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IMPROVING ADULT
VOLUNTEERING RATES
PREPARED FOR KIWANIS CLUB OF CHARLOTTESVILLE

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On my honor as a student, I have neither given nor received unauthorized aid on this assignment.

Disclaimer:

The author conducted this study as part of the program of professional education at the Frank Batten School of Leadership and Public Policy, University of Virginia. This paper is submitted in partial fulfillment of the course requirements for the Master of Public Policy degree. The judgments and conclusions are solely those of the author, and are not necessarily endorsed by the Batten School, by the University of Virginia, or by any other

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Executive Summary

Kiwanis Club of Charlottesville is experiencing low membership rates and is working to increase club membership and retention rates. The organization faces a significant decline in membership every year in the month of September when annual fees are due. For Kiwanis Clubs in the Capital District, September results in a 5% loss, about 250 members, leading to a net loss of members each year. The exact causes of the loss in membership for Kiwanis C-Ville have not been studied or identified. Overall, there is limited data on membership rates, retention rates and information about past and current members at the Kiwanis Club of Charlottesville. This memorandum provides research and background information on the potential causes for low volunteering rates, discusses motivation and retention in adults and reviews successful examples from other service organizations.

Ultimately, it is recommended that the Kiwanis Club of Charlottesville collect data on its members on a centralized, digital platform; regularly measure member satisfaction to solve the overall issue of low membership and poor retention; and distribute exit surveys for members leaving the organization. While the time when members typically drop out is known, it is unclear why members are choosing to forgo paying their dues in September and therefore dropping their membership. Surveying individuals regularly to assess their satisfaction and expectations of the club can provide Kiwanis the helpful information it needs. Exit surveys will provide similar information. Additionally, digitalizing the member application (those of current members and future members) is a great way to collect data and keep a record of all members – past, present and future.

Problem Statement

Kiwanis Club of Charlottesville is an organization that works to recruit adults (individuals outside of high school and college) to provide services to Charlottesville organizations in need of volunteers. However, similar to other organizations across the nation (Spices et al., 2006; White, 2018; Haynes & Stein, 2017), Kiwanis has found that participation in community service declines significantly once adults have graduated high school and college, and enter the workforce. Therefore, Kiwanis is working to increase adult participation in community service **by increasing membership and retention** in the club for the benefit of the Charlottesville community. *Kiwanis has many partnerships with organizations around Charlottesville but lacks the necessary human capital to reach its full potential of impact in serving the Charlottesville Community.*

Background

Kiwanis Club

Kiwanis International, founded in 1915 in Detroit, Michigan, has over 350,000 members around the world serving communities in their local clubs. Kiwanis clubs around the globe work to make positive changes for communities in need. One of the most successful Kiwanis projects includes the partnership with UNICEF to eliminate Iodine Deficiency Disorders (IDD), a leading cause of intellectual disabilities in individuals across the globe. Kiwanis clubs and members across the world contributed more than \$105 million USD towards this initiative. In 2010, former President Obama admired Kiwanis and their work on their 100th Anniversary. President Obama stated, “With hundreds of thousands of members serving in more than 80 countries, Kiwanis International is lifting up the lives of young people around the globe. Every nation, every neighborhood, and every child is different—and your work to embrace the unique needs of the individuals and communities you serve speaks to our common humanity, cultivates compassion in our society, and helps ensure all children can go as far as their hard work and dreams will take them.”

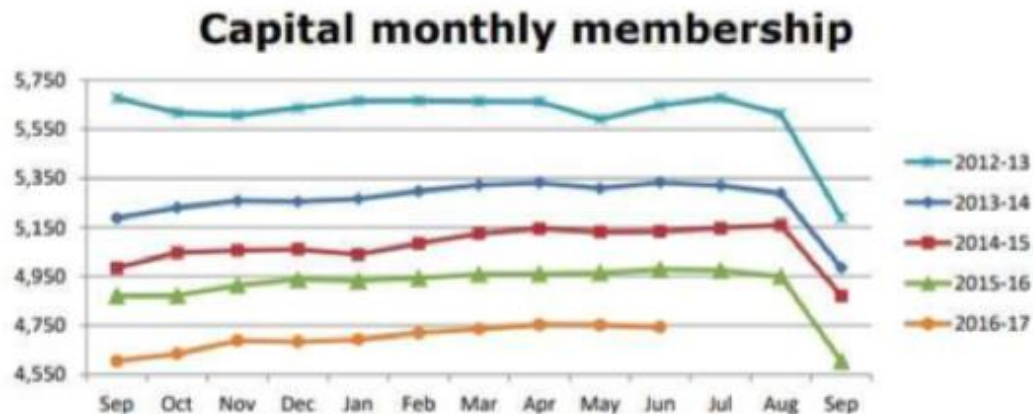
The Kiwanis Club of Charlottesville (Kiwanis C-Ville) is one of more than 150 clubs in what is known as the Capital District of Kiwanis. The Capital District of Kiwanis includes clubs in Maryland, Delaware, Virginia and the District of Columbia. Kiwanis C-Ville has worked to fundraise money for the Children’s Hospital at UVA, organized 5Ks to give its proceeds to charities, and worked closely with various non-profits to achieve their mission through providing service. Furthermore, the Charlottesville club, in partnership with Kiwanis Clubs across the world, works to fundraise money for Kiwanis International’s Eliminate Maternal and Neonatal Tetanus Project. Funds are used for the distribution of vaccines that save lives. The profound impact of Kiwanis is evident as the Philippines recently became the 24th country to eliminate Maternal and Neonatal Tetanus since Kiwanis International began the project in partnership with UNICEF (Capital District Kiwanis, 2017).

What is the Issue?

Kiwanis Club of Charlottesville, along with other clubs in the Capital District is facing issues with retention of club members and attracting new members. Kiwanis faces the “September purge,” a period of time between the months of August and September resulting in a loss off club members (Capital District Kiwanis, 2015). Typically, this period of time results in a 5% loss, about 250 members, leading to a net loss of members each year. Figure 1 depicts monthly memberships from 2012-2017 for the Capital District of Kiwanis (clubs in D.C., Maryland, Virginia and Delaware). Overall membership has declined through the years and as members are dropping off in August and September, Kiwanis is unable to attract enough new members to make up for the loss. In September of 2012, members in the Capital District (which includes those at Kiwanis C-Ville) amounted to over 5,600 individuals. By September of 2016, the number of members in the Capital District

dropped to about 4,600. According to Kiwanis, an average of 312 members were lost in the Capital District between 2013 and 2015 while only 116 new members joined. Evidently, the organization operates at a net loss of members which can be detrimental to the sustainability of the club and its ability to achieve its mission of service. Kiwanis C-Ville is therefore attempting to increasing membership and retention in its club.

Figure 1: Capital Monthly Membership (2012-2017)



What are the Causes of the Issue?

One potential reason Kiwanis faces a decrease in membership rates is due to the fact that overall, less and less Americans are volunteering on an annual basis across the country. Kiwanis could simply be facing this issue in its club because it is something that already occurs nationally. In the early 2000s, the Bureau of Labor Statistics reported that about 30 percent of adults in America volunteered in their communities. By 2013, this rate dropped five percentage points reaching 25 percent; and in 2015, BLS reported that 24.2 percent of adults volunteered (BLS 2015). The rate of volunteering amongst adults in America has been steadily declining and Kiwanis could simply be facing an issue that persists as a result of an overall decline in volunteering rates in the U.S.

Another potential reason why membership has decreased for Kiwanis over the years could be because Americans are choosing to donate more money to charitable organizations as opposed to volunteer time. According to Giving USA (2015), individual giving increased by over 7 percentage points from 2013 to 2015. Americans, and therefore members of the Charlottesville community, may also be choosing to donate money and in place of providing service through volunteer hours.

The *technical* reason why the September purge exits is a result of members “on the fence” choosing to opt out of paying their annual Kiwanis International dues in September. While that is the direct reason why members drop off in September, Kiwanis C-Ville has not conducted a study or survey to determine the exact reason why people tend to be “on the fence” even before they eventually drop out of Kiwanis in September. Therefore, the exact causes of the problem have not been diagnosed.

The Capital District of Kiwanis (2015) has sighted local clubs “doing the things they have always done because there is a comfort level” (p.8) as a potential reason why members are dropping off every year. Furthermore, they stated that individuals may find the amount they have to pay too high or find no value for the amount they are required to pay.

Why is Low Volunteer Rates in Adults a Problem?

Why does it matter that fewer individuals are volunteering with Kiwanis? For one, adults are forgoing positive benefits associated with volunteering. For the retired population, participating in volunteering activities within their communities allows them to fill the gap that potentially exists from leaving the jobs they once had (Hunter & Linn, 1980-1981; Chambre 1987). Hunter & Linn (1980-81) report that retired individuals who volunteer in their local communities often feel more “useful” and have increased levels of satisfaction in their lives. Fischer and Shaffer (1993) coin the term “inoculation” to describe the “hazards of retirement [and] physical decline” (pg.9); retired adults can prevent inoculation through volunteering and community engagement. A number of other reports have highlighted how volunteering can also have personal health and psychological impacts on adults (Ward, 1979; Young & Glasgow, 1998).

Musick, Herzong & House (1999) attempt to identify a link between volunteering and mortality among older adults. In their study, they found that people over the age of 65 who volunteered over the past year were less likely to die the following year (the researchers found a correlation not necessarily a causation). Another study (Greenfield & Marks, 2004), examines the potential impact of volunteering on overall psychological well-being. They found that being a volunteer as an elderly is associated with more “positive effects” of feeling happy and satisfied.

A 2008 report of a survey released by AmeriCorps found that 90% of volunteer members report that they have gained useful skills from their volunteer experience. They also report that volunteer service programs increase people’s ability to lead community advocacies and understanding of the kinds of problems that need to be addressed in a community. Additionally, the National Survey of Giving, Volunteering and Participating in 2000 found that, 79% of volunteers said “their volunteer activities helped them with interpersonal skills, such as understanding people better, motivating others, and dealing with difficult situations.”

Adults not only forgo personal benefits when choosing to volunteer less but also take away from the potential economic impact they may have on society from providing service. In 2011, Points of Light Institute released a report discussing the impact of volunteerism. They estimated that approximately 140 million people in 37 countries engage in volunteer work annually (Johns Hopkins University Center for Civil Society Studies, 2011). These volunteers represent 20.8 million full-time equivalent jobs, contributing around \$400 billion to the global economy. In the U.S. The Corporation for National and Community Service (2010) reports that volunteers provide services \$113 billion-\$161 billion annually.

Volunteering can also fill in a gap by providing public goods and services otherwise not provided due to a government or market failure. This is evident in supporting youth education. Baker, Gresten and Keating (2000) illustrated that volunteers have a direct impact on students – one example is by teaching them how to read. In a report about UK volunteerism, one volunteer reading project found that it helped raise academic performance among approximately 60% of the participating students (Ockenden 2007).

Additionally, Brown, Meer and Williams (2016) found that volunteering and donating one's time produces greater utility than the same transfers in the form of money. Their research subjects showed a strong preference for donating time even when it made it more expensive to donate time.

For Kiwanis, having fewer members can decrease the overall impact the organization has on society and the local community. According to the Capital District of Kiwanis (2017), “every Kiwanian has the power to positively impact the lives of 204 children every year they do service” (pg. 10). Each year, around 196 members drop out of Kiwanis before the September deadline for dues. These 196 members represent over 39,000 children that could be positively impacted by the service they provide. The work of members of Kiwanis club has reached many individuals across the globe. Since 2000, 1.6 billion babies have been born without Iodine Deficiency Disorder (Capital District, 2015) as a result of the hard work and dedication put forth by Kiwanis members not only in Charlottesville but across the world. If Kiwanis seeks to continue its impact on communities, it must address its issue of low membership and retention rates.

Literature Review

Motivation for Adult Volunteering:

A number of studies (Crumpler and Grossman, 2008, Safrit, & Merrill, 2000; and Tonin and Vlassopoulos, 2010) have attributed “warm glow” as a driving factor of charitable giving (both of time and money). They state that the positive emotional feelings that volunteers face is a driving factor for why people choose to volunteer. Farrell, Johnston & Twynam (1998) conducted a study examining 300 randomly selected volunteers from the 1996 Scott Tournament of Hearts (the Women’s Curling Championship) and their motivation to volunteer. The study found that the main reason why people volunteered had to do with the volunteers’ desire for a successful event followed by wanting to create a better society and achieving something worthwhile. This indicates that for some volunteers, the event itself matters. Individuals must be passionate about the event they are volunteering for. One significant drawback of this study is that over 60% of the respondents were females so it is not very representative of males and their perspective.

Similarly, Hustix & Lammertyn (2003) found that an individual’s motivation to volunteer is actually more dependent on personal interests and needs than the simple desire to help others or a community. In other words, if individuals are passionate about a cause or enjoy a particular activity, they are more willing to volunteer in that field. Hibbert, Piacentini, & Dajani (2003) suggest volunteers are motivated by both altruism and for personal benefits of being involved while Smith, Macauley, and Associates (1980) claim volunteers are motivated only by their own personal interests. For younger volunteers, the trends found by Safrit, & Merrill (2000) indicate that volunteers want to have choice in their activities. Furthermore, “retaining volunteers requires entertaining and spectacular activities related to trendy problems and issues” (Shields, 2009; pp. 139). Overall, older volunteers are motivated by altruism and social responsibility while younger volunteers are motivated by personal interest, hot-topic issues and recognition for their work as well as the product of their service (Peterson 2004).

Involving and Retaining Adults:

One of the most effective methods of recruitment for adult volunteering is known as the “personal ask” (Morrow-Howell, 2010). Older adults who are asked to volunteer are more than five times more likely to volunteer than those who are not asked. Hager & Brudney (2004) found that retention rates for volunteers were better in organizations that had their current volunteers invite new members to provide community service.

Higher rates of training, monitoring, recognition, flexibility and stipends were also found to increase retention in volunteer organizations (McBride et al., 2009). McBride et al. (2009) argue that stipends work well with some volunteers since some volunteers may incur expenses that are barriers to their ability to volunteer. Therefore, stipends can influence the inclusion of a diverse set of volunteers and

even increase retention. Supporting this claim, Tang, Morrow, Howell, & Hong (2008) found that lower income and non-white individuals found facilitation such as stipends to be more important than higher income and white volunteers.

Hager and Brudney (2004) highlight nine best practices to be performed by organizations to motivate volunteers and increase both retention and overall participation:

1. Supervision and communication
2. Liability coverage
3. Regular collection of information on volunteer involvement
4. Written policies and job descriptions
5. Recognition activities
6. Annual measurement of volunteer impact
7. Training and professional development for volunteers
8. Screening and matching volunteers to jobs
9. Training for paid staff in working with volunteers

Gap in the Literature:

The largest gap in the literature is that the best practices and strategies outlined to increase adult volunteering in communities are based on survey research. The limitation lies in the fact that there is no empirical study examining a strategy that has been implemented and evaluating the effectiveness of that literature. Furthermore, the population most prevalent in these surveys are females and many of the studies look at elderly (post-retirement) participation in community service. Employed adults as well as those with families and school-aged children are not examined separately by the literature to determine their motivations and barriers to volunteering

Assembling the Data

Successful Examples from Kiwanis Clubs

In Michigan, one member of the Madison Heights Kiwanis Club in Royal Oak began the Metro Detroit Young Professionals Kiwanis Club. The founder, Kelly Dougherty, cites the demographics of the club as a reason for its success of increasing its members by seven in one year, for a total of 26 current members (The Formula Headlines, 2017). Dougherty states, “we have the same amount of men and women members and we range in age from early 20’s to late 30’s.” This Young Professionals Kiwanis Club has an attendance rate of about 84% at their monthly meeting. Similarly, in June of 2015, the Kiwanis Club of Young Professionals Kingston Jamaica was founded after membership was declining in the local Kiwanis Club (The Formula Headlines, 2017). This new Young Professionals club had 23 members in its first year alone. The organization used “media exposure” to grow its membership by 15% in its first year attracting new young professionals in Kingston, Jamaica who wanted to serve their communities with a large and resourceful organization like Kiwanis International.

The Redmond Kiwanis Club went from having over 50 members to only four members in the early 2000s. These four members decided to “reintroduce” the club the Redmond community through media outreach and held an open house to showcase Kiwanis and its impact to members of the community. One member of the Redmond clubs stated, “we looked to city and county residents who were rooted in civic and community service. Our main focus was targeting like-minded individuals who want to serve our community as much as we do” (The Formula Headlines, 2017). In 2017, 80% of the Redmond Kiwanis Club was made up of new members. By doing a community outreach to showcase Kiwanis to individuals in Redmond, the four remaining members were able to attract new members and grow the organization. In Manhasset-Port Washington, New York the Kiwanis club worked to increase the organization’s presence on the web and at local, public events to recruit new members (The Formula Headlines, 2016). The service projects completed by Manhasset-Port club were covered by local media and on their Facebook pages. The club’s efforts paid off as it currently has 90 members and continues to increase in size!

In California, the Alpine Kiwanis club found a way to attract new and younger members by introducing some flexibility in the club meeting structure. The former president of the Alpine club realized that the club’s Saturday morning (7 a.m.) meetings were inconvenient for younger individuals with children and families. To mitigate this issue, the leaders of the club created a satellite club called Alpine Kiwanis Too in 2015, which met once a month in the evening at a restaurant. By 2016, this satellite club had 20 members. Greg Fox, former president of the Alpine club, realizes the benefits of having more members; he states, “the more people you have, the more events you can put on, and the more volunteers you have for those events” (The Formula Headlines, 2016). The Kiwanis Club of Charlottesville also found similar success with its pilot of a satellite club. The organization grew over 50% after offering an alternate time to meet twice a month on Thursdays.

Club President Bob Ribando admired the satellite club and its success stating, “when I think back on the two other Kiwanis clubs spawned by ours over the years, I think they might still be in business if they hadn’t had to provide all of the infrastructure that is required of a full club, but not a satellite committee. All the advance work for our recent, quite successful, Kiwanis Independence Day 5K was done by two members of the satellite committee, even as it was forming. For the most part, we members of the main club just showed up to help with the race-day chores” (Capital District Kiwanis, 2015).

Membership and Recruitment Model for Charlottesville Newcomers Club

Charlottesville Newcomers Club is an organization that helps new members of the Charlottesville community transition to their new life and city. This organization not only has service opportunities for members but also social and recreational activities. The organization has nearly 500 members who are mostly newly retired or soon to be retired. C-Ville Newcomers Club has found success by specializing in attracting a particular group of people and making sure the activities they offer have the variety needed to address interests of the people in the age group they attract. As opposed to weekly or monthly meetings, this club has 30 established activities that members can participate in. New members of the organization are encouraged to express their interest in the club or its activities online. According to an email interview of their founder, the organization found success in placing brochures at real estate agent’s places, gyms and other welcome places around the community to specifically attract new community members. Newcomers Club charges its members \$40 annually which seems to be affordable for many of its members.

Volunteer Recruitment for Habitat for Humanities

In an interview, the Volunteer Service Manager at Habitat for Humanity in Charlotte, NC, Rachel Eldrige, provided insight on how her organization successfully engages volunteers by transforming “episodic” volunteers into long term, committed volunteers. Two main tactics Eldrige mentions include using technology to one’s advantage and converting corporate volunteers into long-term supporters (Ferry, 2016). Eldrige found that using a volunteer management software centralizes volunteer information making it easily retrievable to send emails, thank-you notes, and even birthday and holiday greetings. Additionally, Eldrige has worked to foster long-term relationships with corporate volunteers by personally sending thank you notes and discussing “next-steps” to plan future activities with volunteers. In addition to these steps, Eldrige sighted showing appreciation, visiting volunteers and considering each volunteer’s strength as tactics for successfully managing the over 8,000 volunteers she oversees. Similar to Newcomers Club of Charlottesville, Habitat for Humanity Clubs across the country recruit volunteers for specific service events or activities. Volunteers typically reach out to each organization and offer assistance without necessarily joining a club and paying dues.

Kiwanis Testimony - By Amy Thorstad, Kiwanis Club of Mercury 64 Hampton, VA

“I want to share with you how I found Kiwanis and what it means to me. When I came to Kiwanis, it was for very selfish reasons. I had an agenda. In 2004, I lost my daughter, to brain cancer. She was 10. And she was my whole life. About six months after Taylor died, I hit the lowest and darkest time of my life. I had a loving husband and family, caring church and wonderful friends but I still did not know how to go on without her in my life. It was a terrible feeling of despair that I wish none of you has ever or will ever experience. With the help of Edmarc Hospice for Children and their bereavement program for moms, I began to see a tiny bit of light. After several months of being with other moms like me and sharing our feelings and thoughts, things got a little brighter. One day at a time. One Mom’s Group meeting after another. And then one day I began to feel a desire to give back to the many organizations that had helped Taylor and our family throughout her illness and since her death. Edmarc, CHKD, Make-a-Wish, Ronald McDonald House, the list went on. “How will I ever be able to help them all?” I wondered, “I’m only one little person.” Thank you, Google, because after using a few buzz words like ‘help’ and ‘children’, I saw this crazy word that began with a K that I couldn’t even pronounce. I called the President of a club that met pretty close to my house and invited myself to their next meeting. During breakfast, I saw a little tabletop display that had the names of all of the organizations that the club supported and guess what?? They had every single one that I mentioned. ALL of them. And then some. “Wow,” I thought, “looks like I came to the right place.” Here I am, 10 years later, not only having survived those dark days but now happy and enjoying my life and giving back to all of those organizations that helped my daughter and helped me. And all because of this incredible organization and the awesome people in it. To me, Kiwanis is like my second family and that is definitely one of my favorite things about the Big K. I’ve got my club which is like my immediate family, my Division (AWESOME Division 13 AND WE ROCK!!!) and it’s full of my extended family. And when we go to a District or International Event, forget about it! It’s like the craziest family reunion I’ve ever been to. We are a loving and caring group that puts the FUN back into dysfunctional! We have each other and every single day we make the world around us a better place. Or at least we have the opportunity to do so through Kiwanis. No other organization has so carefully and purposefully represented all stages of life; all walks of life. What other group’s circle is big enough to encompass the whole wide world? Kiwanis is second to none. And instead of thinking, “What’s Kiwanis gonna do for me?,” we pool our special talents and pour them into the community. We put our hearts, our souls, and sometimes, our wallets into what we do. The return on our simple investment of time simply cannot be quantified. At least mine can’t. You, my fellow Kiwanians, my friends, have made me a better person. You’ve helped to save my life and I love all of you.”



Source: Capital District of Kiwanis January 2015 Newsletter

Evaluative Criteria

The following section will list the four different criteria that each policy alternative will be evaluated based on. The four criteria are goal, cost, impact on diversity and sustainability and feasibility.

Goal:

Kiwanis C-Ville has two main goals: the organization is working to increase retention and attract new members. This criterion will evaluate if each option targets the goal of retaining current members or adding new members to the organization. Currently, there is limited data available for the retention rate of Kiwanis C-Ville or the rate of new membership, so this criterion will simply state if the option will improve retention and/or membership rates.

Cost:

The cost criteria will first determine the amount of tangible money each option will cost Kiwanis C-Ville. Many of the options will not result in any out-of-pocket or tangible spending for Kiwanis. Rather, they will require volunteers to dedicate time to certain tasks. Therefore, this criterion will also consider the value of a volunteer hour. The value for a volunteer hour is derived from The Independent Sector, a coalition of charities, non-profit organizations, businesses and individuals, which releases an annual report of research on the non-profit sector including the estimated dollar value of volunteer time. Its latest report (2017) revealed that the estimated national value of each volunteer hour is \$24.69 per hour (see Appendix for the methodology of how the value of a volunteer hour is calculated). Therefore, each evaluation of cost for the policy alternatives will indicate the value of a volunteer hour required to complete the task required of the option.

Impact on Diversity of Organization:

This criterion seeks to answer the following questions: will this option lead to an increase in the participation rate of young adults, women, African Americans and other minorities? The data available on the demographic make-up of Kiwanis C-Ville is limited, however, the organization has stated the average age of a member is 60 years old and is mostly made up of white men and women (about 60% of the members are men). This criterion will state if each option has the potential for a positive impact on increasing diversity or if it has no impact on increasing diversity.

Sustainability and Feasibility:

This criterion will evaluate if each option sustainable—i.e. is it something that can be implemented regularly (annually, monthly, etc.) or is it something that can only be done at one point in time. Furthermore, this criterion will answer if the organization has the capacity and structure (specific committees) to achieve this option in addition to member buy-in- this will determine the option's overall feasibility. Each option will be given a score of "high" "medium" or "low" for this criteria. A "high" score indicates that the option is both sustainable and feasible; a score of "medium" indicates the option is either sustainable or feasible (not both); and finally, a "low" score indicates the option is likely neither sustainable or feasible.

Policy Alternatives


The following section will present alternative policy options for Kiwanis C-Ville to address the problem faced by the organization. Following a description, each option will be evaluated based on the criteria above. The tradeoffs of each option will also be confronted by listing the pros and cons of each option and projecting potential outcomes.

Option 1: Let present trends continue

Kiwanis C-Ville currently has 50 members. About half of these members are a part of the satellite club that was started to accommodate people who were unable to meet on Mondays. The host club meets each month on the first-third Mondays from 6:30pm-8:00pm for dinner (with a guest speaker). On the fourth Monday, the host club holds a service night at a local non-profit. The satellite club meets on the first and third Thursday of each month from 12:30-1:30pm and joins the host club on the fourth Monday for a service night at a local non-profit. Kiwanis C-Ville charges \$50 for new member registration fees; \$129 quarterly (\$41 for dues and \$88 for meals) for the host members (those who meet on Mondays) and \$41 quarterly for satellite members. The club has five officers and six directors which lead different fundraisers, service projects and the various membership aspects of the organization.

Prospective members are required to print a membership application (illustrated by Figure 3) and submit a completed form to a Kiwanis sponsor who will submit it to the Board of Directors for a vote. Currently, the club does not have centralized data on information regarding past or current members (member satisfaction, demographics, etc.). The data available about the organization includes the average age members, 60 years old, and the fact that about 40% of the members are women. Members mainly get involved by “word of mouth” and Kiwanis members inviting their friends and family to meetings. The first option is for the club to let these present trends of recruiting and limited data collection continue.

Source: Kiwanis Club of Charlottesville

 Kiwanis		Kiwanis Membership Information	
Full Name _____		Nickname _____ Gender _____	
Home Address _____		State _____ Zip _____	
Home Phone _____		Spouse/Partner Name _____	
Company Name _____		Title _____	
Business Address _____		State _____ Zip _____	
Business Phone _____		E-Mail Address _____	
<small>By providing my email address, I opt in to receive Kiwanis International Information</small>			
Send Kiwanis Mail to: <input type="checkbox"/> Home <input type="checkbox"/> Work		Date of Birth ____/____/____	
If you are a former Kiwanian: Club Name _____		Date Left ____/____/____	
Length of Membership: _____		If you are a Life member, Life Member # _____	
If you are a former SLP member: Name of School _____		State _____ Year: _____	
Meeting preference (see information section below): <input type="checkbox"/> Monday Evening <input type="checkbox"/> Thursday Luncheon			
I understand that Kiwanis is a service organization, and I agree to participate in as many projects as possible _____			
CHECK ONE PER CATEGORY:			
Primary Employment		Education Attained	
<input type="checkbox"/> Banking/Finance	<input type="checkbox"/> Nonprofit	<input type="checkbox"/> Grade School	<input type="checkbox"/> Elected
<input type="checkbox"/> Communications/media	<input type="checkbox"/> Real Estate	<input type="checkbox"/> High School	<input type="checkbox"/> Management
<input type="checkbox"/> Construction	<input type="checkbox"/> Religion	<input type="checkbox"/> Tech/Business School	<input type="checkbox"/> Partner/Owner
<input type="checkbox"/> Education	<input type="checkbox"/> Retail	<input type="checkbox"/> Assoc. Degree (2 yrs.)	<input type="checkbox"/> Professional
<input type="checkbox"/> Government	<input type="checkbox"/> Transportation	<input type="checkbox"/> Baccalaureate (4 yrs.)	<input type="checkbox"/> Sales
<input type="checkbox"/> Legal	<input type="checkbox"/> Wholesale	<input type="checkbox"/> Masters Degree	<input type="checkbox"/> Supervision
<input type="checkbox"/> Manufacturing	<input type="checkbox"/> Other	<input type="checkbox"/> Grad Prof. Degree	<input type="checkbox"/> Technical
<input type="checkbox"/> Medical			

I accept this application for membership and agree to conform to the bylaws of this club and comply with the obligations of membership as explained by my sponsor. I will attend a member orientation session as soon as possible (your sponsor will arrange your orientation).			
Date ____/____/____		Applicant Signature _____	
Kiwanis Int. has a one-time new member fee of \$50, which is to be paid with this application.			

Goal

This option will *not help achieve either of the two main goals* of increasing membership or retaining current members at an improved rate.

Cost

Maintaining the *status does not have any tangible costs* associated with the tasks. *No additional volunteer hours are required* for this option; therefore, the value of a volunteer hour is not applied this instance.

Impact on Diversity

This option will have *no impact on the diversity of the organization* because it is not actively working to attract new members from potentially different backgrounds.

Sustainability and Feasibility

Maintaining the status quo is not sustainable as no specific actions are taken to increase membership and retention rates. However, this is evidently a feasible option, as the organization has been maintaining this thus far. *Therefore, this option receives a "medium" score for sustainability and feasibility.*

Summary Analysis of Option 1:

Pros: This option will not require any additional costs or volunteer time.

Cons: It does not work to solve the specific issue at hand. Therefore, it will not result in any improved or positive outcomes for retaining members, attracting new members or increasing Kiwanis's impact on the community through service from additional volunteers.

Option 2: Collect Data and Regularly Measure Member Satisfaction

Kiwanis Club of Charlottesville has limited information on its members and their satisfaction or dissatisfaction with the organization. Gathering this information and centralizing it for accessibility will help Kiwanis better serve its members and provide the club insight on particular reasons for members' departure or decisions to continue with the club. The more information Kiwanis has the better the club is suited to improve club experience for members and help attain new members in the future. This option will also help Kiwanis keep track of their membership year in and year out.

One simple way to gather basic information about members is to computerize the membership application process and request additional information to the application such as the reason for the prospective member's interest in Kiwanis and how or where they heard about Kiwanis. This information about all members should be saved on one platform online or software (example: google survey). Furthermore, as members decide to exit the club, information should be gathered to understand the reasons for their departure. This information can be gathered through an exit survey. Finally, member satisfaction should be regularly measured throughout the year to potentially prevent

the “September purge.” This survey can be administered twice a year for current members to candidly respond to questions ranging from administration to community service projects. The Kiwanis International website offers a formula for measuring member satisfaction and lists the following questions to gather information about members’ satisfaction:

1. What do you enjoy most about being a member of our club?
2. What is our club’s greatest strength?
3. If you could change one thing about our club, what would it be? Why?

Additionally, the formula provides examples of statements that club members can rate based on their opinion about the organization. Figure 4 below illustrates the types of questions that can be included in a survey assessing a member’s satisfaction with the club. In addition to the ratings, members can also provide additional feedback by adding comments at the end of each section rating to provide additional input and detail about their opinions.

Figure 4: Measuring Member Satisfaction Example Questionnaire (Source: Kiwanis International, The Formula)

Rate the following statements about our club’s operations using this scale:

0 = Strongly disagree 1 = Disagree 2 = Neither agree nor disagree 3 = Agree 4 = Strongly Agree

Club management/administration

- _____ I am satisfied with my overall experience as a member.
- _____ Our club members and leaders work well together as a team.
- _____ Our club has a clear purpose that guides our goals and accomplishments.
- _____ I can articulate clearly and concisely the impact our club has in the community.
- _____ Our club meets at a time and location that fits my schedule.
- _____ The cost of membership is reasonable and provides value to me.

Membership strength

- _____ Our club is just the right size for the impact we want to make.
- _____ I feel comfortable asking colleagues and acquaintances to visit and join our club.
- _____ I am inspired by how many opportunities our club offers to create an impact in our community.
- _____ Guests are warmly welcomed and introduced at club events.

Community service impact

- _____ Our club’s service projects are worthwhile, rewarding and impactful.
- _____ Our club’s presence is visible and viewed as a major asset in our community.
- _____ I am proud to be associated with the impact that our projects make.
- _____ There is sufficient member interest in most of our projects.
- _____ There is sufficient community need for most of our projects.
- _____ Our club generates sufficient money to fund current and potential service projects.
- _____ Our club’s fundraisers provide adequate revenue.
- _____ The amount of revenue obtained from our fundraisers is reasonable when compared to the amount of time spent.
- _____ Our club is a hands-on, service-oriented club whose members are willing to participate.
- _____ Our club is an important advocate for children in our community.

Member experience

- _____ My opinion about service, fundraising and administration is valued.
- _____ Our club meetings and events are enjoyable and fun.
- _____ Club members are properly recognized for their efforts.
- _____ Every club member is invited to use their talents on at least one committee.
- _____ Our club takes appropriate time to celebrate and recognize club and member achievements.

Source: Kiwanis International, The Formula

Goal

This option focuses on *retaining current members*. Collecting information about members and their level of satisfaction will help Kiwanis understand the reasons why members are deciding to drop out of the club when the time to pay dues rolls around in September. In addition, adding questions to the membership application that will inform Kiwanis about the member's expectations, reasons for joining and how they learned about Kiwanis can be useful for the organization. This can help Kiwanis clear up expectations from the beginning and help keep individuals satisfied with their membership. The one portion of this option that has the potential to impact new membership rates is the information about how and where each new member heard about Kiwanis. Kiwanis can gather this information and expand the recruiting methods that work best. Overall, this option is mostly focused on retaining members and trying to identify the reasons for the September purge to later prevent it.

Cost

This option *does not have any tangible costs* affiliated with the tasks. It will however require committee members to formulate a survey and revise and digitalize the membership application. Therefore, the value of a volunteer hour is applicable here at \$24.69 per hour.

Impact on Diversity

This option *will not have a positive impact on increasing the diversity* of the organization since is heavily focused on gathering information from current members and members already interested in joining the club. This option will not seek to attract new members from different backgrounds and ages.

Sustainability and Feasibility

This is a sustainable option because the member satisfaction survey can be distributed bi-annually and can be implemented for the duration of the club. Furthermore, as new members join, their information can be gathered in one centralized system that the club will have access to for the duration of the individual's membership and beyond. This is a feasible option since there are currently several individuals serving on the membership committees and one or two people can be tasked to carry this out. One caveat to the feasibility is that Kiwanis has expressed low sample size in a previous survey sent to the members regarding various topics. This issue can be addressed in the way the surveys are implemented. One way to assure a large response rate is to take time out of meeting times with

high attendance for individuals to respond to the surveys. *This option receives a “high” score for sustainability and feasibility.*

Summary Analysis of Option 2:

Pros: No tangible costs associated with this option; it is also feasible and sustainable. This option allows Kiwanis to gather information to find direct causes of decreasing membership rates. Diagnosing the causes of the issue can assist Kiwanis in retaining the members that drop off at the last minute. In the Capital District overall, about 196 members drop off every year. The exact number that drop off from Kiwanis C-Ville alone is unknown; this option can provide that information to the organization and later assist in decreasing that overall 196-member dropout rate.

Cons: This option will not attract new members to the organization, which is one of the main goals of Kiwanis.

Option 3: Pursue Corporate Memberships

Kiwanis can involve working individuals in Charlottesville by reaching out to corporations or businesses in the community to obtain new corporate members. Figure 5 below illustrates how Kiwanis International defines what it means to be a corporate member in Kiwanis. With corporate memberships, Kiwanis would seek out businesses to register the company with Kiwanis International as a member of the local Charlottesville club. A representative from the business will attend meetings and participate in the community service activities. In this case, the business has the option of paying for the member's fees. Any corporation can have as many members as they choose to represent them at Kiwanis meetings and service opportunities. Currently, Kiwanis C-Ville only has a few corporate members. They have stated a new corporate member from Aetna who will have her employer pay the fee. Typically, Kiwanis C-Ville has corporate partners that provide in-kind support for their large events as opposed to representatives that regularly attend meetings and service projects. For example, Pepsi Cola of Central Virginia has been a long-time partner that provides in-kind support and they have one corporate member from Pepsi Cola, the Vice President for Finance who has been a member for over 35 years.

Seeking additional corporate members allows both Kiwanis and its corporate partner to enter in a mutually beneficial ordeal. For corporations with employees serving the community through Kiwanis, it can demonstrate their corporate social responsibility, an area of focus and priority for businesses across the nation. Kiwanis can find ways that corporations give back to their communities which may have spillover effects on the business as consumers today are conscious of where they do business. Larissa Faw of Forbes.com writes, “more than eight in 10 Millennials (81%) expect companies to make a public commitment to good corporate citizenship, according to Horizon Media’s Finger on the Pulse Study. ‘It used to be that companies would align with charities that shared their same values,’ says Horizon Media’s Kirk Olson, VP of Trend Sights at Horizon

Media. ‘Now brands are taking these do-good values and baking into their corporate identities’” (Faw, 2014). Kiwanis can assign the task of reaching out to different businesses in Charlottesville to attract corporate affiliates to an individual currently serving on membership committee. Kiwanis would benefit by increasing membership and partnerships with prominent businesses in the community.

Figure 5: Corporate Membership Guidelines from Kiwanis International



Source: Kiwanis International, The Formula

Goal

Pursuing corporate memberships will mainly address the goal of *attracting new members for the organization*. This option will not necessarily retain the current members of Kiwanis since the target population is not focused on current members.

Cost

This option *will not have any out-of-pocket costs* for Kiwanis. However, it will *require additional volunteer hours* by the members of the committee that are assigned this task; the \$24.69 value of a volunteer hour can be applied to this option.

Impact on Diversity

This option *has the potential to positively impact the diversity* of the organization. Since the target population is working individuals in Charlottesville, it is likely to attract a younger population. Furthermore, people of color and more women may also be targeted depending on the diversity of the corporations that are approached by Kiwanis in this effort.

Sustainability and Feasibility

This option is sustainable as a few organizations can be contacted on a monthly basis to invite members and explain the work Kiwanis does around the community. The effort to attract new corporate members is feasible if specific individuals are assigned this task. *This option receives a “high” score for this criterion.*

Summary Analysis of Option 3:

Pros: This option can attract new members, one main goal of Kiwanis C-Ville. It also has the potential of attracting a younger and more diverse crowd. According to Kiwanis, every member has the power to impact the lives of 204 children. With every additional member, this is would be the additional impact Kiwanis C-Ville would have on the community and globally. Furthermore, there are no out-of-pocket costs associated with this option.

Cons: This option does not address the issue of the September purge or the reasons for the overall decrease in membership. There is no guarantee of successfully attracting a significant number of new members from corporations. Projecting the exact number of individuals that would join as a result of Kiwanis contacting different corporations is difficult to assess.

Option 4: Follow-Up on Key-Club and CKI Alumni to Charter a Young Professionals Club

Key Club (for high school students) and Circle K International, also known as CKI, (for college students) organizations that are a part of the Kiwanis family. Both of these organizations have thousands of young people who already serve their communities. Kiwanis C-Ville can reach out to former Key Club and CKI members to charter a new Young Professionals Club similar to other Kiwanis Clubs around the country including the Madison Heights Kiwanis Club, mentioned above. One way to reach and locate these former CKI and Key Club members is to visit the facebook.com/CKIAlumni and facebook.com/KeyClubAlumni pages. The membership committee at Kiwanis C-Ville can make Facebook posts on these sites to determine if any former members are in the Charlottesville area. Additionally, the committee can reach out to high schools in Charlottesville and CKI members at UVA to determine if any alumni are still in Charlottesville. In Madison Heights, it only took the initiative of one member (the founder of the young professional’s Kiwanis club in that region, Kelly Dougherty) to charter a new young professional’s club. Kiwanis C-Ville can achieve similar success by identifying one Alumni to champion this effort of starting a young professionals club. From there, the founding members can recruit younger volunteers across

Charlottesville who may have never heard of Kiwanis or its family organizations, Key Club and CKI. This option suggests that a new Young Professionals club be chartered after contacting Alumni. One assumption made about why younger individuals are not members of Kiwanis is because the meeting times and days may conflict with their work and family schedules (similar to other Kiwanis clubs such as Madison Heights). Having a separate young professionals club can accommodate the needs that only this specific population may need whether it is a different time for a meeting or fewer meetings overall outside of community service times.

Goal

This option focuses on *attracting new members* through a targeted approach of reaching out to CKI and Key Club Alumni.

Cost

This option *does not have any tangible costs* affiliated with the tasks. It will however require committee members to actively seek alumni. Furthermore, chartering a new Young Professionals Club that is still a part of the host club requires volunteer hours. Therefore, the value of a volunteer hour is applicable here *at \$24.69 per hour*.

Impact on Diversity

This option *has a positive impact on increasing diversity* because of its target population which is a younger group of people.

Sustainability and Feasibility

This option is sustainable; Kiwanis can contact graduating students on an annual basis to recruit them. This is likely not a feasible option as Kiwanis has expressed that chartering a new club does not have member buy-in. Additionally, relying on the social media pages to contact alumni may leave out a significant portion of alumni who never got around to joining the Facebook pages. There is no database that exists with all of the former and current Key Club and CKI members so reaching out to several former members is not feasible. Therefore, *this option receives a “medium” score for this criterion*.

Summary Analysis of Option 4:

Pros: This will attract new members and bring diversity to the organization. This option does not have any tangible costs.

Cons: The exact number of people likely to join Kiwanis from this option is difficult to predict. This option is also not very feasible considering the lack of a database with contact information of all CKI and Key Club alumni and due to the low member buy-in for chartering a new Kiwanis club in Charlottesville.

Option 5: Promote Kiwanis in the Charlottesville Community

Promoting Kiwanis in Charlottesville and bringing awareness to not only the existence of the organization, but its impactful work is one way to attract new members. This option can be achieved

by assigning the public relations committee the task of using both traditional forms of communication (print and radio) and social media to reach a variety of audiences. It is important that Kiwanis C-Ville focuses on using the web, especially social media to market the organization and its impact. Research has shown that social media sources have significantly increased nonprofits' ability to communicate with the public, volunteers, and other stakeholders (Waters, 2007). According to Lovejoy & Saxton (2012), "online nonprofit/stakeholder interactions have effectively become more and more ubiquitous, multifaceted, and critical to organizational performance." Kiwanis can maintain a significant online presence by posting its projects and marketing the organization through outlets such as Facebook and Twitter. Many of these outlets have specific platforms that non-profits and service organizations can benefit from. For example, "Facebook Causes" is a method through which an organization can conduct surveys, attract new donors, and provide information regarding service and membership opportunities on Facebook. Twitter also has a feature where organizations can launch online petitions that users can retweet to express their sign-on and connect with the organization. LinkedIn is also another platform that can be useful in attracting members, especially working professionals. Currently, the Kiwanis Club of Charlottesville LinkedIn profile has zero connections and only one media post. The public relations team can work on this page to expand it and increase Kiwanis's online presence by connecting with more people on LinkedIn, updating its Facebook and Twitter accounts and also sending ads on these social media platforms. These outlets can be used to inform potential future members about membership requirements and showcase the positive impact Kiwanis has in Charlottesville.

Goal

This option can assist in *retaining current members* by reminding those "on the fence" about the impact that Kiwanis has on the community, globally and on a personal level. This option also works to *attract new members* from the Charlottesville community who might respond positively to the promotional ads and post online by Kiwanis.

Cost

This option has tangible costs, specifically for the ads on the radio and newspaper. The cost of an ad on the radio station *can range from \$300-\$1000* (Experts & Insiders, 2010). Placing an ad on a local newspaper can cost up to \$480. For online advertisements, costs vary depending on the social media platform. Facebook charges an average of *\$7.19 per one thousand impressions* (McLeod, 2017). On Twitter, promoted tweets or promoted *ads can cost \$0.50-\$4.00 for one "engagement"* (Alleger, 2013). For one ad to be dispersed on the radio, newspaper, Facebook and Twitter, it can *cost anywhere from \$787.69 to \$1,491.19 in total*. Multiplying this range with the number of times the ads are dispersed will be the total amount spent on ads. This option will also require volunteers to post online and send ads via different platforms so the *\$24.69 per hour volunteer hour rate is applicable in this option*.

Impact on Diversity

This option *can increase the diversity of the organization* as younger people utilize social media and professional media sites. Kiwanis can also strategically promote their organization online to different people from different backgrounds increasing the diversity of the people it will reach. Furthermore, using print and radio can attract a variety of age groups.

Sustainability and Feasibility

Updating the social media sites Kiwanis has is likely to only sustainable and feasible portion of this option. It is unclear if Kiwanis has the budget to spend on advertisements as the annual dues are set aside for other Kiwanis engagements.

Therefore, this option receives a “low” score for this criterion.

Summary Analysis of Option 5:

Pros: This option can attract people from a variety of backgrounds and increase diversity.

Cons: Overall, this option is not feasible or sustainable; it is difficult to implement.

Outcomes Matrix

<i>Policy Options</i>	<i>Goal</i>	<i>Tangible Cost</i>	<i>Diversity</i>	<i>Sustainability and Feasibility</i>
1) Let present trends continue		\$0	No impact	Medium
2) Collect Data and Regularly Measure Member Satisfaction	✓ Retain current members	\$0	No impact	High
3) Pursue Corporate Memberships	✓ Attract new members	\$0	Positive impact	High
4) Follow-Up on Key-Club and CKI Alumni to Charter a Young Professionals Club	✓ Attract new members	\$0	Positive impact	Medium
5) Promote Kiwanis in the Charlottesville Community	✓ Retain current members ✓ Attract new members	\$787.69-\$1,491.19	Positive impact	Low

Recommendation

Kiwanis Club of Charlottesville should implement option 2: collect data on its members and regularly measure member satisfaction to solve the overall issue of low membership and poor retention. This is a necessary first step for Kiwanis before any additional recruiting can occur (perhaps, after the completion of this step, Kiwanis can look at the other options and implement them in the future).

One of the most important findings in assessing the problem Kiwanis C-Ville is currently facing is the fact that the club has not identified the exact reasons for the low membership and retention rates. As depicted by data from the Capital District of Kiwanis which includes the Charlottesville club, the “September purge” is a huge reason why membership rates have been declining over the years. While the time when members typically drop out is known, it is unclear why members are choosing to forgo paying their dues in September and therefore dropping their membership. Surveying individuals regularly to assess their satisfaction and expectations of the club can provide Kiwanis the helpful information it needs to potentially prevent a September purge. Additionally, digitalizing the member application (those of current members and future members) is a great way to keep a record of all members – past, present and future. Having a centralized location of where member information can be collected will provide demographic information about its members which may prove to be important in making certain decisions about meeting times and kinds of service activities (these are all aspects of a club that could attract someone to the club or result in dissatisfaction and therefore poor retention).

Based on the criteria, this option works to retain current members and is highly sustainable and feasible. Contrary to some of the other options, this option will not attract new members or have a positive impact on increasing the diversity of the organization. While some of the other options score better in the evaluative criteria, this is a necessary first step for Kiwanis because the exact reasons why members are leaving the organization and membership is decreasing has not been identified. Furthermore, Kiwanis has limited data and information on previous and current members so this option will mitigate that issue. Once Kiwanis has the information it needs to identify the causes of the issue, the organization can look into some of the other recruiting strategies listed as options in this project. Trying to attract new members without gauging member satisfaction, expectations and other helpful information might be pointless in the organization’s efforts to have long term volunteers if the new members eventually leave the organization and Kiwanis still faces low retention rates.

Implementation

The first step in implementing this option is to computerize the membership application process for future applicants and enter the information from previous memberships using Google Survey. Google Survey is a useful tool for people to fill out not only surveys but applications. The membership committee can lead this initiative and get assistance from other members to enter all of the data online. The new application online should also request for additional information including the prospective member's interest in Kiwanis and how or where they heard about Kiwanis. For Kiwanis to better keep track of the members it attracts, ethnic background should be added to the application as well. Secondly, an exit survey should be created on Google Survey to be distributed for members that drop Kiwanis. This exit survey should primarily seek to understand why a member is leaving Kiwanis. Finally, to regularly measure member satisfaction, the questions from Figure 4 should be distributed via Google Survey bi-annually (before September rolls around) at club meetings.

Appendix

Appendix A

Source: Independent Sector (2017)
Visit link for additional information

“The value of volunteer time is based on the hourly earnings (approximated from yearly values) of all production and non-supervisory workers on private non-farm payrolls average (based on yearly earnings provided by the Bureau of Labor Statistics) for the national average. The national average is increased by 12 percent to estimate for fringe benefits. Independent Sector, in partnership with IMPLAN, indexes this figure to determine state values.”

Value of Volunteer Time/ Indexed	2017	2016	2015	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002	2001
US Total	24.69	24.14	23.56	23.07	22.55	22.14	21.79	21.36	20.85	20.25	19.51	18.77	18.04	17.55	17.19	16.74	16.27
Alabama	21.92	22.28	21.22	20.84	20.50	20.47	18.26	18.06	17.70	16.84	16.10	15.71	15.15	14.71	14.47	13.98	12.95
Alaska	27.45	27.80	27.51	26.59	26.50	25.49	21.96	21.69	21.38	20.11	18.92	17.94	17.28	16.90	16.74	16.46	15.22
Arizona	24.51	23.57	22.83	22.37	22.52	22.25	20.08	19.71	19.48	18.70	18.05	17.48	16.79	16.22	15.86	15.41	14.75
Arkansas	20.01	19.66	19.14	19.31	18.93	18.23	16.77	16.48	16.24	15.38	14.84	14.08	13.71	13.35	13.07	12.69	11.82
California	29.09	28.46	27.59	26.87	26.34	26.01	24.75	24.18	23.42	22.62	21.96	21.14	20.36	19.74	19.19	18.67	18.72
Colorado	26.78	25.97	25.96	25.68	25.10	24.23	22.43	22.03	21.62	20.85	20.08	19.32	18.53	18.02	17.84	17.41	17.07
Connecticut	30.24	29.29	27.77	26.79	26.43	26.92	28.26	27.77	26.98	26.49	26.03	24.77	23.90	23.14	22.44	21.70	20.92
Delaware	25.45	23.20	21.37	20.22	20.29	20.44	23.02	22.34	21.88	21.13	20.77	20.47	19.87	18.97	18.74	18.08	16.71
D.C.	39.45	39.17	38.77	39.86	38.69	37.11	34.04	33.61	32.79	31.80	30.40	28.96	27.44	26.52	25.70	24.75	22.67
Florida	23.33	22.70	22.08	21.61	21.24	20.86	18.85	18.66	18.40	17.68	17.13	16.72	16.07	15.43	15.09	14.58	13.64
Georgia	25.15	24.39	23.80	23.26	22.25	21.42	20.77	20.38	19.94	19.18	18.78	18.06	17.60	17.15	16.91	16.48	15.74
Hawaii	25.40	23.80	23.33	23.14	22.16	21.67	18.14	18.08	17.94	17.16	16.47	15.89	15.40	15.06	14.66	14.17	13.26
Idaho	21.83	21.10	20.97	20.21	19.92	19.89	16.13	15.93	15.57	14.98	14.68	14.33	13.55	13.19	12.97	12.72	12.55
Illinois	26.02	25.95	25.34	24.74	24.08	23.73	23.19	22.77	22.34	21.85	21.11	20.29	19.52	18.97	18.60	18.20	17.40
Indiana	23.73	23.38	22.69	22.34	21.56	20.87	18.33	18.04	17.61	17.16	16.54	16.19	15.79	15.57	15.31	14.91	14.11
Iowa	22.73	22.95	22.25	21.75	20.93	20.14	17.55	17.22	16.77	16.21	15.51	15.00	14.54	14.19	13.85	13.36	12.50
Kansas	22.56	22.14	22.02	21.64	20.88	20.65	18.45	18.13	17.80	17.28	16.54	16.01	15.26	14.80	14.57	14.22	13.47
Kentucky	21.17	21.38	21.16	20.29	19.68	19.58	17.91	17.65	17.37	16.52	15.92	15.46	15.03	14.75	14.52	14.08	13.09
Louisiana	22.30	22.77	22.67	22.73	22.13	21.75	19.33	19.06	18.71	18.02	16.90	16.31	14.94	14.22	14.04	13.74	12.74
Maine	22.53	21.61	21.31	20.54	20.10	20.11	17.03	16.84	16.53	15.89	15.16	14.68	14.29	14.08	13.85	13.39	12.41
Maryland	27.50	26.79	26.64	26.41	25.43	24.82	23.05	22.77	22.32	21.20	20.42	19.69	19.06	18.39	17.96	17.34	16.07
Massachusetts	31.17	29.88	29.00	27.82	27.00	26.11	27.43	26.84	26.18	25.56	24.54	23.37	22.46	22.07	21.36	20.75	20.47
Michigan	23.91	23.67	23.54	22.96	22.13	21.59	20.63	20.07	19.79	19.55	18.98	18.56	18.32	18.11	18.10	17.48	16.92
Minnesota	27.58	26.40	25.20	24.83	24.31	23.59	21.91	21.62	20.90	20.55	19.65	18.72	18.25	18.18	17.74	17.20	16.14
Mississippi	19.81	19.85	19.51	19.60	19.35	18.86	15.58	15.43	15.28	14.66	13.93	13.55	13.01	12.56	12.45	12.05	11.27
Missouri	23.21	21.57	21.31	21.30	21.17	20.91	19.00	18.80	18.57	18.16	17.11	16.54	16.12	15.71	15.57	15.24	14.37
Montana	22.42	21.04	20.44	19.89	19.64	19.34	15.73	15.28	14.89	14.24	13.61	13.00	12.44	11.93	11.76	11.36	10.54
Nebraska	23.40	22.25	21.51	20.62	20.13	20.04	17.10	16.86	16.67	15.96	15.35	14.79	14.24	13.91	13.71	13.31	12.48
Nevada	21.85	21.51	20.98	19.81	19.05	18.97	18.97	18.82	19.00	18.65	18.11	17.30	16.86	16.17	15.74	15.12	14.28
New Hampshire	25.52	24.90	23.79	22.98	22.86	22.07	21.70	21.29	20.85	20.20	19.51	19.02	18.27	17.71	17.29	16.77	16.03
New Jersey	28.32	27.46	26.70	25.68	25.33	25.00	25.91	25.64	25.20	24.49	23.58	22.73	21.88	21.35	21.08	20.55	19.86
New Mexico	20.58	19.77	19.91	20.13	19.77	19.41	17.62	17.44	17.10	16.35	15.48	14.77	13.96	13.49	13.28	12.91	12.05
New York	29.19	28.06	27.59	26.86	26.45	26.00	28.73	28.32	27.17	27.70	27.01	25.19	23.60	22.77	21.96	21.53	20.78
North Carolina	23.41	22.99	21.88	21.47	21.04	21.07	19.09	18.80	18.18	17.58	16.99	16.49	15.93	15.52	15.28	14.89	14.09
North Dakota	25.29	25.40	25.24	25.13	23.92	22.49	19.18	17.49	16.48	15.56	14.43	13.73	13.18	12.82	12.47	11.96	11.06
Ohio	23.33	22.99	22.06	21.46	21.40	21.12	19.23	18.87	18.54	17.93	17.34	16.86	16.40	16.10	15.88	15.43	14.63
Oklahoma	22.18	22.08	21.50	21.45	20.88	20.82	18.28	17.49	17.05	16.56	15.60	15.09	14.06	13.66	13.42	12.91	12.10
Oregon	24.89	24.15	22.75	21.99	21.35	21.14	19.33	18.85	18.47	17.84	17.25	16.68	16.14	15.71	15.50	15.15	14.77
Pennsylvania	24.35	23.89	23.40	22.63	21.94	21.13	21.25	20.86	20.51	19.67	18.89	18.15	17.48	17.06	16.74	16.15	15.27
Rhode Island	26.17	24.34	23.48	23.45	23.53	23.28	19.82	19.57	19.10	18.32	17.52	17.14	16.51	16.13	15.98	15.22	14.18
South Carolina	22.22	21.85	21.14	20.56	20.15	19.84	17.20	16.91	16.53	15.80	15.28	14.93	14.43	14.03	13.88	13.50	12.62
South Dakota	21.30	20.81	20.29	19.65	19.04	18.96	15.99	15.60	15.18	14.47	13.75	13.20	12.76	12.45	12.26	11.86	11.04
Tennessee	21.98	22.16	20.92	20.72	20.13	20.05	19.42	19.21	18.62	17.86	17.22	16.63	15.98	15.62	15.36	14.86	13.87
Texas	24.64	25.15	25.11	24.66	23.40	22.75	22.57	21.91	21.35	20.85	20.04	19.14	18.20	17.53	17.17	16.84	16.22
Utah	24.39	24.27	23.92	23.51	22.65	22.07	18.19	17.92	17.54	16.72	16.12	15.37	14.61	14.17	14.00	13.74	13.14
Vermont	23.71	23.29	22.79	21.91	21.65	21.67	18.00	17.77	17.54	16.77	15.99	15.46	14.98	14.66	14.47	14.03	13.05
Virginia	26.75	26.96	26.09	24.90	24.49	24.60	22.90	22.60	22.03	20.83	20.04	19.32	18.69	17.97	17.50	16.84	15.88
Washington	30.46	30.04	28.99	27.54	26.72	26.52	22.69	22.01	21.62	20.57	19.62	18.79	17.92	17.39	17.74	17.41	16.92
West Virginia	21.10	20.98	20.47	20.24	19.76	18.93	17.57	17.01	16.65	15.70	14.96	14.15	13.59	13.26	13.00	12.74	11.96
Wisconsin	24.00	23.06	22.48	22.24	21.78	21.09	18.50	18.20	17.85	17.28	16.58	16.12	15.63	15.41	15.14	14.72	13.78
Wyoming	23.17	22.13	23.13	23.46	23.16	23.09	19.54	18.97	18.38	18.35	17.09	16.06	14.52	13.75	13.38	12.96	12.05
Puerto Rico	12.71	13.26	13.33	13.41													

To learn more about the methodology, please visit:
<https://independentsector.org/value-volunteer-time-methodology>



Source: Independent Sector (link provides clearer image)

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On my honor, as a student, I have neither
given or recieved unauthorized aid on this
assignment.

A handwritten signature in black ink, appearing to be "V. D.", written in a cursive style.