Portland State University.

On the cover: *Treasure Valley Relief Nursery, Ontario*



Center for Improvement of Child and Family Services

School of Social Work

Portland State University
1600 SW 4th Ave., Suite 400
Portland, OR 97201

www.pdx.edu/ccf/



CASA for Children Inc., Portland



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Executive Summary

The Volunteering in Oregon (VIO) project, conducted in 2016 and commissioned by The Oregon Community Foundation (OCF), sought to explore key questions related to volunteering in Oregon among nonprofits in the state. The VIO project included a statewide electronic survey with a random sample of nonprofit organizations, an electronic survey with a convenience sample of volunteers within these nonprofits, interviews with representatives from nonprofit organizations, and three case studies based on a document review and key stakeholder interviews with representatives of each organization. Ultimately, the aim of the VIO project was to identify recommendations and action steps for how OCF and its partners might best encourage and support effective volunteer engagement and service in Oregon.

“Volunteerism matters in terms of getting work done and making this a great state to live in.”

– Key Informant

Volunteer Engagement in Oregon

- Oregon ranks in the top 25 percent of states for its volunteer rate (30 percent), remaining above the national average (25 percent).
- The average annual number of hours volunteered by Oregonians is 35 percent higher than the national average.
- Volunteers engage in a wide variety of roles within organizations, and are largely motivated by the desire to be an engaged community member and connected to the organization’s cause.
- Volunteers enable organizations to increase program/service quality, level of service provided, cost savings, and public support.
- Volunteers also experience benefits from volunteering, including gaining new experience and giving back to their community.

- Most organizations reported doing some common volunteer engagement practices like communicating clear roles and expectations and providing regular supervision.
- Most volunteers get involved with an organization through someone they know, but special events and social media also raise awareness in the community about organizations and volunteer opportunities and needs.

Challenges to Volunteer Engagement in Oregon

- The most pressing challenge reported by organizations was related to recruiting volunteers with the right skills and availability.
- Similarly, the primary challenge of engaging with their organization, reported by volunteers, was not having enough time.
- Fundraising and development, marketing, and information technology were the skills that organizations reported were the biggest challenge in recruiting volunteers.
- Organizations also saw a need to address the various reasons potential volunteers and groups cannot easily be involved in their organization, as well as to develop supports to retain volunteers once they engage with their organization.
- Organizations that have historically relied on retirees and baby boomers, who have typically represented only a segment of their communities, express concerns about the aging out of their volunteer base, challenges of engaging new volunteers, and becoming more representative of the cultural and linguistic communities they serve.

“In our community, we have a strong volunteer culture. Without volunteerism, I think that we would have far less of a sense of community, which is the greatest asset that we have as a region.”

– Key Informant



Ashland Emergency Food Bank, Ashland

Opportunities to Continue Strengthening Volunteer Engagement in Oregon

Recommendations for volunteers:

- Clarify and communicate what you hope to give and get from the volunteer experience, both for yourself and the organization.
- Find ways to provide feedback to organizations about your experience, both about things that are working well and ideas for improvement.
- Offer to help organizations implement or change their volunteer engagement practices as part of a continuous improvement process.
- Share your volunteer experience with others in your networks to promote volunteerism through word-of-mouth recruitment and personal relationships.

"We're very engaged in equity work and how we re-create or transform this organization into one that is truly inclusive of everyone in Oregon."

– Key Informant

Recommendations for organizations:

- Cultivate value and shared responsibility for volunteer engagement in all levels of the organization.
- Dedicate staff time to recruit and engage volunteers, including time to build one-on-one relationships with historically underrepresented groups.

- Adopt specific practices to support volunteer engagement, including culturally responsive practices, and participate in a continuous improvement process to refine and adapt practices over time.
- Partner with other organizations to create mutually beneficial opportunities to engage volunteers, e.g., service-learning partnerships, internships or other professional development through volunteering partnerships.
- Connect with existing resources that support volunteer engagement, e.g., volunteer-matching organizations, volunteer management administrator associations, nonprofit associations, and state commissions on national and community service.

Recommendations for funders:

- Connect organizations to existing volunteer engagement training and technical assistance resources, such as paying for nonprofit staff to attend trainings or become members of volunteer management administrator or nonprofit associations.
- Create funder-led opportunities for nonprofits to build volunteer engagement capacity of staff, such as providing additional training or technical assistance directly to nonprofits, convening learning communities, or supporting communities of practice.
- Give grants to organizations that develop and implement culturally responsive volunteer engagement plans and practices.
- Continue to build community and public awareness of the value and importance of volunteering in Oregon.

Introduction



Willamette Farm and Food Coalition, Eugene; Children's Book Bank, Portland; Bradley Angle, Portland; Safehaven Humane Society, Tangent.

The Volunteering in Oregon (VIO) project, conducted in 2016 and commissioned by The Oregon Community Foundation (OCF), sought to explore key questions related to volunteering in Oregon among nonprofits in the state. The VIO project included a statewide electronic survey with a random sample of nonprofit organizations ("Organization Survey"), an electronic survey with a convenience sample of volunteers within these nonprofits ("Volunteer Survey"), interviews with representatives from nonprofit organizations ("Key Informant Interviews"), and three case studies in order to answer the following questions:

1. What do existing data say about the prevalence and types of volunteering in Oregon?
2. What is the economic impact of this volunteer service?
3. How does Oregon compare to other states in terms of patterns of volunteering?
4. How do Oregon nonprofits utilize volunteers?
5. What are the benefits of volunteer engagement?
6. What are the barriers to volunteer engagement?
7. What would be missing in Oregon without volunteer engagement?
8. What are the elements of successful volunteer programs?
9. How can organizations better leverage volunteer time?
10. What are opportunities to better leverage volunteer power and skill for Oregon's nonprofits?

Ultimately, the aim of the VIO project was to identify recommendations and action steps for how OCF and its partners might best encourage and support effective volunteer engagement and service in Oregon.

For the purposes of this project, volunteers are defined as individuals who donate their time or efforts to nonprofit 501(c)(3) organizations without being paid. This may include volunteers at one-time events, those who give regular hours each month in the office or with program participants, serve as board members, or serve court-mandated hours or through service-learning. This may also include employer-supported volunteers, who get paid by their company to volunteer but are not paid by the nonprofit organization.



Oasis Shelter, Gold Beach

Who participated in the VIO project?¹

Drawn from a stratified random sample of 3,885 nonprofits, a total of 672 organizations participated in the Organization Survey. Organizations closely represented the geographic spread of nonprofits across the state. Participating nonprofits also closely represented types of nonprofit organizations based on primary subsector types registered with the Internal Revenue Service, e.g., animal welfare; arts, culture and humanities; education; etc. Executive directors or volunteer services managers were the respondents for most organizations (68 percent), followed by board members, other program managers, development managers or other organization representatives.

Based on a convenience sample of volunteers among nonprofits that participated in the Organization Survey, a total of 671 participants responded to the Volunteer Survey. Volunteers represented 60 nonprofits, ranging from one to 366 respondents from each organization. The overall summary of results from the Volunteer Survey is based on a total of 325 respondents in order to minimize the influence of the single organization that accounted for more than half of the total Volunteer Survey responses. The majority of Volunteer Survey respondents (54 percent) were age 55 and older, with only 9 percent between the ages of 16 and 24. Nearly three-quarters (72 percent) reported

volunteering with their organization for more than a year. While providing a supplementary perspective on the Organization Survey responses, the Volunteer Survey results should be interpreted with caution since they are not representative of volunteers in Oregon overall.

A purposive sample of organizations was selected to participate in the Key Informant Interviews to represent organization size, subsector type and geographic diversity across the state. A total of 29 interviewees, representing 28 organizations, participated in the Key Informant Interviews. Interviewees were executive directors, volunteer services managers, other program managers and a board member.

Three organizations were invited to participate in a case study, consisting of seven interviews per organization and a review of key documents. A total of 21 interviews were completed with executive directors, volunteer services managers, board members and volunteers in other roles. Key documents reviewed included volunteer orientation and training materials, examples of volunteer position descriptions, volunteer outreach/recruitment materials, and examples of volunteer appreciation/recognition materials.

¹ Details on methodology, sampling and respondents are described in the appendix.

The Impact of Volunteer Engagement in Oregon

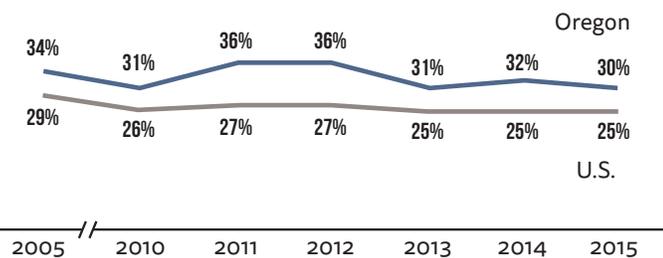
What do existing data say about the prevalence and types of volunteering in Oregon?

Based on Current Population Survey (CPS) Volunteer Supplement data released in September 2015,² the volunteer rate (i.e., the percent of the population 16 and older who have volunteered for an organization during the past year) in Oregon remains five percentage points higher than the national rate. Although Oregon saw a more marked increase in the volunteer rate in 2011 and 2012 compared to the United States overall, the rate statewide and nationally has fallen 4 percent since 2005 (Figure 1).

A comparison of age groups shows that volunteering by Oregonians over age 25 explains the higher volunteer rate in Oregon compared to the U.S. overall (Figure 2).

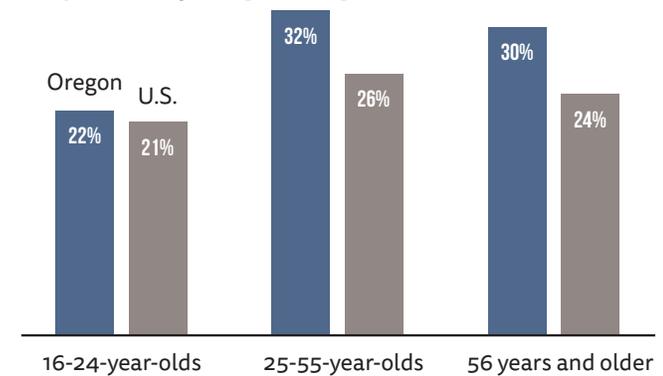
² Data retrieved May 19, 2016, from the National Archive of Data on Arts & Culture www.icpsr.umich.edu/icpsrweb/content/NADAC/data.html.

Figure 1. The Oregon volunteer rate remains above the national average.



Percentage of Oregonians who volunteered for an organization in the past year, Current Population Survey, 2015

Figure 2. Older Oregonians volunteer at higher rates compared to younger Oregonians.



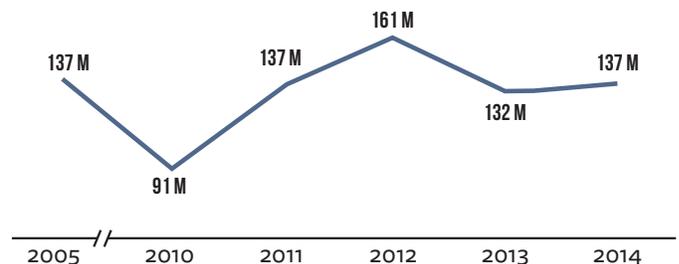
Percentage of Oregonians who volunteered by age group, Current Population Survey, 2015

Although the Oregon volunteer rate has declined slightly since 2005 (Figure 1), the total number of hours volunteered in Oregon in 2005 and 2014 is roughly the same (Figure 3). It is estimated that Oregonians volunteered over 137 million hours in 2014.

As shown in Figure 4, the average Oregonian volunteered more than 10 additional hours per year, or 35 percent more hours annually, compared to the average volunteer in the United States overall. The 302 respondents to the Volunteer Survey who provided an estimate of the number of hours volunteered in the year reported serving a median of 200 hours, well over the statewide average of 43 hours per resident, which was calculated through the CPS.

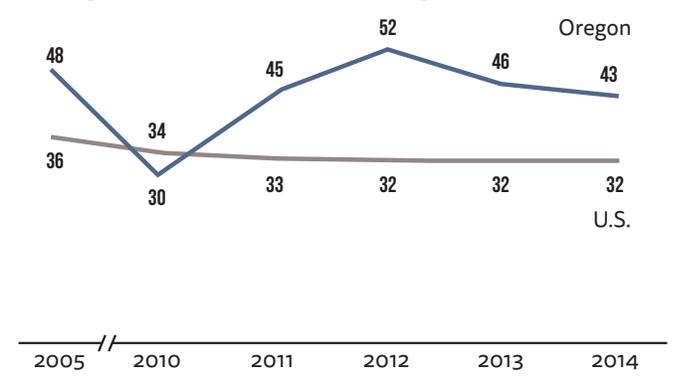
"Volunteering fills a place in your heart to give to your community."
 – Volunteer Survey Respondent

Figure 3. The total number of hours volunteered by Oregonians represents a large time investment.



Estimated total volunteer hours, Current Population Survey, 2014

Figure 4. Oregonians volunteer more hours on average than the national average.



Average volunteer hours per resident, Current Population Survey, 2014

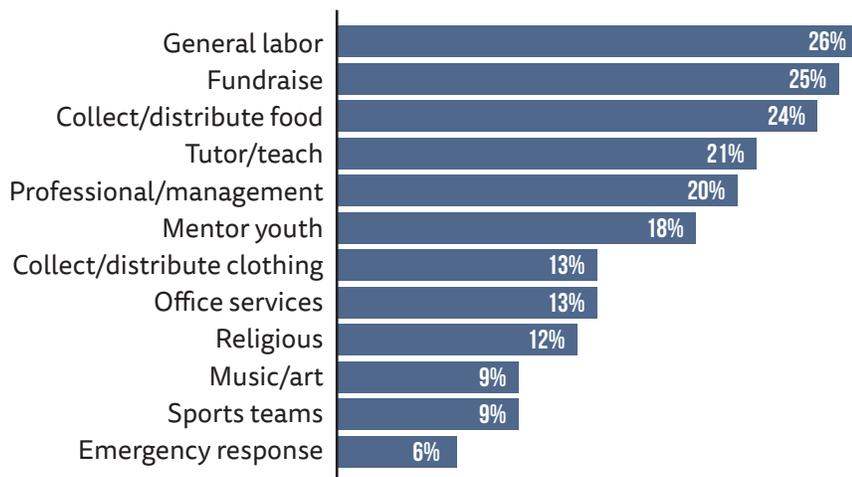


Figure 5. Oregonians are involved in a wide variety of volunteer activities.

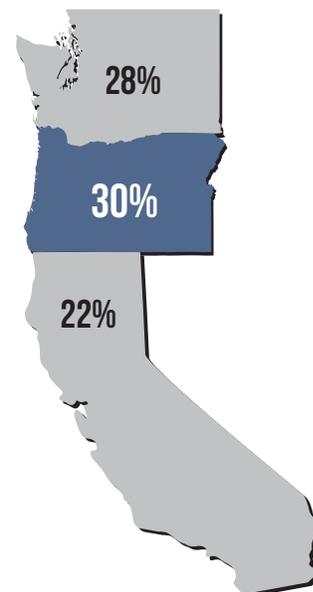
Percentage of volunteers involved in different types of volunteer activities, Current Population Survey, 2014



Sunset Empire Park & Recreation District, Seaside

Figure 6. Oregon has the 12th-highest volunteer rate in the nation, with 30 percent of Oregonians volunteering during the past year.

Percentage of adults who volunteered for an organization in the past year, Current Population Survey, 2015



Based on data for 2014, Oregon volunteers largely participated in the same types of volunteer activities as volunteers nationally (Figure 5). Oregonians volunteered at notably higher rates in the areas of professional/management (20 percent, compared to 15 percent nationally), tutoring/teaching (21 percent, compared to 18 percent) and general labor³ (26 percent, compared to 19 percent).

How does volunteering in Oregon compare to other states?

In 2015, Oregon was ranked as having the 12th-highest volunteer rate in the country, including the District of Columbia. As shown in Figure 6, Oregon's West Coast neighboring states were ranked at number 20 (Washington, at 28 percent) and number 37 (California, at 22 percent). Nationwide, Utah had the highest rate at 39 percent, and Mississippi had the lowest rate at 17 percent.⁴

What is the economic impact of this volunteer service?

Based on 2015 estimates provided by the Independent Sector,⁵ the hourly value of volunteer time in Oregon (\$22.75) is close to the national average (\$23.56). Using the estimated total number of volunteer hours contributed by Oregonians in 2014 and the estimated hourly value of state-adjusted volunteer time, the approximate total value of time volunteered in Oregon in 2015 was over \$3 billion.

³ Examples of general labor include building, repairing, or cleaning indoors or outdoors; picking up trash, or adopt-a-highway programs; and doing carpentry, house painting or laundry. Retrieved May 19, 2016, from 2013.volunteeringinamerica.gov/about/research_faqs.cfm.

⁴ Data retrieved May 19, 2016, from the National Archive of Data on Arts & Culture www.icpsr.umich.edu/icpsrweb/content/NADAC/data.html.

⁵ Data retrieved May 19, 2016, from the Independent Sector, independentsector.org/uploads/resources/ValueofVolunteerTime-byState2001-2015.pdf.

Figure 7. Organizations with larger operating budgets tend to engage more volunteers.

Percentage of organizations reporting numbers of volunteers by budget size, VIO Organization Survey, 2016

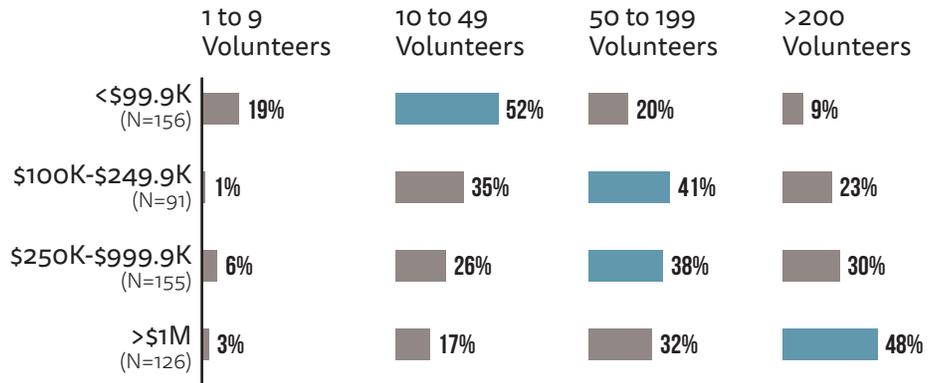


Figure 8. Organizations reported engaging volunteers in a wide range of roles.

Percentage of volunteers involved in different roles within organizations, VIO Organization Survey, 2016



"I love making a difference with [the organization]. This is important to me because some people in my family are also affected, and I want to make a difference in their lives and others like them."

- Volunteer Survey Respondent

How do Oregon nonprofits utilize volunteers?

As reported by 657 organizations represented in the Organization Survey, the number of volunteers engaged by the organization in the past year was correlated with the size of the organization's annual operating budget (Figure 7).

Organizations (N=661) reported volunteers being engaged in a wide variety of roles (Figure 8). Most volunteers are engaged on boards of directors, in fund-raising activities and in administrative roles. Two-thirds of organizations reported that volunteers were involved in program and service delivery and in providing community education and awareness. Among participants in the Volunteer Survey, respondents reported volunteering in a similar range of roles to those described by organizations with the exception of legal counsel.



Figure 9. Volunteers reported a variety of "very important" reasons for volunteering.

Percentage of volunteers reporting their reasons for volunteering, VIO Volunteer Survey, 2016

Why do volunteers engage in service?

Volunteer Survey respondents (N=316) were asked to rate the importance of reasons for volunteering with their organization, based on three possible response categories: "Not at all important," "Somewhat important" and "Very important." The top 10 reasons are presented in **Figure 9**, illustrating that volunteering is driven by multiple factors for these respondents.

How do organizations measure volunteer engagement?

Most (94 percent) Organization Survey respondents reported that their organization measures volunteer engagement in at least some way. Three-quarters (75 percent) track the number of volunteers, 71 percent track the number of volunteer hours given and 64 percent track volunteer impact on the organization's mission. Participants in the Key Informant Interviews also described tracking volunteer satisfaction and retention as measures of volunteer engagement.



Coos Art Museum, Coos Bay

What would be missing in Oregon without volunteer engagement?

Key Informants described many ways their organization, communities and the state as a whole would be negatively impacted without volunteer engagement. At the organization level, Key Informants commented that **their organization would cease to exist or that they would be unable to get the work of the organization done without volunteers.** At the community level, Key Informants declared that services needed by many populations would disappear and the sense of community would suffer. At the state level, Key Informants talked about how marginalized populations would be disproportionately affected if volunteering in Oregon did not exist, quality of life would decrease and service needs would go unmet.

"We are completely volunteer-run. This group would not function without volunteers."

"I know here in [county] we have an amazing community of volunteers where the spirit of service is strong and makes Oregon a great place to live."

"The amount of services that are out there for vulnerable populations would be significantly less."

CASE STUDY

Volunteers in Medicine



Volunteers in Medicine Clinic of the Cascades (VIM Cascades) operates in Bend, Oregon. Established in 2001, the mission of VIM Cascades is

"to improve the health and wellness of the medically uninsured or critically underserved through the engagement of professionals, community partners and dedicated volunteers."

VIM Cascades provides health care at no cost to uninsured patients ages 18 to 64 in Central Oregon. The majority of patients seen at VIM Cascades have one or more chronic conditions such as diabetes, hypertension, high cholesterol or mental health diagnoses. VIM Cascades provides primary care as well as specialty care in acute care cardiology, counseling, dermatology, gastroenterology, general surgery, gynecology, ophthalmology, orthopedics, podiatry and psychiatry.⁶

Three staff, including the executive director, volunteer manager, and clinic manager; two board members; and two additional volunteers were interviewed for this case study. Volunteers interviewed reported giving 20 to 260 hours to VIM Cascades over the prior year, and they said they had joined the organization as a volunteer between 2002 and 2011. All interviewees were 40 years of age or older and reflected a range of formal educational backgrounds, including associate, bachelor's and post-graduate degrees.

⁶ For more information about VIM Cascades, visit www.vim-cascades.org.



What are the key ways volunteers are involved with VIM Cascades?

Volunteerism was described as essential to VIM Cascades. Interviewees described the importance in several ways:

"Volunteerism defines what we do."

"It's the whole concept of VIM."

"The volunteering component is part of the mission of our organization."

With less than nine full-time equivalent staff members, volunteers occupy most positions within the organization, including the board of directors, registered nurses, pharmacists, physicians, physician assistants, phlebotomists, medical interpreters, schedulers, receptionists and facilities workers.

Interviewees described a dramatic shift in patient population over the past two years, from primarily white and English-speaking to primarily Latino, often newcomer immigrants and Spanish-speaking. This was largely due to the implementation of the Affordable Care Act (ACA), which led to many people previously served by VIM Cascades being able to access insurance coverage and no longer being eligible for VIM services. This shift has required the organization to refocus efforts to engage Spanish-speaking and bicultural volunteers, as well as develop the cultural competency of the organization overall to best work with Latino patients.

One medical interpreter interviewed for this case study, who has been with VIM Cascades since 2007, described his changing role over time:

"I'm a Spanish-language interpreter, but at the same time, I've been there a few years; I feel at this point I'm also a patient advocate. I help patients maneuver the system, for patients who are sometimes new to the county and culture. That's one of the biggest pleasures I have. I started strictly as a translator, but now I can do a lot more with patients."

Medical providers who volunteer with the organization are often extending their skills post-retirement in service to the community, in addition to some who volunteer while still maintaining their own practices. Additional volunteers who are seeking to enter various roles in the medical field gain applied experience at VIM Cascades as part of their preparation to enter education programs or before entering the paid workforce.

What are key ways VIM Cascades recruits volunteers?

In the 2015-2016 fiscal year, VIM Cascades engaged 83 "new friends" as volunteers, including 14 Spanish-speaking volunteers. The total time given by volunteers in the past year was more than 17,000 hours.⁷

VIM Cascades utilizes multiple approaches to raise community awareness about the organization and volunteer opportunities. These include:

- Utilizing social media and maintaining a Facebook page and website
- Being present at community events and health fairs
- Presenting to community and church groups
- Distributing flyers for display in physician offices and businesses
- Running newspaper advertisements and spots on Spanish-language radio
- Partnering with community organizations, including Latino associations, and the local community college to promote volunteer opportunities
- Networking through providers in the medical and health-related professional community
- Talking about the organization through word of mouth by staff and existing volunteers, including board members

⁷ VIM Cascades. *12th Annual Volunteer Recognition Dinner Notes*

The most successful recruitment strategies were described as the word of mouth by staff and volunteers through existing relationships and connections. One volunteer interviewed for the case study described the word of mouth strategy as "attraction rather than promotion" by talking about how much he gets out of being a part of VIM Cascades and the recognition and status that go along with being a longtime volunteer with the organization.

In order to address the increased need for Spanish-speaking volunteers, the organization has developed a strong relationship with Central Oregon Community College, for example, to connect with Latino student groups and medical interpreter and health field training programs. This partnership created an avenue for students to fulfill service requirements and gain applied experience while helping VIM Cascades meet the need for bilingual volunteers to serve their patient population.

What does VIM Cascades do that makes it successful at engaging volunteers?

Interviewees described the volunteer manager role as essential to the success of the organization in recruiting, orienting, supporting and recognizing volunteers. This role, currently funded at 0.75 full-time equivalence, was also seen as critical to supporting other staff who work closely with volunteers in different areas of the clinic to oversee scheduling, understand clinic volunteer needs and priorities, and ensure that every volunteer feels recognized, valued and known.

In addition to having a dedicated volunteer manager, interviewees stated that the organization fully embraces and values volunteers as essential to the success of the organization and its ability to meet its mission. Multiple interviewees stated that if there are insufficient volunteers in any of the clinic roles on any given day, it may mean having to cancel patient appointments. As a result, volunteer engagement was seen as everyone's responsibility, including all staff and volunteers.

In addition to utilizing multiple and varied recruitment strategies, the application and orientation processes were described as making it as easy as possible for potential volunteers to connect with the organization. An application form exists online and as hard copies, requesting basic contact information, areas of interest and potential availability.



A two-hour in-person volunteer orientation is offered approximately twice a month, with materials also available online to provide general orientation about VIM Cascades, HIPAA procedures and cultural competency introductory training focused on working with Latino patients.

Additional key materials that are reviewed with volunteers include a volunteer agreement, rights of volunteers, a policies and procedures manual, and position descriptions. Volunteers also participate in additional training, which varies by position, before starting with a trial period schedule, followed by committing to a regular shift occurring on a monthly basis or more often.

Recognition was described as a key engagement activity that occurs in multiple ways, both on a day-to-day basis and through formal recognition and appreciation events. A staff member summed this up by saying:

"Every day our volunteers are told 'thank you,' even though they've volunteered every Thursday for the past eight years. There are periodic volunteer appreciation events throughout the year. There's a Christmas party and an annual banquet that we have for the volunteers. That's a huge event. They're shown their value each and every time they come."

What challenges remain for VIM Cascades in terms of volunteer engagement?

Although the organization has already invested in efforts to engage Spanish-speaking and bicultural volunteers, as well as continued to develop the cultural



competence and capacity of the organization to serve a growing Latino population, this was also seen as an area for continued work. This was described by some interviewees as an area where the organization has experienced some success, but also by one interviewee as a critical issue facing the organization:

"Right now we aren't as successful at engaging [Spanish-speaking] interpreters. We're needing to cancel clinics, and it's really frustrating. If you're a doctor and you have a patient that can't understand you, you can't practice medicine."

Due to a rising demand for workers in the health-care field, the organization has lost valuable volunteers who leave for paid work in the field. Although VIM Cascades sees itself as a place that can help prepare health workers, it also grapples with the consequences of turnover.

What lessons has VIM Cascades learned about volunteer engagement?

Because VIM Cascades defines the success of the organization through its success at volunteer engagement, interviewees described a key lesson of realizing the organization has to provide opportunities for its volunteers as much as for the patients who seek care through its services. An interviewee described one way this happens:

"We serve some pretty marginalized groups, both as volunteers and patients, and [VIM Cascades] is probably one of the best places for all these groups to come together ... there are so many opportunities for people to interact with others unlike themselves."

Interviewees described the benefits to the organization and patients of engaging a diverse cadre of volunteers across age groups and cultural and linguistic backgrounds. A medical interpreter interviewed described his role in sharing feedback with providers if he felt that they were not providing culturally competent care. Although this was a rare occurrence, he was grateful to have strong relationships established with staff and other volunteers in order to bring these issues forward, ultimately to improve the ability of the organization to meet the needs of its Latino patients.

Another lesson learned over the years VIM Cascades has been in operation is that constant commitment and adaptive responsiveness are needed for authentic volunteer engagement. The volunteer manager described this work:

"I need to do something every day and be open and be listening constantly. There's not just one avenue [to the organization], or even 10 avenues. There are hundreds, and people come in different ways all the time."

Expressing appreciation and recognition for volunteers and their work was described by volunteers as absolutely essential, both to communicate the impact that volunteers are having in their community and also to maintain positive and meaningful relationships. A volunteer interviewed shared:

"[Volunteers] at VIM are so happy to be examples in the community and be spokespeople. [It's] the daily recognition [of] the contributions we make."

Thank you to Carlos Wysling; Jennifer Fuller; Jim Petersen; Dr. John Teller; Kat Mastrangelo; Kristi Jacobs; and Roberta, RN (who preferred not to include her last name) for participating in interviews for this case study.

The Benefits of and Barriers to Volunteer Engagement in Oregon



Sunset Empire Park & Recreation District, Seaside

Organization Survey respondents (N=580) reported how their organization recruited volunteers, based on response categories: "Not at all," "Sometimes," "Frequently" or "Don't know." As shown in **Figure 10**, word of mouth and special events were identified as the most common ways to recruit volunteers. Social media is also seen as a way volunteers learn about the organization.

Volunteer Survey respondents (N=228) also reported learning about their organization primarily through other volunteers (29 percent) and special events (13 percent), followed by advertisements (12 percent). Less frequently, volunteers reported learning about their organization while volunteering elsewhere, being asked by a staff person, or by using social media or recruitment tools.

What are the benefits of volunteer engagement in Oregon?

Organization Survey respondents (N=559) were asked to report on the extent to which volunteers provided a range of benefits to their organization, using four response categories: "Not at all," "Somewhat," "A lot," or "Don't know." As shown in **Figure 11**, volunteers were seen by most organizations as providing a lot of benefit to the organization in the areas of increased program or service quality, level of services, cost savings and public support.

Figure 10. Organizations reported volunteers learning about their organization primarily through word of mouth and special events.

Percentage of organizations reporting ways volunteers learn about their organization, VIO Organization Survey, 2016



Figure 11. Volunteers reported a variety of "very important" reasons for volunteering.

Percentage of volunteers reporting their reasons for volunteering, VIO Volunteer Survey, 2016



From Key Informants interviewed, seven themes related to the benefits of volunteer engagement emerged in response to the question “Why does volunteerism in Oregon matter to you?” and echoed much of what was reported through the Organization Survey.

1. Volunteerism and volunteers build community.

“It expands people’s worldview, and that’s really important because we have created these really segregated spaces by school, workforce. ... Volunteerism allows people to connect on a really human level with people whose stories they haven’t heard.”

2. Volunteers get work done.

“We could not get our meals to homebound elderly folks without volunteers. We’d have a huge waitlist and model of how to get meals to people in their homes; without volunteers, we could not make it efficient or cost-effective. We simply couldn’t do it.”

3. Volunteerism engages the public in solving community problems.

“It has the ability to plug people into something directly, for them to take direct action and help other people and help solve some of our toughest problems, like hunger and the root causes that contribute to people being hungry.”

4. Volunteerism improves quality of life.

“I look all around the community, people who work with veterans, do community projects—almost all of the art in our community is on a volunteer basis. Those are the things that make life worth living.”

5. Volunteerism extends cultural traditions.

“The volunteers that we have align with the mission really well. They identify with ‘la lucha’ [the struggle] ... so they volunteer because they know that the work is vital to society and social justice.”

6. Volunteerism provides deeply personal experiences.

“I feel that volunteering does a lot for an individual as far as feeling accomplished and gratified in your life. For me, personally, it’s an expression of gratitude for what I have.”

7. Volunteers inspire staff and bring fresh perspective to organizations and issues.

“Volunteers put in a lot of time without a paycheck, and that can inspire those of us who do this work with a paycheck.”

Volunteer Survey respondents also often described the less-tangible benefits of volunteering that extend from things they personally experience to the people or animals they work with to the community at large.

“When I volunteer here, as well as the other organizations I volunteer for, I always feel like I get more out of it than I give. I believe it’s important to improve our community, and this is one of the ways I’m helping to do that.”



Serendipity Center Inc., Portland; OCF, Grants Pass; IRCO, Portland; Ragland Rife Foundation, Klamath Falls.



Community Outreach, Corvallis



Salem Art Association, Salem

What are the barriers to volunteer engagement in Oregon?

Organization Survey respondents (N=558) were asked to report on any challenges their organization faces in working with volunteers, using four categories: "Not a problem," "A small problem," "A big problem," and "Don't know." As shown in **Figure 12**, the most pressing challenge reported was recruiting volunteers with the right skills and availability.

Organizations reported "A big problem" with recruiting volunteers with skills and experience in fundraising and development (37 percent), marketing (22 percent), and information technology (25 percent). Although recruiting volunteers with specific language skills or experience working with specific populations was considered a big problem by only 11 percent and 7 percent of respondents, respectively, nearly a third of Organization Survey respondents did not know whether it was difficult, or how difficult it was, for the organization to recruit volunteers with specific language skills or experience working with specific populations.

Volunteer Survey respondents (N=307) were also asked what barriers, if any, they had encountered in volunteering with their organization and to rate these based on three response categories: "Never," "Sometimes," or "Often." As shown in **Figure 13**, most often they reported not having enough time to volunteer and, less frequently, that staff do not have enough time for them.

Most Volunteer Survey respondents reported that they never felt unrecognized for their service (90 percent), never felt unwelcome at the organization (94 percent) and never experienced prejudice at the organization (97 percent).

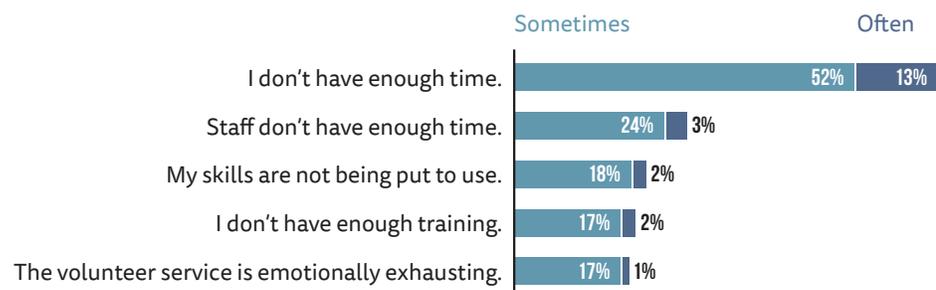
Figure 12. Most organizations reported challenges related to recruiting volunteers.

Percentage of respondents indicating challenges that ranged from small to big problems, VIO Organization Survey, 2016



Figure 13. Lack of time is the most common challenge reported by volunteers.

Percentage of volunteers indicating they faced challenges sometimes to often, VIO Volunteer Survey, 2016





St. Vincent de Paul, Eugene



Hacienda CDC, Portland

When Key Informants were asked to describe what, if any, challenges exist in terms of engaging volunteers at their organization, seven themes emerged:

1. **Needing to diversify the volunteer base** to ensure that new volunteers are coming into the organization to sustain the work, but also to reflect the communities in which organizations exist and serve.

"Our last strategic plan had a goal around engagement and set towards engaging a younger and more diverse audience. Currently, our average volunteer is in their 60s and usually white, and usually a man."

2. **Dedicating sufficient time and providing sufficient training** for volunteers.

"The frustrating part for me is that we're so busy we don't even have time to engage volunteers better ... it adds a layer of work that sometimes we don't have time to deal with, having the time to really explain to a volunteer what needs to be done and how to do it right."

3. **Addressing risk management procedures and requirements** that slow the process of engaging new volunteers and/or inadvertently exclude potential volunteers and groups.

"More places are requiring more background checks, there's more asking for personal and sensitive information like Social Security numbers to run checks, there are people who aren't going to, or can't, engage because of those policies."

4. **Relying on technology tools** is necessary from an organizational perspective, but this may inadvertently exclude some potential volunteers and groups.

"The world is moving to technology-based communication, so I struggle with people who don't use technology. We use a web-based scheduling software, and that requires that volunteers have basic computer literacy skills like email or Internet connection, and that can be a challenge and delicate to negotiate."

5. **Ensuring that volunteers feel they have a personal connection** within the organization. This was described both by organizations that engage large numbers of volunteers and by organizations that may be based in one community but offer opportunities for engagement across the state.

"We struggle with how to offer a deeply personal experience when you are such a large, almost industrial operation — how to make sure each person feels really special."

6. **Engaging enough people who can serve as volunteers**, as a result of limited organization capacity, but also due to insufficient outreach, or the limited number of people available in the community to volunteer.

"We live in a very rural community where there are numerous nonprofits, so most people are already volunteering for other organizations. So they're spread very thin."

7. **Managing large numbers of volunteers**, from the perspective of organizations that have experienced a recent rise in interest from prospective volunteers, but also from those being approached by large service groups.



Sisters of the Road, Portland

"One challenge we have is accommodating really large groups for a team experience. We don't have types of projects to accommodate them ... and that's actually a lot of work on our end to buy materials and make sure everyone has something to do. They feel like we're rejecting them, but we just don't have the work for large groups for short times on demand."

Key Informants also described changing community composition and local context as presenting unique challenges. Demographic shifts are impacting their organization's ability to engage volunteers. Some organizations saw an influx of baby boomer retirees in their communities who have time and availability to spend volunteering, while others saw the "aging out" of retirees posing a threat to their volunteer base in the near future. On the younger end of the age spectrum, millennials were described as very busy and generally difficult to engage, but were seen as a group that has significant collective strength, enthusiasm and perspective to offer organizations.

"We worry as we look forward about the aging of our local population. Right now we're blessed with a lot of healthy, active baby boomers, and we may not have as many healthy, active baby boomers in a few years, and not enough active young people who aren't [too] busy taking care of aging baby boomers to have time left over to volunteer."

Although some organizations experienced a growth in numbers of volunteers during the Great Recession, two organizations described recent layoffs in their communities contributing to decreased volunteering due to the need for families to work more hours



Caldera, Sisters

across multiple part-time jobs in order to make ends meet. At the same time, organizations recognized that when the economy is in a downturn, the demand for services typically goes up, while funding typically goes down, making it increasingly difficult for remaining paid staff and volunteers to meet demands.

The rise in housing costs was described by two Key Informants as influencing their ability to engage volunteers. For one organization, this has made it more difficult for volunteers to travel from where they live to where organizations operate. For another organization, the cost of land has impacted where they have been able to build houses, creating more distance between where volunteers live and where they're being asked to volunteer.

How can organizations make the most of what community members have to offer?

When asked whether there are certain demographic groups organizations want to work with as volunteers but currently are struggling to engage, Key Informants most frequently described wanting to connect more with Latino and Spanish-speaking, American Indian, and African-American communities. While many organizations currently rely on retirees and struggle with reaching millennials (youth born roughly between 1982 and 2000), several organizations described feeling successful engaging youth but struggling to reach baby boomers (adults born between roughly 1946 and 1964) and retirees. Organization Survey respondents felt that millennials do not currently engage as volunteers because they do not have enough time, or because they are unavailable at the times needed by organizations.



Habitat for Humanity-Restore, Albany



SOLVE, Portland

Organizations that described feeling more successful at engaging millennials typically had partnerships established with local schools, community colleges or universities. By offering service-learning opportunities through their organization that also satisfied requirements for volunteers' studies, organizations were better able to engage younger volunteers. Organizations that were able to offer more flexible opportunities in terms of length of commitment and periodicity described being able to engage millennials well. When organizations also had millennials in leadership and decision-making roles, they felt they were better able to engage younger volunteers in a variety of roles more effectively.

Organizations that described challenges engaging baby boomer and retiree volunteers talked about the organization's reliance on technology tools for recruitment and communication being a barrier for some. In addition, because retirees tend to have more free time for volunteering and because volunteering was described as a way for retirees to stay socially connected, organizations were more successful at engaging baby boomers if they could offer regular and consistent opportunities.

Disconnects between organizations and communities were described in a variety of ways to explain why groups don't currently engage as volunteers, such as not knowing about the organization and mission, not seeing their community represented in organization staff, and not seeing the organization serving their interests.

"We've had different groups come to work with [the organization] but as they get involved with the larger group they maybe don't feel quite like the problems are really theirs, so how to make it inclusive for everyone is the challenge."

Key Informants described their organization struggling to have time to develop relationships and build trust with underrepresented communities; not having sufficient diversity, equity, and inclusion training or understanding to be seen as a welcoming environment; and developing shared ownership with underrepresented groups.

"We're talking about diversity as a broader topic, getting the strategic planning team to think about that. They're thinking through diversity on both the board and with staff ... offering trainings around diversity and social issues and social justice and inclusion and equity work."

CASE STUDY

Adelante Mujeres



Since 2002, Adelante Mujeres has served western Washington County with a main office in Forest Grove, Oregon. The mission of Adelante Mujeres is to

“provide holistic education and empowerment opportunities to low income Latina women and their families, in order to ensure full participation and active leadership in the community.”⁸

Adelante Mujeres operates seven core programs to help Latina women and their families build the tools to achieve self-determination in the areas of education, empowerment and enterprise. Programs include adult education; early childhood education; Chicas, a youth development program; ESPERE, a conflict management workshop series; sustainable agriculture; small-business development; and the Forest Grove Farmers Market.

Three staff, including the communications/volunteer coordinator, a Chicas site facilitator, and development director; two board members; and two additional volunteers were interviewed for this case study.

The volunteers interviewed reported giving 45 to 300 hours to Adelante Mujeres over the prior year, and had joined the organization as a volunteer between 2012 and 2014. Three interviewees were 25 to 39 years of age, and four were 40 to 54 years of age. Three interviewees identified as Latino/a, and four identified as white. All interviewees were college graduates, five of whom also had post-graduate degrees.

⁸ For more information about Adelante Mujeres, visit www.adelantemujeres.org.

What are the key ways volunteers are involved with Adelante Mujeres?

Volunteerism was described as important to Adelante Mujeres for several reasons, including being able to accomplish the work of the organization and to foster community engagement with the organization and mission:

"[Volunteers] help with the actual work, being able to get things done, give support to staff."

"A bigger goal, which is equally important, is creating community engagement with our mission."

Thirty-seven people on staff serve in operations and administration and also as educators, program coordinators and site facilitators. Currently, the volunteer coordinator is funded at half time (20 hours a week) in volunteer management and half time in communications. Prior to 2012, volunteer management was less formalized and decentralized, with responsibilities falling to staff within each program area. In an effort to provide a more consistent approach to recruiting and orienting volunteers, Adelante Mujeres invested in the part-time position at the organization level.

Volunteers are active in each of the core program areas with staff, as well as in the leadership of the organization. Volunteers serve in a range of capacities, including as board members, fundraisers, early childhood and adult education classroom assistants, group facilitators, tutors, mentors, soccer and summer camp assistants, office assistants, marketing assistants, business coaches, community-supported agriculture packing assistants, community gardeners, farmers market promoters and other jobs to facilitate the setup/teardown on market days, and translators and interpreters.⁹

Although the organization has developed a series of position descriptions for volunteer roles in each program area, interviewees also described the ability of volunteers to "carve out" their own individualized roles based on their needs or interests.

"Having some general framework for the program and guidelines is good, but giving a lot of leeway for each volunteer, that also helps, letting people find their own niche."



Further, interviewees said it's important to the organization to offer an array of different levels of volunteer experiences, ranging from regular and consistent, longer-term commitments (such as three-year board member terms or interning for a nine-month school year), as well as more episodic or one-time events (such as farmers market setup or special presentations as industry experts).

What are key ways Adelante Mujeres recruits volunteers?

Interviewees described volunteers seeking out opportunities to work with Adelante Mujeres because of the organization's role in meeting, and responding to, specific community and cultural needs.

"I knew I wanted to work with programs that work with women, that empowerment piece. And immigrant families, specifically Latino families."

"I wanted to give back, especially in the Latino community."

"Programs in Adelante are so unique. It's not duplicated in any other way in any other place. Their programs are all filling a unique need."

Partnerships between Adelante Mujeres and local education institutions, such as colleges, school districts and Pacific University, have helped engage students to meet their needs. One staff member shared:

"Volunteers also get benefits like work experience, meeting people and satisfying course credits."

⁹ Adelante Mujeres. *Volunteer Manual*, June 7, 2016

The organization is proud that the volunteer program is beneficial for both the organization and the volunteers.

Relying on staff, board members and volunteers in other roles to talk about their experience in Adelante Mujeres with friends, family and others in their networks, word-of-mouth promotion was described as a valuable recruitment strategy.

"We have a lot of volunteers, who because of their work with Adelante Mujeres, they speak about it with a friend or colleague, and that's really valuable for our long-term success."

Another interviewee added that because Forest Grove is a "pretty small town," most locals have heard of Adelante Mujeres. Because Adelante Mujeres operates programs within 14 schools in the areas, community members learn about volunteering with the organization through their and their children's exposure to programming in the schools.

Other recruitment strategies of Adelante Mujeres include:

- Partnering with high school service-learning programs
- Maintaining a social media presence through Facebook, Twitter, and the Adelante Mujeres website and blog
- Distributing a newsletter highlighting the impact of programs and announcing volunteer opportunities
- Posting flyers in community settings and local businesses
- Participating in community events, and giving presentations to community and church groups
- Utilizing volunteer recruitment and placement programs such as Hands On Greater Portland, SignUp (formerly known as Volunteer Spot) and Volunteer-Match

What does Adelante Mujeres do that makes it successful at engaging volunteers?

Interviewees described the volunteer coordinator as an important role in recruiting and orienting volunteers to the organization, and matching them with programs and staff. This role manages recognition and appreciation events for volunteers and keeps information about volunteering up to date on the organization website, which was described as a useful and easy-to-use tool.



"There's a whole section of the website dedicated to volunteers. It breaks down all the different available positions, and you can fill out an application on there."

In addition to position descriptions and applications available online in English and Spanish, additional volunteer engagement resources include a new volunteers methods and procedures orientation and volunteer manual. Depending on the specific role volunteers fill, they may also complete a liability release form, criminal history background check and additional training specific to their program area.

Adelante Mujeres was described as being a welcoming and inclusive organization. This includes being intentional about ensuring the Latino community is represented through its staff, board and other volunteers, while also aiming to engage volunteers from all backgrounds.

The elements of Adelante Mujeres' mission to promote community participation and leadership also drive volunteer engagement among program participants. With service requirements built into some of the core programming, participants are supported to find or create volunteering opportunities within the organization, as well as with other organizations in the community.

Finally, interviewees noted that asking for and being open to feedback from volunteers are key engagement strategies. Feedback occurs in both formal and informal ways, but is an important step in building volunteers' ownership in the organization.

"We check in and make sure we get their feedback. They are great evaluators."

"They listen to their volunteers, find out what we are looking for and need."

What challenges remain for Adelante Mujeres in terms of volunteer engagement?

Although interviewees described the organization as having a lot of success attracting and retaining volunteers, interviewees also talked about the ongoing challenge of recruitment and ensuring that potential volunteers understand that the organization welcomes people from all backgrounds.

Interviewees described the challenge of being perceived as an organization where being Latino/a and/or Spanish-speaking is a requirement of volunteers. One interviewee shared:

"We do try to attract young adults and bicultural people. It's a big plus to have that cultural connection. Some volunteer positions require speaking Spanish, but we are open and welcoming to everybody who wants to volunteer."

At the board level, interviewees described challenges with engaging members in active roles. As a result, the organization is piloting a new approach. This includes a brief "trial" period, when potential new board members will be asked to participate in a specific project, and then upon completion, invited to apply as a full board member.

Interviewees also mentioned that potential volunteers who live in Portland might face travel time and distance barriers to get to Adelante Mujeres program sites in Washington County. This might prevent them from volunteering with the organization even if they wanted to actively contribute to the organization's mission.

What lessons has Adelante Mujeres learned about volunteer engagement?

Developing relationships with professors at the neighboring university, which has civic engagement requirements as a component of its programs, has had reciprocal benefits for Adelante Mujeres, program participants, Pacific University and its students

Connecting with Latino-focused organizations, such as the Hispanic Chamber of Commerce and other professional or community organizations, has created specific pathways for some Latino and Spanish-speaking staff and volunteers to become involved with Adelante Mujeres.



Investing more time upfront to orient and train volunteers, both to the whole organization and in specific program areas, has paid off for volunteers and staff. This has allowed the organization to better match volunteers with roles and programs, which ultimately serves everyone better, including program participants, staff and volunteers.

"People have to have a positive experience with the application process, getting signed up, having good follow-through; that's all essential. We've worked hard to get that going well. There's a ripple effect. Then they talk about their good experience and get peers involved."

Finally, interviewees said that developing personal relationships through Adelante Mujeres over time has been a strong motivator for both staff and volunteers to be engaged with the organization. One interviewee shared:

"I don't think I would be volunteering there if it weren't for the personal relationships. It keeps me feeling like I'm contributing something valuable."

Thank you to Gini Petersen, Ingrid Solares, Jen Norman, Marco Espinoza, Megan Eatough and others for participating in interviews for this case study.

Supporting Volunteer Engagement in Oregon

What are the elements of successful volunteer programs?

Organization Survey respondents (N=582) were asked to rate to what extent their organization used a number of volunteer engagement practices, based on four response categories: "Not at all," "Sometimes," "Frequently" and "Don't know." These survey items were gleaned from previous studies¹⁰ to represent core organizational practices that best support volunteer engagement. As shown in **Figure 14**, organizations most often reported communicating clear roles and expectations for volunteers, providing regular supervision and support, matching volunteer skills with organization needs, and providing orientation and training to volunteers.

Key Informants described which volunteer engagement practices were seen as most important to successfully engage volunteers. Their insights largely echoed what Organization Survey respondents rated their organization doing, although Key Informants emphasized the importance of building one-on-one relationships with volunteers, creating multiple different kinds of opportunities for volunteers to be involved, and recognizing or appreciating volunteers regularly in formal and informal ways.

¹⁰ Hager, M.A., and Brudney, J.L. (2004). *Volunteer management practices and retention of volunteers*. The Urban Institute.

Figure 14.
Organizations reported using a wide range of volunteer engagement practices.

Percent of organizations using practices sometimes to frequently, VIO Organization Survey, 2016



"Really be confident in your own mission, because if you don't know what you're doing, it's hard to communicate that with other people. People want to work for an organization that they believe in and that speaks to something that they care about. No one wants to volunteer for chaos."

– Key Informant

- **Support staff** to engage volunteers and create an organization climate where every person within the organization sees volunteer engagement as part of the work.
- **Make it easy to volunteer** by having a range of types of jobs volunteers can do, be flexible about the levels of commitment different volunteers may be able to offer, and consider offering family-friendly opportunities or opportunities for business or church groups to volunteer with/for the organization.
- **Utilize a range of recruitment strategies** such as tabling at networking, community or other events; canvassing; utilizing social media; matching volunteer skills with organization needs through an application form or interview; using word-of-mouth recruitment; or coordinating with other organizations.

- **Be prepared for volunteers** so their time can be utilized well and they can complete their expected work.
- **Clarify expectations** with volunteers about their role within the organization and the roles of others they will be working with.
- **Provide orientation, training and supervision** to volunteers so they are prepared to do the work expected of them.
- **Connect volunteer work with organization mission, goals and tangible results** so that volunteers can see and feel the difference they are making.
- **Build one-on-one relationships** with volunteers so they feel connected to individuals within the organization.
- **Appreciate and recognize volunteers and their impact** through thanking volunteers, giving awards, holding recognition events and highlighting work through newsletter articles, for example.
- **Offer additional incentives or recognition gifts**, if relevant and if possible; consider access to events and festivals or memberships where they volunteer, and providing organization-branded takeaways like mugs, reusable bags, stickers or T-shirts.
- **Ask for and be responsive to feedback** from volunteers to learn from their experience and create shared ownership within the organization.

"Our philosophy is to provide meaningful work and to provide all the tools they need, match skills, give them the resources they need, provide great communication, be awesome at appreciation. Also, if it's too hard, or if there's no one to tell them what to do, or if they get conflicting info, or no one appreciates them, those are the fundamental things working with volunteers we try to avoid. ...What keeps people coming back is a good time and a meaningful mission. Relationships are amazingly important, being connected and recognized and known." - Key Informant

In addition to practices that are important to engaging volunteers generally, Key Informants were also asked to describe specific practices or strategies that are essential to engaging specific age, cultural or linguistic groups of volunteers. They described this as important in order to represent and be an authentic part of the communities they serve, cultivate advocates for their organization's mission, and grow their donor base.



SMART, Salem

- **Build relationships and trust** between members of the organization and groups that may have historically been underrepresented within the organization so that underrepresented groups see the organization as and know it to be welcoming, open and inclusive.
- **Do face-to-face outreach with individuals** from historically underrepresented groups to form a visible and accessible presence in community settings.
- **Partner with and through schools and other organizations** to facilitate relationship-building and outreach within existing organizations, building on infrastructure that is already established.
- **Adapt roles and messaging** for different groups or communities in order to more clearly clarify how the organization's mission and work align with their needs and interests.
- **Remove tangible barriers to participation** that might exclude different groups or communities. This may include exploring how to reimburse volunteers for mileage, removing onerous paperwork requirements, offering multiple pathways for volunteers to apply to the organization, or ensuring that organization materials are available in multiple languages, and hiring staff who are multicultural or multilingual to reflect the communities the organization wishes to serve and engage.
- **Participate in organization self-assessment and planning** in order to critically reflect on the institutional and individual barriers that prevent the organization from reaching intended groups or communities.



Friends of the Columbia Gorge, Portland

Organization Survey respondents and Key Informants said it is common to have someone responsible, at least on a part-time basis, for volunteer engagement within the organization. Volunteer engagement positions were described as being full-time staff, part-time staff, full-time volunteers or part-time volunteers. Not surprisingly, organizations with larger operating budgets were more likely to have at least part-time staff dedicated to volunteer engagement (Figure 15).

Key Informants expressed a preference for a full-time paid staff person to be responsible for volunteer engagement, saying that when volunteer engagement was only part of a staff person's responsibilities, it was seen as something that could easily "fall off their plate."

What are opportunities for organizations to collaborate with each other to best utilize volunteers?

Organization Survey respondents reported that partnering with other organizations was a priority for their organization, and they felt they needed help to engage

specific groups including specific cultural groups, as volunteers. This is also a high priority among 30 percent of organizations that felt they needed help recruiting volunteers with the right skills and availability, as well as to develop funds to support volunteer engagement practices.

Overwhelmingly, Key Informants agreed that they have interest in leveraging volunteers and collaborating with other organizations on volunteer engagement. Some Key Informants also described doing this already and grappling with how to do it more effectively.

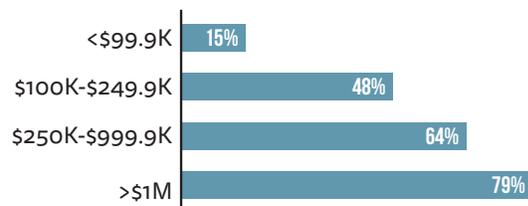
"Something we're interested in right now is expanding how we might partner with other organizations around phone banking and direct legislative action. ... One key thing we're looking at is how to build a movement with volunteers. We're engaging them in more advocacy work and legislative action. How can we partner with local organizations to do grassroots advocacy? We're really at the beginning of the process and still working on more of those partnerships."

Several interviewees who agreed they have an interest in collaborating with other organizations on volunteer engagement felt they did not have capacity to collaborate at this time, without additional resources/time to do so. Interviewees largely agreed there could be additional opportunities for collaboration with other non-profits but felt uncertain what they would be.

"It would be interesting. We've not done that, especially around volunteers. We're always trying to understand this work better, and whatever we've learned we want it to also be helpful to others. In the same way there's a community of practice around early literacy, there could be one around volunteer engagement." – Key Informant

Figure 15. Organizations with larger budgets are more likely to have staff dedicated to volunteer engagement.

Percentage of organizations by budget size with part- or full-time paid staff responsible for volunteer engagement, VIO Organization Survey, 2016



CASE STUDY

The ReBuilding Center



The ReBuilding Center (RBC) operates in a North Portland, Oregon, neighborhood. Established in 1998 and a project of Our United Villages, the mission of RBC is to

"inspire people to value and discover existing resources to strengthen the social and environmental vitality of communities."¹¹

RBC accepts donations of reusable building materials; offers free pick-up service for large, preapproved donations; and donates used building and remodeling materials to community organizations and projects. RBC also sells reusable building and remodeling materials — including appliances, doors, electrical and plumbing materials, hardware, lighting, lumber, sinks, tile, toilets, tubs, and windows — at affordable prices.

In addition, RBC provides free community presentations, classes, tours, and workshops. RBC also offers hands-on experience for pre-apprenticeship programs, internship placements, and service-learning and mandated service groups.

Two staff, including the volunteer services manager and a salvage specialist, two board members, and three additional volunteers, were interviewed for this case study. The volunteers interviewed reported giving six to 250 hours to RBC over the prior year, and had joined the organization as a volunteer between 2013 and 2016. One interviewee was between 16 to 24 years of age, three were 25 to 39 years of age, and two were 40 years of age or older. Interviewees mainly identified as white, while one identified as a person of color; six had college degrees, and one had some college or technical school education.

¹¹ For more information about The ReBuilding Center, visit www.rebuildingcenter.org.

What are the key ways volunteers are involved with The ReBuilding Center?

Volunteerism was described as fundamental to RBC and its mission. Interviewees described the importance of volunteers in several ways:

"They are the engine that keeps the organization going and serves the mission at the same time."

"I don't think we could survive without volunteers."

"The whole organization is about volunteering."

Twenty-seven people on staff serve in operations and administration, as drivers, salvage specialists, deconstructionists, site supervisors, store managers, and cashiers. Together, they support approximately 2,000 community members who volunteer with RBC annually.

Volunteers serve in a range of roles, including as board members, leaders, interns, and assistants in carpentry, demolition, construction, and renovation; community education, outreach and social media; administrative roles; writing and editing; design and graphic design; research; and fundraising and event planning. One interviewee shared the most common way volunteers are involved:

"The primary way is by helping process the materials that come in. [Volunteers] get [materials] in some way to the salable state. That happens at The ReBuilding Center and at the job sites."

At the same time, interviewees emphasized that RBC aims to be an organization that works closely with volunteers to match or develop volunteer opportunities that centralize the goals of the volunteers. One interviewee shared that RBC wants to be able to

"engage everybody and find out where they want to go. Find out 'why are you here, and what do you want to do?' Try to let everyone have their own experience."

A volunteer interviewed described her experience with the organization in this way. She first started volunteering with RBC as a bachelor in public health intern. She worked with the volunteer services manager and other staff to tailor an internship to meet her individual and program needs. She developed and delivered volunteer leader training, researched environmental health quality issues related to demolition and deconstruction asbestos exposure, and proposed deconstruction



policy changes that were ultimately adopted by the City of Portland in early 2016.

What are key ways The ReBuilding Center recruits volunteers?

Volunteers come to RBC in a variety of ways, but the majority come through an organization or group that works in partnership with RBC, such as:

- Service-learning programs within elementary, middle and high schools
- Pre-employment programs such as Oregon Tradeswomen or Portland Youth Builders
- Restorative justice programs
- Community integration programs
- Intern placement programs within secondary and post-secondary institution¹²

One staff member interviewed shared this.

"At least 50 percent [of RBC volunteers] come to us through mandated volunteer work through the courts or schools. Volunteering is a tool that can be utilized for them as free job training, networking, relationship-building."

Other recruitment strategies that RBC utilizes include:

- Word-of-mouth promotion by current staff and volunteers within their networks, as well as with customers
- Volunteer placement programs such as Hands On
- Being present at community awareness and outreach events
- Utilizing social media such as Facebook and Twitter, the RBC website, and maintaining a blog

¹² The ReBuilding Center. *Staff Volunteer Training Presentation*, Oct. 23, 2013



What does The ReBuilding Center do that makes it successful at engaging volunteers?

Interviewees described the volunteer services manager role as critical to the success of the organization to establish partnerships with other community organizations that refer potential volunteers and groups to RBC. These relationships were described as the most successful engagement strategy.

As a result of these community partnerships, RBC engages volunteers from diverse backgrounds across age, gender, cultural and linguistic groups; socioeconomic backgrounds; and marginalized communities, such as youth with disabilities.

Another key element of success for RBC has been the organizational shift in the volunteer engagement mindset. Since 2013, the organization has worked to ensure that volunteers, especially the large numbers of volunteers who are fulfilling mandatory service requirements, connect with the organization in a deeper way, beyond satisfying the minimum hours. This organizational shift has been led by the volunteer services manager and supported by executive leadership and staff. The volunteer services manager described this shift:

"The goal shouldn't be the hours themselves but what the hours represent. We're taking the community service out of mandated volunteering and highlighting the volunteer aspect. It allows people to complete their hours almost accidentally, and they stay on because they want to finish their projects."

The volunteer services manager is also responsible for matching volunteers to positions or developing roles for volunteers within the organization. This position also pro-

vides general orientation and support to volunteers, and to staff in order to support their work with volunteers.

In addition to a dedicated volunteer services manager, interviewees said every person within the organization is tasked with volunteer engagement, either directly through their supervision of, or collaboration with, volunteers in different areas, or indirectly through promoting the organization within their networks.

Additional volunteer engagement strategies described by interviewees included the one-hour in-person volunteer orientation, which is offered approximately weekly. Volunteer applications are available online and were described as useful to volunteers and the organization for starting the matching process in order to meet the needs and interests of individuals or groups of volunteers. The application process allows potential volunteers to indicate their areas of interest, availability and assignment preferences.

Additional key materials that are reviewed with volunteers include orientation materials, position descriptions and safety procedures. Volunteers also participate in additional training with direct supervisors or volunteer leaders, which varies by position.

Finally, interviewees described RBC's efforts to support local businesses and organizations of color as a key element of its success at engaging a diverse group of volunteers. RBC has historically provided donations or leveraged volunteer time for special projects in the neighborhood, for example. This was described as important to being seen as an inclusive organization and one that is effective at engaging a diverse group of volunteers.



What challenges remain for The ReBuilding Center in terms of volunteer engagement?

Interviewees described recent strategic planning that the organization participated in, which resulted in the reprioritization of work to continue increasing the board of directors' representation of diverse communities served by RBC.

Due to the size of the organization and because most work is done in the warehouse or in community settings, communication was described as an ongoing challenge. One volunteer said that because the organization is a big and busy place, it can sometimes be a challenge to "stay in the loop." Also noted by other volunteers and staff was the challenge of ensuring that every volunteer gets the amount of time with and direction from staff at the level he or she wants.

In terms of cultivating additional community partnerships, the volunteer services manager described additional groups and organizations to engage. One group he is working to connect with is returning veterans:

"[Vets'] missions continue. We want them to be able to get out and volunteer and continue their personal healing and stay connected with community."

What lessons has The ReBuilding Center learned about volunteer engagement?

Interviewees described the benefits of investing the time and resources to develop relationships with community partners and volunteers. Meeting with individuals at referral organizations directly and talking with

volunteers and families about how the organization can serve them were key to building trusting relationships.

"Relationship-building is something everybody talks about, but making that the driving factor is a key ingredient for what we've been able to do here. It's a little bit [of] extra work in the short term, but less in the long run."

Interviewees also spoke about the organization's commitment to supporting volunteer orientation, training and recognition, both through the volunteer services manager and the organization as a whole. This was described as improving the quality of the volunteers' experience as they help RBC meet its mission. One interviewee shared:

"It's better to train a volunteer and have them leave than not to train a volunteer and have them stay."

Interviewees emphasized the critical need for the organization to recognize and respect the contributions of volunteers. While this was noted as being important to volunteer engagement generally, it was seen as even more important for an organization that engages diverse and often marginalized groups. A volunteer shared:

"Make sure your volunteers feel respected. People are there and they are helping, and that's the highest goal. It's not just about getting things done. People need to be respected for wanting to be involved."

Thank you to Allison Wolverton, Ashley Metz, Dave Lowe, Kevin Moore, Mike Alfoni and others for participating in interviews for this case study.

Implications and Recommendations

Through a review of national data, in addition to collecting data through the VIO Organization Survey, VIO Volunteer Survey, VIO Key Informant interviews and VIO case studies, Oregon demonstrates strengths in volunteer engagement statewide. Nearly a third (30 percent) of all Oregonians over the age of 16 volunteer at least once a year, giving Oregon the 12th-highest volunteer rate in the nation, and Oregonians volunteer more hours, on average, compared to the United States overall.

Volunteers engage in a wide variety of roles within organizations, and most of those we surveyed are largely motivated by the desire to be an engaged community member and connected to the organization's cause. Volunteers enable organizations to increase program/service quality, level of service provided, cost savings and public support. Volunteers also reported experiencing benefits from volunteering, including gaining new experience and giving back to their community.

Most organizations reported doing some common volunteer engagement practices like communicating clear roles and expectations and providing regular supervision. Most volunteers get involved with an organization through someone they know, but special events and social media also raise awareness in the community about organizations and volunteer opportunities and needs.

At the same time, Oregon faces some challenges to volunteer engagement. The most pressing challenge reported by organizations was related to recruiting volunteers with the right skills and availability. Similarly, volunteers surveyed said the the primary challenge to engaging with their organization was not having enough time. Fundraising and development, marketing, and information technology were the skills that organizations reported as being the biggest challenge to find in volunteers.

Organizations also saw a need to address the barriers facing potential volunteers from cultural, linguistic or age groups who have traditionally not been involved with their organization. Organizations that have historically relied on retirees and baby boomers, who have typically represented only a narrow segment of their communities, express concerns about the aging out of their volunteer base, challenges around engaging new volunteers, and becoming more representative of the cultural and linguistic communities they serve.



Hoyt Arboretum, Portland

Retiree and baby boomer populations in Oregon have historically been viewed by nonprofits as a large and reliable base of volunteers. Millennials were described as a large age group that organizations would like to engage as volunteers, but they were also described as having more demands on their time and volunteering in slightly different ways than boomers. Whereas boomers were generally seen as seeking out and making regular, long-term volunteer commitments, millennials were generally seen as seeking out shorter-term or more episodic volunteer experiences.

Interviewees also described another demographic shift in Oregon: the growing number and percentage of Oregonians who identify as members of communities of color. In addition to newcomer immigrant groups and communities of color in general, Spanish-speaking and Latino/a communities were recognized as the fastest-growing demographic. Organizations described their need to respond to changing community demographics both in terms of how they provide services and how they think about engaging a more diverse volunteer base that reflects the community.

Although some organizations described an organizational culture and practices used to engage a diverse group of volunteers across age spans and cultural or linguistic groups, most organizations involved in the VIO project felt this was a significant challenge for them. With many organizations relying on volunteers to provide core services and advance the organization mission, these changing demographics represent a critical opportunity for organizations to think about their volunteer engagement practices differently.



Community Warehouse, Portland

As a result of these findings from the VIO project, we identify implications for continuing to build on Oregon's strengths in volunteer engagement and recommend ways that individuals, organizations and funders can be part of these efforts. To ensure that organizations are able to engage a diverse group of volunteers and reflect the community within their organization and services, we propose the following recommendations, aimed at specific stakeholder groups: volunteers, organizations and funders.

Recommendations for volunteers:

- **Clarify and communicate** what you hope to give and get from the volunteer experience.
- **Find ways to provide feedback** to organizations about your experience, both about things that are working well and ideas for improvement.
- **Offer to help organizations** implement or change their volunteer engagement practices as part of a continuous improvement process.
- **Share your volunteer experience** with others in your networks to promote volunteerism through word-of-mouth recruitment and personal relationships.

Recommendations for organizations:

- **Cultivate value and shared responsibility** for volunteer engagement in all levels of the organization.
- **Dedicate staff time** to recruit and engage volunteers, including time to build one-on-one relationships with historically underrepresented groups.
- **Adopt specific practices** to support volunteer engagement, including culturally responsive practices, and participate in a continuous improvement process to refine and adapt practices over time.
- **Partner with other organizations** to create mutually beneficial opportunities to engage volunteers, e.g., service-learning partnerships, internships or other professional development through volunteering partnerships.
- **Connect with existing resources** that support volunteer engagement, e.g., volunteering-matching organizations, volunteer management administrator associations, nonprofit associations, and state commissions on national and community service.



Boomers and Babies, Family Building Blocks, Salem

"We couldn't deliver the services Oregonians need without volunteers. At the end of the day, they're a tremendous workforce; they make life better for everybody."
 – Key Informant

Recommendations for funders:

- **Connect organizations** to existing volunteer engagement training and technical assistance resources, such as paying for nonprofit staff to attend training or become members of volunteer management administrator or nonprofit associations.
- **Create funder-led opportunities** for nonprofits to build volunteer engagement capacity of staff, such as providing additional training or technical assistance directly to nonprofits, convening learning communities, or supporting communities of practice.
- **Give grants** to organizations that develop and implement culturally responsive volunteer engagement plans and practices.
- **Continue to build community and public awareness** of the value and importance of volunteering in Oregon.

APPENDIX

Methodology¹³

Organization Survey

The Organization Survey was developed in collaboration with OCF and drew items from existing tools, as well as items developed specifically for this project. Several existing surveys that informed the Organization Survey development included the Volunteer Management Capacity survey,¹⁴ the Volunteer Engagement Survey developed by King County United Way in 2009¹⁵ and the Building the Bridge for Volunteer Engagement study completed in Canada in 2013.¹⁶ Once finalized, the Organization Survey was translated into Spanish and tested by two Spanish-speaking staff for accuracy. The Organization Survey was administered electronically via email using Qualtrics, an electronic survey data collection tool.

The survey sample of 3,885 nonprofits was drawn randomly from the population of 11,142 Oregon-based 501(c)3 nonprofits registered with the Oregon Department of Justice,¹⁷ stratified by geographic region (based on eight OCF regions) and subsector types registered

with the Internal Revenue Service, e.g., animal welfare; arts, culture and humanities; and education. Contact information for representatives of organizations selected for the sample was obtained through an online search as well as through a search of matching organizations from an OCF-maintained contact list. A total of 672 organizations participated in the Organization Survey, resulting in a response rate of 17 percent. Respondents closely represented the geographic distribution of Oregon nonprofits (Figure 16) as well as the types of Oregon nonprofits (Figure 17).

To effectively recruit organizations, an initial introductory email was first sent to the executive director and/or volunteer coordinator at each organization to describe the study and inform them that they would receive a survey link within the coming week. One week following this introductory email, the survey link was sent to each organization representative. Weekly email reminders were sent to those who didn't respond over a five-week data collection period in January through February 2016.

As an incentive for participation, each organization representative was also offered an opportunity to enter his or her name into a separate online collector for a chance in a random drawing for one of forty \$40 Amazon gift cards.

Executive directors or volunteer services managers were the respondents for most organizations (68 percent), followed by board members (10 percent), other program managers (7 percent), development managers (4 percent) or "other" types of organization representatives (11 percent).

¹³ Survey and interview instruments are available on request. Please contact Callie Lambarth at lambarth@pdx.edu

¹⁴ Hager, M.A., and Brudney, J.L. (June 2004). *Volunteer management practices and retention of volunteers*. Retrieved Sept. 13, 2015, from <http://www.urban.org/sites/default/files/alfresco/publication-pdfs/411005-Volunteer-Management-Practices-and-Retention-of-Volunteers.PDF>

¹⁵ Lynch, R., and Russell, N. (2009). *Volunteer management: Challenges and opportunities facing nonprofits*. Retrieved Sept. 13, 2015, from <http://www.thenonprofitpartnership.org/files/volunteer-management-uw-king.pdf>

¹⁶ Isakson, T., Barnett, B., Sladowski, P.S., and Hientz, M. (2013). *Building the bridge for volunteer engagement*. Retrieved Sept. 13, 2015, from <https://volunteer.ca/content/building-bridge-ii-full-report>

¹⁷ Retrieved Nov. 16, 2015, from <https://justice.oregon.gov/Charities>

Figure 16. Organization Survey respondents closely represented the geographic distribution of Oregon nonprofits.

Percentage of organizations by geographic region, VIO Organization Survey, 2016

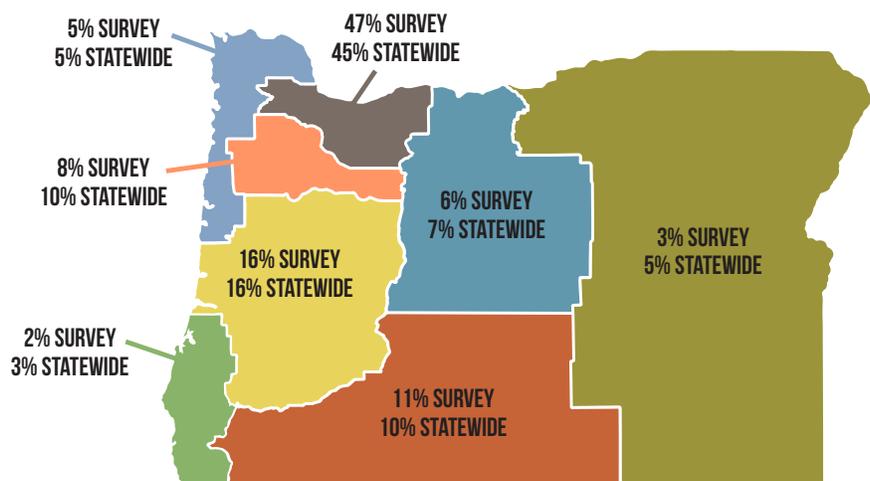
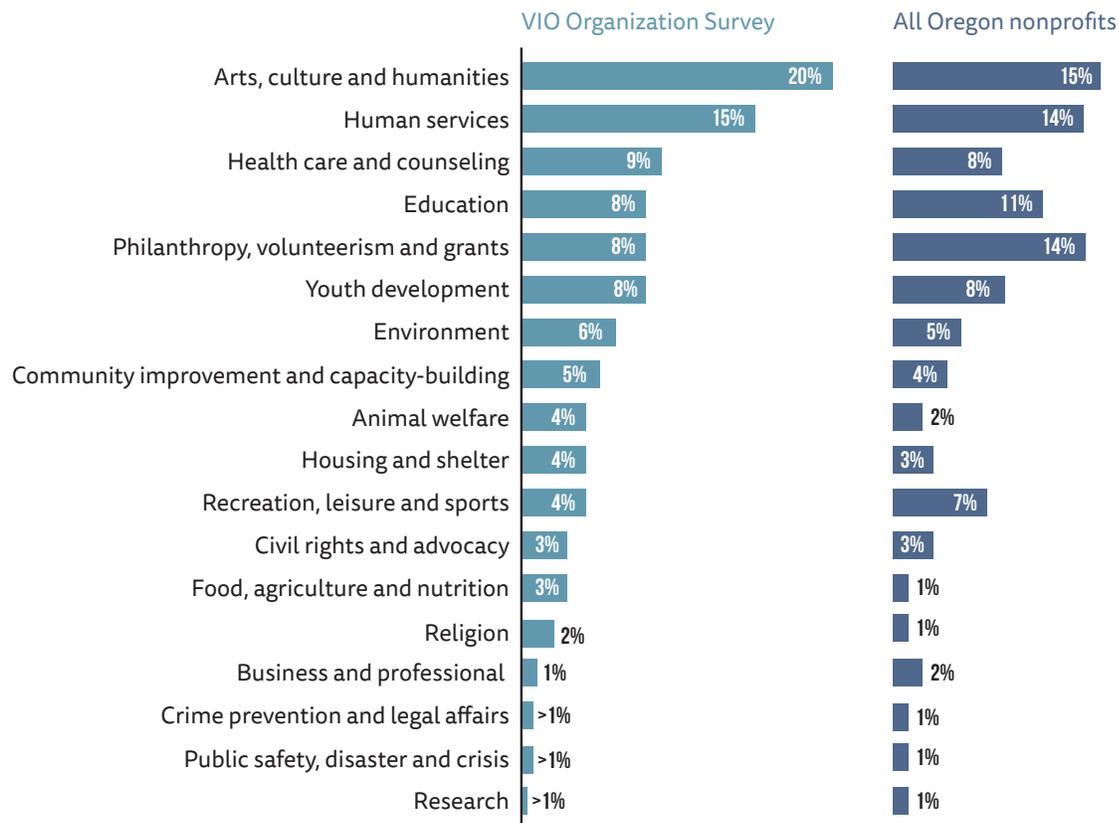


Figure 17.
Organization
Survey respondents
closely represented
organization types of
Oregon nonprofits,
based on the
primary subsector
types registered
with the Internal
Revenue Service.

Percentage of organizations
 by type, VIO Organization
 Survey, 2016



Centro Cultural, Cornelius

Volunteer Survey

The Volunteer Survey was developed to mirror a small, select number of items included on the Organization Survey in order to serve as a comparison of volunteer perspectives. Once finalized, the Volunteer Survey was translated into Spanish and tested by two Spanish-speaking staff for accuracy. The Volunteer Survey was administered electronically via email using Qualtrics, an electronic survey data collection tool.

When organization representatives were invited to participate in the Organization Survey, the introductory email also described the opportunity for volunteers within the organization to participate in an anonymous Volunteer Survey. If organization representatives agreed to circulate the Volunteer Survey electronically, they entered their name and email address into a collector that was included with the Organization Survey. These organizations then received a Volunteer Survey link for them to circulate, as well as a short email template that they could choose to use when emailing the Volunteer Survey to their volunteer pool. This data collection period was four weeks in January and February 2016.

As an incentive for participation, each potential Volunteer Survey respondent was also offered an opportunity to enter his or her name into a separate online col-



Sunshine Division, Portland



Sheltercare, Eugene

lector for a chance in a random drawing for one of 40 \$10 Amazon gift cards.

This resulted in a total convenience sample of 671 volunteers among 60 nonprofits, ranging from one to 366 respondents from each organization. The overall summary of results from the Volunteer Survey, however, is based on a total of 325 respondents in order to minimize the influence of the single organization that accounted for more than half of the total Volunteer Survey responses. The majority of Volunteer Survey respondents (54 percent) were age 55 and older, with only 9 percent between the ages of 16 to 24. Nearly three-quarters (72 percent) reported volunteering with their organization for more than a year.

Key Informant Interviews

The purposive key informant interview sample of 30 individuals was selected to represent a range of organizations based on size, geography and subsector type. Interviews were designed to be semi-structured and ran approximately 45 minutes. Interviews were conducted by telephone and primarily in English, with one conducted in Spanish.

Key informants were first contacted with an introductory email to describe the project and purpose of the interview. Within three business days, the key informant was contacted by phone to schedule a telephone interview. We employed a mix of up to seven additional emails and three telephone follow-up and reminder calls/messages within a four-week period in order to schedule and complete interviews. Interviews were not recorded, but notes

were written during interviews into an electronic protocol document in order to capture respondents' views in their own words. Handwritten thank-you notes were mailed to each interviewee after interview completion.

Participants were read consent language, assuring them that the information they shared would remain confidential, participation was voluntary, and whether they participated would have no effect on current or future funding from OCF.

Ultimately, a total of 29 interviewees, representing 28 organizations, participated in the Key Informant Interviews. All eight OCF regions were represented among the organizations

- Central, N=3
- Eastern, N=1
- Metro Portland, N=12
- North Coast, N=2
- North Willamette, N=2
- South Coast, N=3
- South Willamette, N=3
- Southern, N=2

Most predominant subsector types in Oregon were represented among organizations, including arts, culture and humanities (N=7); civil rights and advocacy (N=1); community improvement and capacity-building (N=1); education (N=3); environment (N=2); food, agriculture and nutrition (N=4); health care and counseling (N=1); housing and shelter (N=2); and human services (N=7). Interviewees were executive directors, volunteer services managers, other program managers and a board member.



Zenger Farm, Portland



Architecture Foundation, Portland



Food for Lane County, Eugene

Case Studies

Three organizations were selected for inclusion in a case study, based on OCF and Organization Survey results indicating that the organizations engage a diverse pool of volunteers based on cultural, linguistic or age groups. Each case study was designed around seven interviews as well as a review of key materials, such as organization mission/vision and volunteer manuals and policy handbooks. Case study interview questions were finalized in collaboration with OCF.

In order to proceed with the case study, the project lead first scheduled a pre-case study interview with the executive director (or his/her delegate) and/or the volunteer services manager to ensure that there was organization leadership support and signoff to participate in the case study. Next, the volunteer services manager within each organization agreed to coordinate linking organization staff, board members and volunteers in other roles with the interview team. Potential interview participants were sent a brief description of the project, provided by the interview team and disseminated by the volunteer services manager. Staff and volunteers who were willing to participate let their volunteer services manager know that their contact information could be shared with the interview team. The interview team then contacted potential participants by email, phone and text to schedule interviews over a four-week period in May and June 2016.

Participants were read consent language, assuring them that the information they shared would remain confidential, that participation was voluntary and whether they participated would have no effect on current or future funding from OCF. Participants selected the level of confidentiality they wished to apply to the information they provided, including use of their real name or direct quotes.

Interviews were semi-structured, took place in English and by telephone, and ran approximately 45 minutes. A total of 21 interviews were completed with executive directors, volunteer services managers, board members and volunteers in other roles. Each interview participant received a handwritten thank-you and was offered a \$20 Amazon gift card as a thank-you for their time.

Participating Organizations

A Hope for Autism Foundation
 A.C. Gilbert's Discovery Village
 Abilitree
 Acaville
 Action Payee Services Inc.
 Adelante Mujeres
 Adventures Without Limits
 African Children's Libraries
 African Youth and Community Organization AYCO
 After School Buddies Inc.
 Allagille Syndrome Alliance
 Albanian Alps Institute
 All Classical Public Media Inc.
 ALS Association, Oregon and Southwest Washington Chapter
 Alternative Youth Activities Inc.
 American Heart Association
 American Leadership Forum of Oregon
 American Tinnitus Association
 Angel Flight West, Oregon Wing
 Animal Rescue and Adoption Center of Eastern Oregon
 Ano's Art Academy
 Antfarm
 Antique Powerland Museum
 Aperture Project, The
 Aratas
 Archbishop Francis Norbert Blanchet School
 Architecture Foundation of Oregon
 The Artback
 Arts and Business Alliance of Eugene
 Arts Center
 Arts Central
 Artula Institute for Arts and Environmental Education (Washed Ashore)
 Asante Foundation
 Asher Community Health Center
 Ashland Art Center, The
 Ashland Community Hospital Foundation
 Ashland Emergency Food Bank
 Asian Pacific American Network of Oregon
 Assistance League of Bend
 Astoria High School Scholarships Inc.
 Astoria Music Festival
 Astoria Rescue Mission
 Astoria Scandinavian Heritage Association
 Audubon Society of Portland
 Bag and Baggage Productions
 Baker County Community Literacy Coalition
 Ballet Fantastique
 Basic Rights Education Fund
 Bay Area District Hospital Auxiliary
 Bay City Arts Center
 Beat Goes On Marching Band, The
 Beaverton Downtown Association Inc.
 Beaverton Education Foundation
 Bee Girl
 Bend Genealogical Society
 Bend Metro Park and Recreation Foundation
 Bend Science Station
 Bendfilm Inc.
 Bethany School Parent Teacher Organization Inc.
 Bethel Education Foundation
 Bethlehem Inn
 Bicycle Transportation Alliance
 Birch Community Services
 Black Parent Initiative
 Blue Mountain Healthcare Foundation
 Blue Mountain Wildlife
 Blue Star Mothers of Oregon
 Boom Arts Inc.
 Bosco-Milligan Foundation
 Boys & Girls Club of Corvallis
 Boys & Girls Clubs of Portland Metropolitan Area
 Boys & Girls Clubs of the Rogue Valley
 Boys & Girls Club of the Western Treasure Valley
 Bradley Angle
 Brain Injury Connections Northwest
 Bridge City Paddling Club
 Bridgetown Inc.
 Bridgeway House
 Building Healthy Families
 C.G. Jung Institute Pacific Northwest
 Caldera
 Camions of Care
 Camp and Retreat Ministries
 Camp Attitude, Oregon Inc.
 Camp Lutherwood
 Camp to Belong
 Camp Yakety Yak
 Canby Livability Coalition Inc.
 Cannon Beach Arts Association Inc.
 Cannon Beach Christian Conference Center
 Cantico Singers
 Canyon Gleasers
 CAPACES Leadership Institute
 Capital Community Television Inc.
 CASA for Children Inc.
 CASA of Central Oregon
 CASA of Douglas County
 CASA of Jackson County
 CASA of Lane County
 CASA of Linn County
 CASA of Marion County
 CASA - Voices for Children
 Cascade Educational Broadcast Service - XRAY.fm
 Cascade Health Foundation
 Cascade Policy Institute
 Cascade Zydeco
 Cascades Raptor Center
 CASH Oregon
 Cat Adoption Team
 Catholic Charities
 Catholic Community Services Foundation
 Catholic Community Services of Lane County
 Catholic Youth Organization/Camp Howard
 CAUSA Oregon

Cedar Mill Community Library Association
 Center Against Rape and Domestic Violence
 Center for Advanced Learning
 Center for Community Counseling
 Center for Hope & Safety
 Center for the Arts Foundation
 Central and Eastern Oregon Red Cross Chapter
 Central City Concern
 Central Northeast Neighbors
 Central Oregon Environmental Center
 Centro Cultural of Washington County
 Chamber Music Amici
 Chamber Music Northwest
 Chaleham Cultural Center
 Chess for Success
 Chetco Activity Center Inc.
 Children's Book Bank
 Children's Center
 Children's Developmental Health Institute
 Children's Educational Theatre
 Children's Repertory of Oregon Workshops Inc.
 Children's Trust Fund of Oregon Foundation
 Children's Vision Foundation
 Chris Dudley Foundation
 Christian Community Placement Center
 Chuck Wagon Search & Rescue, The
 Circle of Children
 Circle of Friends
 City Club of Portland
 Clackamas Amateur Radio Emergency Services Inc.
 Clackamas County Arts Alliance
 Clackamas County Children's Commission
 Classroom Law Project
 Clatsop Casa Program Inc.
 Clatsop County Historical Society
 CLEAR Alliance
 Coast Fork Willamette Watershed Council
 Collaborative Arts and Culture Foundation
 Columbia Basin Basketball Guild
 Columbia Center for the Arts
 Columbia Gorge Ecology Institute
 Columbia Gorge Windsurfing Association
 Columbia Pacific Food Bank
 Columbia River Maritime Museum
 Columbia-Willamette Beagle Rescue Inc.
 Commerce-Cleveland High School Alumni Assn.
 Community Energy Project
 Community Outreach Inc.
 Community Supported Shelters
 Conduit Dance Inc.
 Coos Art Museum
 Coos County Logging Museum Inc.
 Corvallis-Benton County Council of Religious Organizations
 Corvallis Chinese School Ltd.
 Cottage Grove Genealogical Society
 Cottage Grove Historical Society
 Cottage Theatre
 Craterian Performances Company
 Crook County Foundation
 Curry Health Foundation
 Daisy C.H.A.I.N. Creating Healthy Alliances In Non-Mothering
 Dayton Community Development Association
 De Paul Treatment Centers Inc.
 Dead Dogs of Oregon
 Deschutes River Alliance
 Diabetes Support Services Inc.
 Disability Rights Oregon
 Dolphin Playhouse
 Domestic Violence Foundation
 Domestic Violence Services
 Door to Grace
 Douglas County Library Foundation
 Dress for Success Oregon
 Dundee Parent Oub
 E.E. Wilson Scholarship Fund
 Eagle Charter School
 Early Learning Hub Inc.
 East Portland Supportive Housing Inc.
 Eastwood Elementary PTA
 Educare Africa
 Education Foundation of Forest Grove
 Elders In Action
 Elisha Foundation Inc.
 Elkon Community Education Center
 Emanuel Medical Center Foundation
 Emerald Kidsports
 Empowerment Initiatives Inc.
 Equity Foundation Inc.
 Estacada Together
 Eugene Chinese School
 Eugene Little League
 Eugene Opera
 Eugene Rotary Scholarship Foundation
 Eugene Symphony Association Inc.
 Evans Valley Community Association
 Evergreen Aviation & Space Museum
 Exceed Enterprises Inc.
 Family and Community Together
 Family Development Center
 Feral Cat Coalition of Oregon
 Financial Beginnings
 Firefighters United for Safety, Ethics and Ecology
 First Tee of Portland, The
 FISH Emergency Service
 Fish of Roseburg, The
 FIT Project, The
 Florence Food Share
 Florence Regional Arts Alliance
 Food for Lane County
 Forest Park Conservancy
 Fort Rock Valley Historical Society
 Foster and Adoptive Parents Association of Lane County
 Foster Parents' Night Out
 Free Arts NW
 Friendly House

Friends of Buford Park & Mount Pisgah
 Friends of Deepwood
 Friends of H A R T Inc.
 Friends of Lincoln County Animals Inc.
 Friends of Marquam Nature Park Inc.
 Friends of Netarts Bay Watershed, Estuary, Beach and Sea
 Friends of Ruch Library Inc.
 Friends of Saturday Academy
 Friends of SP449 Inc.
 Friends of Terwilliger
 Friends of the Animal Shelter
 Friends of the Columbia Gorge Inc.
 Friends of the Historic Columbia River Highway
 Friends of the Newport Senior Activity Center
 Friends of the Oregon Caves and Chateau
 Friends of the Portland Memory Garden
 Friends of the Rogation Clematis Collection
 Friends of the Sweet Home Library
 Friends of Tylon Creek State Park
 Friends of Zenger Farm
 Friendsview Manor Inc.
 Fruit and Flower Child Care Center
 Gales Creek Camp Foundation
 Ganjaji Foundation, The
 Garibaldi Museum Inc.
 Garten Services Inc.
 Gaston Scholarship Foundation
 Genealogical Council of Oregon
 Genealogical Forum of Oregon Inc.
 Geos Institute
 Get Access Inc.
 Girls Inc. of the Pacific Northwest
 Girls on the Run Willamette Valley
 Give A Rtl
 Giving Tree
 Gleasers of Clackamas County Inc.
 Golden Harvesters Inc.
 Good Thought Good Action Foundation
 Goodtime Chinese School
 Goose Hollow Foothills League
 Grandma's House of Central Oregon
 Grants Pass Museum of Art
 Greater Applegate Community Development Corporation
 Greenbelt Land Trust
 Growing Tree Children's Center
 Habitat for Humanity-Benton County
 Habitat for Humanity-Florence
 Habitat for Humanity-Lebanon Area
 Habitat for Humanity-Newberg Area
 Habitat for Humanity-Portland/Metro East
 Habitat for Humanity-Sisters
 Habitat for Humanity-Springfield/Eugene
 Habitat for Humanity-Willamette West
 Hacienda Community Development Corporation
 Hand In Hand Farm Inc.
 Harney County Senior and Community Services Center
 Harvard Business School Association of Oregon Inc.
 Head Start of Lane County
 Head Start of Yamhill County
 Health in Harmony Inc.
 Healthy Beginnings Inc.
 Heartland Humane Society
 Heavy Athletics
 Hemophilia Foundation of Oregon, The
 High Desert Makers
 Highland Elementary PTC
 Hillsboro Schools Foundation
 HIV Alliance
 Hool International Foundation of China
 Hood River Family Life Skills Center
 Hope Teams International
 Hosana Youth Services Project
 Housing, Employment & Learning Programs for Self-Sufficiency
 Hoyt Arboretum Friends Foundation
 Human Solutions Inc.
 Hunger Prevention Coalition of Central Oregon
 HWB
 Illinois River Valley Arts Council
 Immigration Counseling Service Inc.
 Impact NW
 Imperial Sovereign Rose Court of Oregon, The
 Independence Historic Preservation Corp.
 Interactive Museum of Gaming and Puzzley
 International Caring Hands
 International Carpe Diem Foundation
 IRCO
 Jackson Street Youth Shelter Inc.
 Japanese Garden Foundation of Oregon
 Jesuit Volunteer Corps Northwest, The
 Jewish Theatre Collaborative
 Joe's Place Ministries
 Johnson Creek Watershed Council
 Josephine Community Libraries
 Jubilee Fellowship Inc.
 Junction City/Harrisburg/Monroe Habitat for Humanity
 Junction City Historical Society
 Junction City Local Aid
 Junior League of Portland, Oregon
 Kairo's PDX
 Kalniopsis Audubon Society
 Keizer Art Association
 Kemple Memorial Children's Dental Clinic
 Keno Community Action Organization
 Kenton Action Plan
 Kerbyville Museum Board of Directors
 Kids Unlimited
 KIDS-HEAL
 Kiwanis Club of Coos Bay Scholarship Trust
 Kiwanis Foundation of Klamath Falls Inc.
 Kiwanis Foundation Inc. of Grants Pass
 Klamath and Lake Community Action Services
 Klamath Bird Observatory
 Klamath Crisis Center

Klamath Outdoor Science School
 Klamath Trails Alliance Inc.
 Klamath Watershed Partnership
 Klamath Wingwatchers Inc.
 Klamath-Lake CARES
 KTXA Inc.
 Kumari Project
 Ladd Acres PTA
 Lake Oswego Swim Club
 Lakewood Center for the Arts
 Lane County Audubon Society Inc.
 Ledding Library of Milwaukie Foundation Inc.
 Legacy Mount Hood Medical Center
 Liberty Theatre Foundation Inc.
 Libraries of Eastern Oregon
 Library Foundation of McMinnville
 Live Wire Radio
 Living Yoga
 Lone Fir Cemetery Foundation, The
 Lone Way Home
 Love INC Newberg
 Love INC of Clackamas County
 Lower Columbia Hispanic Council
 Madeline School Endowment Fund
 Mano a Mano
 Marie Lamfrom Charitable Trust
 Mary's Woods at Maryhurst Inc.
 MayDay Inc.
 McMinnville Community Media
 Meats on Wheels
 Meats on Wheels People
 Media-Rites
 Medical Teams International
 Mennonite Home of Albany Inc.
 Meow Village
 Metropolitan Contractor Investment Partnership
 Metzger Community Preschool
 Mid-Columbia Children's Council
 Mid-Lane Cares
 Mid-Valley Volunteer
 Mill City Fleether Fire Department
 Missing in America Veterans Recovery Program
 Mobility Impaired Golf Association
 Montessori Northwest
 Mosier Middle School
 Mother Teresa Home
 Mount Hood Towne Hall Association Inc.
 Mount Pisgah Arboretum
 Multnomah Arts Center Association
 Multnomah Bar Foundation
 Mundo Exchange Inc.
 My Sisters' Place
 National Association of Atomic Veterans Inc.
 National Association of Hispanic Nurses
 Portland Oregon Chapter
 National Charity League Inc., Blue Heron Chapter
 Native American Youth and Family Center
 Native Fish Society
 Nature Conservancy
 NE Oregon Economic Development District
 Neighborhood Food Project - Medford
 Neighborhood House Inc.
 NeighborImpact
 Neighbors for Kids
 Neighbors Nourishing Communities
 NEO Fund, The
 Network Time Foundation Inc.
 Neurotherapeutic Pediatric Therapies Inc.
 New Avenues for Youth Inc.
 New City Initiative
 Newberg FISH Emergency Service
 Newport Food Pantry
 Newport Sea Lion Docks Foundation
 NewSpace Center for Photography
 Next Door Inc.
 North Coast Chorale
 North Marion Community Library Association
 Northeast Coalition of Neighborhoods
 Northeast Oregon Network
 Northwest China Council
 Northwest Earth Institute
 Northwest Employment Education and Defense Fund
 Northwest Family Services
 Northwest Film Center
 Northwest Mothers Milk Bank
 Northwest Print Council
 Northwest Vegetarian Education and Empowerment Group
 Nursingle
 Oak Hills Soccer Club
 Oasis Shelter Home Inc.
 Olalla Center for Children and Families
 ONABEN
 One World Chorus
 OnTrack Inc.
 Operation EASY
 Operation Nightwatch - Portland
 Ophelia's Place
 Oral Hull Foundation for the Blind
 Oregon Agriculture in the Classroom Foundation
 Oregon Aids Memorial Inc.
 Oregon Association of Relief Nurseries
 Oregon Center for Nursing
 Oregon Center for the Photographic Arts
 Oregon Children's Choir and Youth Chorale
 Oregon City's Backpack Buddies
 Oregon Climate Action Network
 Oregon Coast Community Action
 Oregon Coast Council for the Arts
 Oregon Community Warehouse Inc.
 Oregon Dairy Women Inc.
 Oregon Ferret Shelter, the
 Oregon Food Bank
 Oregon Gerontological Association
 Oregon Humanities
 Oregon Impact
 Oregon Maritime Museum
 Oregon Mozart Players

Oregon Physicians for Social Responsibility
 Oregon Public Health Institute
 Oregon Repertory Singers
 Oregon Rural Action
 Oregon School Activities Association
 Oregon Shakespear Festival
 Oregon Shores Conservation Coalition
 Oregon Supported Living Program
 Oregon Youth Rugby
 OSPiRG Foundation
 Our United Villages
 Outgrowing Hunger
 Outside Initiatives
 Oya No Kai Inc.
 p.e.ar (program: education art recreation)
 Pacific Youth Choir
 Paideia Classical Christian School
 Parenting Now - Birth to Three
 Parkinson's Resources of Oregon
 Parkrose Educational Foundation
 Partners for a Hunger-Free Oregon
 PDX Toy Library
 PDX Wildlife
 Peacock Productions Inc.
 Pearl Buck Center Incorporated
 Phoenix Counseling Center Inc.
 Pioneer Relief Nursery
 Pixie Project, The
 Play
 PlayWrite Inc.
 Pango Fund
 Portland Adventist Community Services
 Portland After-School Tennis & Education
 Portland Celi Society, The
 Portland Columbia Symphony
 Portland Fruit Tree Project
 Portland Homeless Family Solutions
 Portland Kitchen
 Portland Rose Festival Foundation
 Portland Women's Crisis Line
 Portland 5 Centers for the Arts Foundation
 Providence Newberg Health Foundation
 Providence Portland Medical Foundation
 Provider Resource Organization
 Ragland Rifle Foundation
 Raleigh Park After-School Day Care Association
 Reaching Our Community Food Pantry
 ReBuilding Center
 ReBuilding Together Portland
 Redemption Ridge Inc.
 Redmond Learning Center and Child Care
 ReFIT - Remodeling for Independence Together
 Relief Nursery
 Restoration House Inc.
 Returning Veterans Project
 Ridgeline Montessori Public Charter School
 Rogue Community College Foundation
 Rogue Initiative for a Vital Economy, The
 Rogue Valley Family YMCA
 Rogue Valley Symphony Association
 Rogue Valley Youth for Christ
 Roots and Wings Child Development
 ROSE Community Development Corporation
 Rural Development Initiatives Inc.
 SAFE of Columbia County
 SafeHeaven Humane Society
 Salem Academy
 Salem Art Association
 Salem Interfaith Hospitality Network
 Salem Progressive Film Series
 Salem's Riverfront Carousel Inc.
 Salvation Army of Marion and Polk Counties
 Samaritan Health Services Inc.
 Sanctuary One
 Santana Village Park Association
 Satori Men's Chorus Inc.
 Saving Grace Pet Adoption Center
 School Garden Project of Lane County
 Schoolhouse Supplies
 ScienceWorks Hands-On Museum
 Scientists Center for Animal Welfare
 Scotts Mills Area Historical Society
 SCRAP PDX
 SE Works Inc.
 Second Winds Community Band
 Secret Knowledge
 See Ya Later Foundation Inc.
 Self-Determination Resources Inc.
 Serendipity Center Inc.
 Sexual Assault Support Services
 Shadow Project, The
 ShelterCare
 Shelton-McMurphy-Johnson House
 Silverton Area Seniors
 Siskiyou School, The
 Sisters Christian Academy Inc.
 Sisters Folk Festival
 Sisters of the Road
 Sisters Outdoor Quilt Show
 Sky Lakes Medical Center Foundation Inc.
 Sky View Horse Ranch
 SMART
 SnowCap Community Charities
 Social Venture Partners Portland
 Society of St. Vincent de Paul District Council of Mid-Willamette Valley
 Society of St. Vincent de Paul Redmond Conference
 Society of St. Vincent de Paul, Rogue Valley Council
 Solar for All Inc.
 SOLVE
 South Coast Development Council
 South Coast Gospel Mission
 South Columbia Family School
 South Lane Children's Dental Clinic
 South Lane Family Nursery
 South Lane Mental Health Services Inc.
 South Umpqua Historical Society
 South West Music School

Southern Oregon Animal Rights Society
 Southern Oregon Bulldog Rescue
 Southern Oregon Challenger Little League
 Southern Oregon Child and Family Council Inc.
 Southern Oregon Climate Action Now
 Southern Oregon Humano Society
 Southern Oregon Music Festival
 Southern Oregon Community Health Center
 Southwest Neighborhoods Inc.
 Southwest Oregon Area Health Education Center
 Sparkplug Dance
 SPiRAL Living Center
 SPION Foundation
 Springfield Education Foundation
 St. Andrew Legal Clinic
 St. Charles Foundation Inc.
 St. Helens Band Patrons
 St. Johns Main Street Coalition
 St. Vincent de Paul of Lane County
 Stage One Productions Inc.
 Standupgirl.com Foundation Inc.
 Step It Up Inc.
 Stone Soup Corvallis Inc.
 Straightway Services
 Strengthening Rural Families
 Sunset Empire Park & Recreation District
 Foundation
 Sunshine Division Inc.
 Sweet Home Emergency Ministries
 Take a Soldier Fishing - Portland Chapter
 Tigard Competitive Hoops
 Tillamook County Community Action Resource Enterprises
 Tillamook County Historical Society
 Tillamook County Quilt Coalition
 Tillamook Education Foundation
 Todos Juntos
 Together for Children
 Tokyo International University of America Inc.
 Tower Theatre Foundation
 Transition Projects
 Trauma Healing Project Inc., The
 Treasure Valley Children's Relief Nursery
 Tribute to Honor
 Trousdale Historical Society
 Try Vegan PDX
 Tualatin River Watershed Council
 Tualatin Valley Model Railroad Club
 TVW Inc.
 U of O Foundation Supporting Organization
 Umatilla County Historical Society
 Umpqua Homes for the Handicapped
 Umpqua Symphony Association
 United Bridging Community
 United Cerebral Palsy Association of Oregon and Southwest Washington Inc.
 United Community Action Network
 United Methodist Retirement Center
 United States Adult Cystic Fibrosis Association
 United Way of Deschutes County
 United Way of Jackson County
 United Way of the Klamath Basin
 Urban Gleasers
 Valley Art Association
 Vibe of Portland
 Village Gallery of Arts
 Village School, The
 Vina Moses Center
 Virginia Garcia Memorial Foundation
 Volunteer Connect
 Volunteers in Medicine Clinic - Springfield
 Volunteers in Medicine Clinic of the Cascades
 Wallows Band Nest Perce Trail Interpretive Center
 Wallows Land Trust
 Washington County Bicycle Transportation Coalition
 Water in the Desert Inc.
 West Coast Dog and Cat Rescue
 West Family Foundation
 West Linn Food Pantry
 Western Lane Community Foundation
 Westside Cultural Alliance
 Wetlands Conservancy, The
 Wheeler County Community School
 White Water Institute
 Whiteside Theatre Foundation
 Wild Cat Ranch
 Wild Horse Mountain Ranch - A Rescue and Learning Center
 Wilderness Trails Inc.
 Wildlife Images Rehabilitation and Education Center
 Wildlife Safari
 Willamette Farm and Food Coalition
 Willamette Manor Assisted Living
 Willamette Partnership
 Willamette Valley Development Officers
 Willamette Valley Hospice
 William Temple House
 Wilshire Riverside Little League
 Wilson Youth Boys Lacrosse Inc.
 Wilsonville Community Sharing
 Windsor Place Inc.
 WinterSpring Center
 Wisdom of the Elders Inc.
 Women's Crisis Support Team
 Women's Foundation of Oregon
 Worksystems Inc.
 World Forestry Center
 World of Speed
 World Water Watch
 Writers on the Edge Inc.
 Your Community Mediators of Yamhill County
 Youth Resources Inc.
 Youth Villages Oregon



**THE MISSION OF
THE OREGON COMMUNITY FOUNDATION
IS TO IMPROVE LIVES FOR ALL OREGONIANS
THROUGH THE POWER OF PHILANTHROPY.**

THE OREGON COMMUNITY FOUNDATION

PORTLAND
1221 SW Yamhill St.
Suite 100
Portland, OR 97205
503.227.6846

BEND
15 SW Colorado Ave.
Suite 375
Bend, OR 97702
541.382.1170

COOS BAY
915 S First St.
Coos Bay, OR 97420
541.269.9650

EUGENE
440 E Broadway
Suite 160
Eugene, OR 97401
541.431.7099

MEDFORD
818 W Eighth St.
Medford, OR 97501
541.773.8987

SALEM
1313 Mill St. SE
Suite 203
Salem, OR 97301
503.779.1927

WWW.OREGONCF.ORG