

The C.R.E.W.

Concerned Resource & Environmental Workers

A Service Learning Research Project

by the

Capstone Sociology Class at CA State University, Channel Islands

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Executive Summary

- This report is based on research conducted by Sociology students from California State University, Channel Islands. The research was administered through an online survey that was emailed to supporters/volunteers of The C.R.E.W. The survey was a mix of open and closed-ended questions with about 87 respondents.
- *Supporter Demographics:* Most of the respondents from The C.R.E.W. come from the Ojai area (78%) which can explain why respondents are influenced by The C.R.E.W. and their work within their communities, and are around the ages of 61-80 years old (56.81%). We also had a few supporters from the ages of 21-40 years old (4.60%).
- *Patterns of Satisfaction & Preference:* Most respondents have been supporting The C.R.E.W from one to five years (29.89%). In addition to most of them being 'very likely' to continue being a supporter of The C.R.E.W. (74.71%). Furthermore, most respondents were 'satisfied' with The C.R.E.W.'s outreach and cultivation of community partnerships.
- *Patterns of Respondents:* Most of the respondents are affiliated with The C.R.E.W. through being donors and viewing the organization as aiding in youth employment. Additionally, most respondents felt inclined to support both employment development, and conservation purposes.
- *Respondent awareness of The C.R.E.W:* Most respondents were familiar with specific projects involving The C.R.E.W (73.56%). As well as most respondents felt that The C.R.E.W upheld both its mission pillars: 'developing young leaders' and 'caring for the environment'.
- *Differences in Patterns of Respondents:* Besides supporters being aware of The C.R.E.W. through direct contact/work, some respondents heard about them through word of mouth or news outlets. Furthermore, the impact of the environmental work that The C.R.E.W. provides aids in community satisfaction and can increase the number of supporters.
- *Additional attractions and Broader Implications:* The C.R.E.W are mostly known for their environmental work involving restoration projects and clearing hiking trails. In the future supporters would like to see The C.R.E.W. providing broader services that can include educating the public, and younger kids about the environment. Additionally, the continuance of collaborating with nonprofits and community enrichment as well as further training and skill development with fire preparedness.

Part I: Background & Methods

History, Organizational Structure, & Mission

The [C.R.E.W](#) is an Ojai, CA-based nonprofit organization that helps teens and young adults have an opportunity to work hands-on through outdoor conservation work. The C.R.E.W stands for Concerned Resources & Environmental Workers and was established in 1991. For over 30 years, it has created employment opportunities for young adults through its environmental work. This nonprofit helps young adults learn and adapt new skills, confidence, respect, discipline, and value to earn a paycheck. With both grant funding and private donations, The C.R.E.W. focuses on fire prevention, fuel reduction, trail construction, plant removal, stream restoration, and weed abatement. They are involved in various projects such as bringing 'ReLeaf' with tree planting, Middle Stewart Canyon Creek restoration, restoring trails ruined by the Thomas Fire, and many more. In 2020, The C.R.E.W was involved in 11 fire prevention projects, 4 local and 1 landscape-scale habitat restoration projects, 6 wildland trail projects, no-cost weed abatement for 36 low-income households, bush service for elderly residents, and has over 180 individual annual donors.

Some staff members who join The C.R.E.W choose this as their first job experience, while others are college students exploring their options to get a path to careers in forestry, environmental science, and fire science. Each year, members of the crew spend over 11,000 hours in the field throughout Santa Barbara and Ventura counties. They strongly believe in providing training and education for all of the staff. Staff development consists of on-the-job training skills that include safety for hand and power tools, wildscaping, habitat restoration, fire prevention, and maintaining trails. Ways to be involved include field leaders, workers, board members, and benefactors. They always have openings for new team members to join and don't require previous experience.

Their mission is to give young adults employment and help develop lifelong skills through environmental work. This helps the community allow restoration to natural land and helps protect against wildfires. The C.R.E.W.'s vision is to allow young individuals the opportunity to have employment that will allow them to challenge themselves, learn new skills, and mature.

Research Design, Data, and Methods

The survey project surfaced as a collaborative partnership between The C.R.E.W. (predominantly Executive Director Jennifer Berry) as well as students and faculty in the sociology program at California State University, Channel Islands (CSUCI). The main objectives of the curriculum for The C.R.E.W. are to provide teens and young adults the opportunity for

hands-on work in the great outdoors. As environmental workers, C.R.E.W. staff were interested in how they were implementing their mission and values throughout their communities and how well they were performing those needs. As far as the research goes, students at CSUCI tackled this project with the intention of gaining insights into the effect The C.R.E.W. has, and the change it needs in order to continue to be successful in the long run. The study was organized in the Spring of 2021 by a sociology class (Capstone) taught by Dr. Armanino. This allowed students to put their skills to work in community service learning and civic engagement, intended to engage in active learning, apply research skills, and theoretical perspectives.

The Capstone project represents not only a product, but also a process. In this process, students conducted fundamental tasks such as initial questionnaire design, survey instrument implementation and analysis, and data entry. The sociology class worked together in this project as a research team in order to articulate the foundations of this coursework. Ultimately, all elements of the research project were examined by Dr. Daniel Armanino (Professor of Capstone) along with Jennifer Berry to assist students in establishing proper social scientific research standards in order to achieve a successful outcome.

Questionnaire Development: The questionnaire was developed and designed by the research team (students) in collaboration with the research coordinators Armanino and Berry. The research team designed questions to measure participant attitudes towards The C.R.E.W. as well as general donor knowledge of The C.R.E.W and initial, current, and future involvement. The objectives for the questionnaire were to identify Supporter Demographic (SD), Patterns of Support (PS), General Knowledge (GN), Two Pillar Mission (TPM), Supporter Satisfaction (SS), Potential and Growth (PG), and Follow Up (FU). In addition, the research team modeled Likert-scale questions which contain up to five response choices ranging from very satisfied to not applicable.

Survey Instrument: Due to COVID-19 students in Capstone were not able to operate an in-person survey. The survey design instrument was a participant questionnaire created through Qualtrics and made accessible online. The survey was available online for supporters of The C.R.E.W. willing to participate in the study and provide informed consent. Participants used a personalized survey link to access the survey to ensure that only 1 survey/participant was completed. Because of the limited number of successful recorded contact information from the time they became donors, there was a narrow number of survey responses. The survey method was a mixed-mode approach with an initial email letter and web-based survey, followed by email reminder (1 week apart) during the two weeks the survey was originally sent out. The survey included 23 questions, including demographics, age, and a combination of open and close-ended response types and Likert-scale components.

Data Analysis: Data from the respondents' questionnaire were entered and sorted out by Armanino and Berry. Afterwards two students were assigned to look at the same question individually then together. Once students evaluated the same question, they collated their data and compared/contrasted their findings.

Literature Review

As a group, we conducted research about The C.R.E.W. (Concerned Resource & Environmental Workers) which focuses on giving young adults employment as well as developing lifelong skills. Through environmental work, they are able to restore natural land and protect communities from potential wildfires. We also steered research into similar volunteer, nonprofit, afterschool programs/camps, etc. in order to learn more about their similarities. By searching for these articles, it made us realize how many different organizations there are with similar core values and work. Commonalities include helping to build awareness among the youth workers and also the adults who care for their surrounding environment. This organization also found ways to get youth/young adults involved in environmental work in order to expand their minds and let them know that there are many important and underrepresented careers in this field.

One of the articles we researched, *Calling all volunteers: The role of stewardship and involvement in volunteer-organization relationships*, is focused on the idea of finding ways to improve volunteer involvement in nonprofit organizations. Although this study was focused on the work that volunteers do in public relations, there were commonalities within this organization and The C.R.E.W. The authors state: "... the idea [is] that when donors feel involved in the organization and its mission, they develop a deep emotional connection with that organization."¹ This relates with The C.R.E.W. and their work because we as a group reached out to the volunteers, members, and other people through Qualtrics just like this group did in order to help the directors see and understand the areas that need work. This also gave the directors of The C.R.E.W. more ways to connect with their volunteers and other workers to feel involved with their organization and projects. Lastly, it gave The C.R.E.W. that extra push of improvement they may have been seeking.

As we continued to look at similar projects, we came across Agricorps, which focuses on giving introductory employment opportunity to youth between the ages 14-16. This organization gives the youth employment through work experiences through exposure to environmental and social issues as well as giving them conservation work through farms and gardens. In the thesis,

¹ Harrison, Virginia S., Anli Xiao, Holly K. Ott, and Denise Bortree. 2017. "Calling all Volunteers: the Role of Stewardship and Involvement in Volunteer-Organization Relationships." *Public Relations Review* 43(4): 872–81.

“A Return to The Field: Youth Development Through Agricultural Projects,” written by Reanna Putman, she explains, “Agricorps program developed by the LCCC in 2011 as a way to provide workforce experience to younger teens that would ease the transition into the workforce and serve as a feeder for the other LCCC programs.”² This goes hand in hand with The C.R.E.W.’s mission and vision statement. The Agricorps program’s job is to educate young adults and offer the opportunity for work experience and slowly transition into an environmental workplace, just like The C.R.E.W. Both organizations value the opportunity for young adults to have meaningful environmental jobs that are hands-on and engaging.

Although the last article we focused on is a summer program, their values and concepts are very similar to those of The C.R.E.W. Wildlife Conservation Camp (WCC) has wildlife conservation and hands-on activities to increase students’ understanding and appreciation of wildlife, all while trying to promote professions in conservation and wildlife management. Similarly, The C.R.E.W focuses on creating skills that the youth can take in and utilize while they’re working in the organization such as confidence, discipline, and respect. The WCC article included a survey that they created through Qualtrics, which was publicly accessible. There survey was a mixture of demographics, close and open-ended questions, and the style of this survey was very similar to our work with The C.R.E.W.

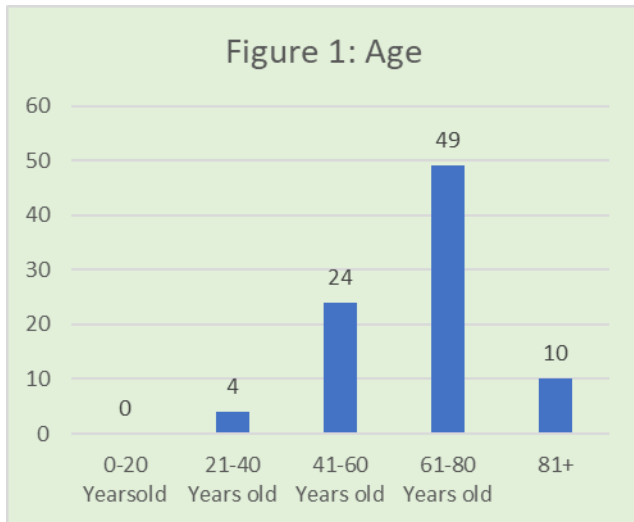
Altogether, we discovered that there are many other organizations that have similar work and values as The C.R.E.W. Between these three articles and the work done by The C.R.E.W, we were able to find ways that these organizations were working through similar projects/ ideas as well as ways to give insight to The C.R.E.W on ways to find more connection to their members and volunteers. By sending questionnaires or other forms of updates, we can keep them connected and updated on all the work The C.R.E.W has done and is doing. Finally, this would allow members and volunteers maintain knowledge on The C.R.E.W.’s success and two pillar mission.

Part II: Constituents and Support

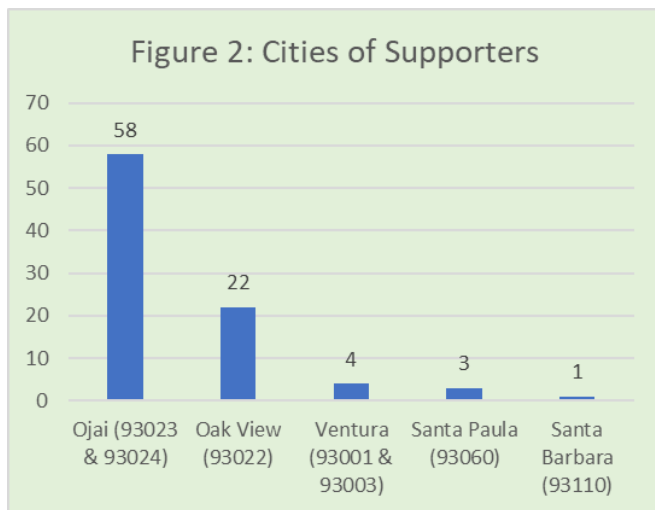
Constituency Demographics

This section presents the constituency demographics including age and city of residence based on survey response. The information demonstrates around what ages respondents support the most and the areas where respondents currently reside.

² Putnam, Reanna. 2016. “A Return To The Field: Youth Development Through Agricultural Projects”. *Colorado State University, ProQuest Dissertations Publishing*: 1-102.



Age (Figure 1): Out of 87 respondents the majority are between the ages of 61-80 years old, accounting for (55.81%) of the sample. The second group following are ages 41-60 years old (27.91%). The third group 81+ at only (11.63%). Lastly the group with the ages 21-40 years old (4.65%). Based on the responses there were no supporters between the ages of 0-20 years old. Which suggest that possible growth can be made to reach more youth participation.



Cities of supporters (Figure 2): Out of 88 total respondents, most are based in Ventura County. The majority reside in the Ojai area zipcodes 93023 and 93024 for a total of 58 survey responses. The second area with a large base of respondents is Oak View zip code 93002 with a total of 22 respondents. Lastly, Ventura city zipcodes 93001 and 93003 with a total of 4 respondents. Santa Paula zipcode 93060 had a total of 3 respondents. Santa Barbara (a city outside of Ventura County) with zipcode 93110 has 1 total respondent. The

C.R.E.W.'s main office is located in Ojai, which could be why most supporters are located within the same areas.

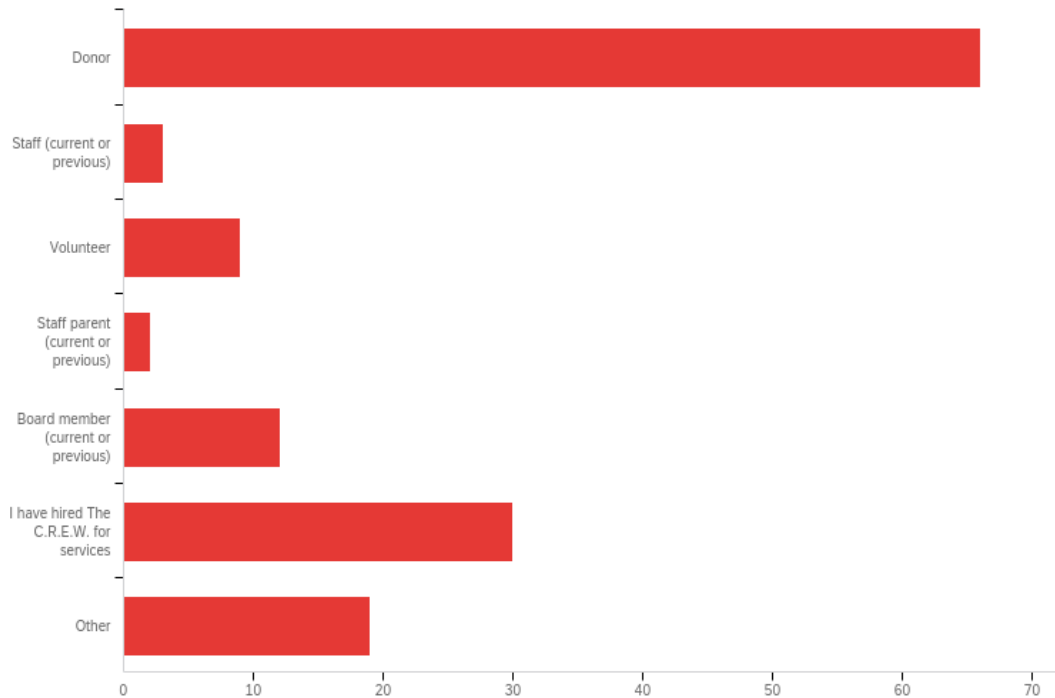
Patterns of support

One the most important data collected for the C.R.E.W. is patterns of support. Patterns of support is crucial to understand how and what helps The C.R.E.W. thrive. With the support from patrons or volunteers The C.R.E.W. is able to make contributions with conservation work, help expand their work force and help with projects (by being hired, doing volunteer work or trail work).

Some way respondents donate and help the Crew is 46.81% are donors (indicating either financially or with a donation like equipment). The other 54.19% fall under volunteer, staff, and

have hired the C.R.E.W. for projects. Thus, indicating the patterns of support are positive and respondents actively support The C.R.E.W. in different ways. On the other hand, most respondents might have answered to multiple choices. An assumption can be made that most respondents like what The C.R.E.W. stands for and the services they provide. The C.R.E.W has a great support group behind them that allow them to grow and flourish while continuing to exemplify hard work. (See Figure Below)

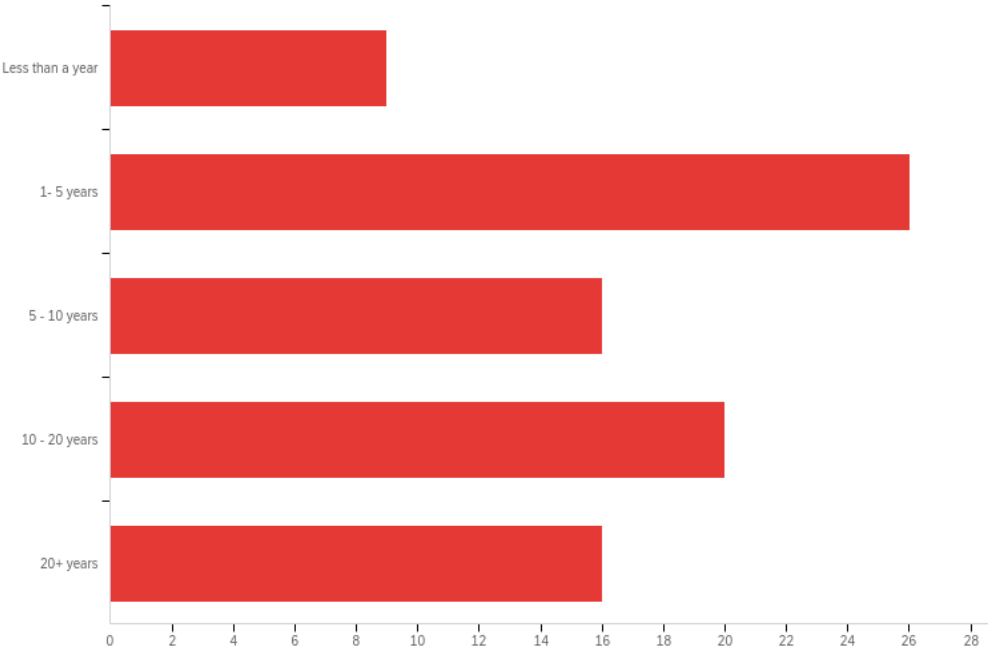
Q - How are you affiliated with The C.R.E.W.? Check all that apply.



Q - How long have you been a supporter of the Crew?

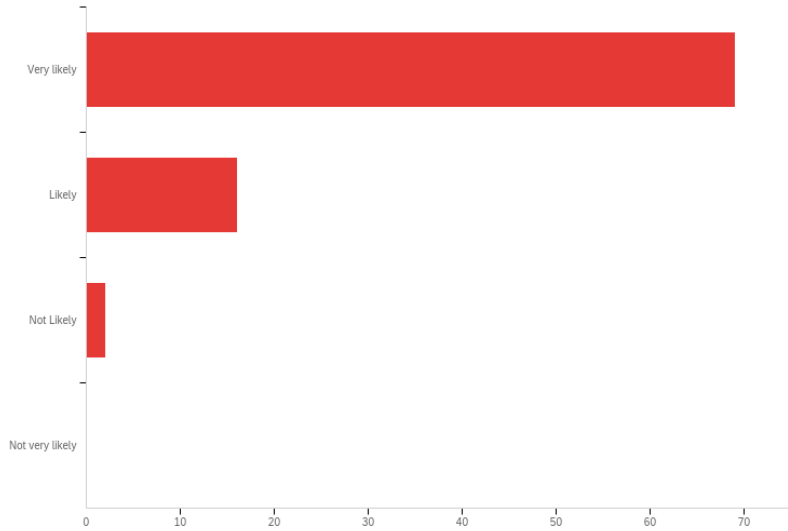
This data indicates that The C.R.E.W. have been established for 20 plus years which speaks volume of their ties and core beliefs. About 18% respondents have been a supporter of the Crew for over 20+ years. This is a good suggestion that a handful respondents most likely have recommended The C.R.E.W. to others and like their program. Moreover, in the last year to 10 years there has been a dramatic increase in supporters that are fairly new supporters being so that the total number of new supporters has risen a total of 51. We can assume that The C.R.E.W. has expanded in a positive way, via social media, recommendations, and more exposure. The patterns of support continue to grow, and The C.R.E.W. is attracting more supporters. The longevity over the 20 plus years is a big deal to see how well The C.R.E.W. has adapted, and how they have grown to what they are now. (See Figure Below)

Q. How long have you been a supporter of The C.R.E.W.?



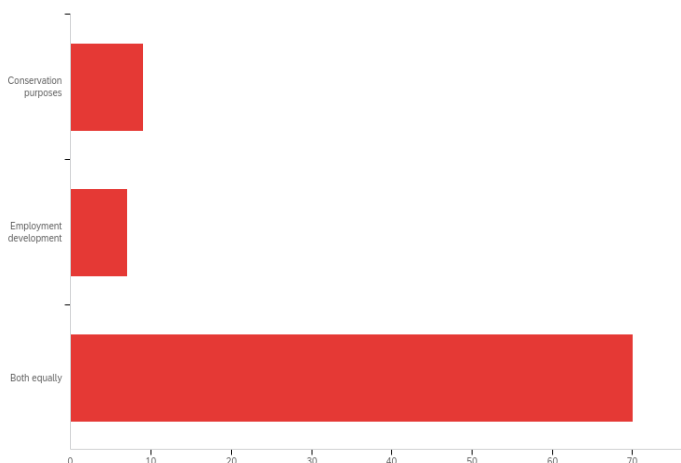
Q - How likely are you to recommend the C.R.E.W?

Recommendations are important for an organization to continue to grow their business and expand on the services they offer. When the question was asked of how likely they were to recommend The C.R.E.W. about 79% of respondents said they would very likely recommend The C.R.E.W. Not to mention that another 18% percent answered they would likely recommend The C.R.E.W. On the contrast, 2% percent of respondents claimed they would not likely recommend The C.R.E.W. This data indicates that the majority of the respondents were strongly happy and satisfied with The C.R.E.W. As for the 2% of respondents not likely recommending The C.R.E.W. there needs to be a follow up to question, to see if they were unsatisfied or had a bad experiance that led them to select 'not likely'. (See figure below)



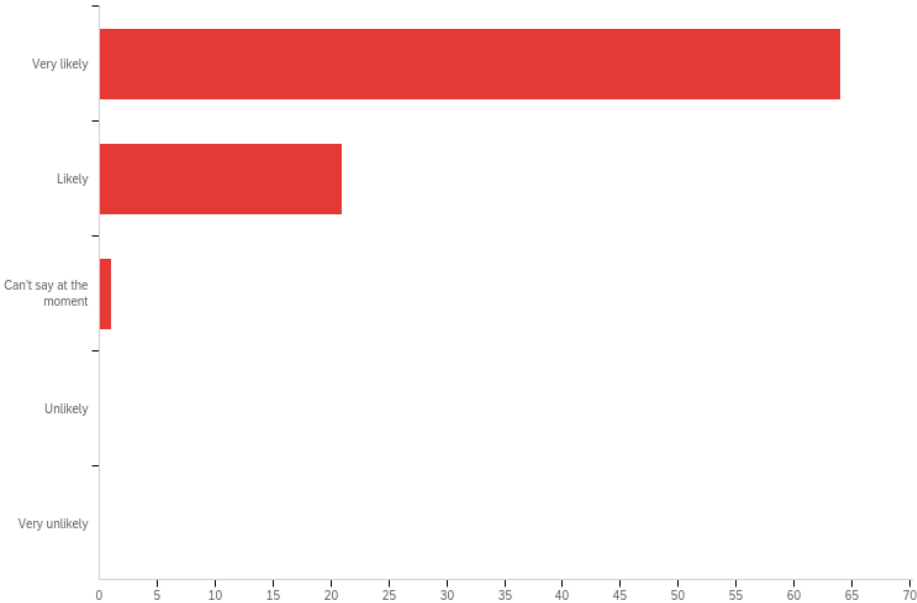
Patterns of support range from local help, word of mouth and direct support. Many respondents reported that they were introduced by family, friends and by recommendation. In addition, 27 out of 87 respondents fell in the coding patterns of support indicate respondents are supporting The C.R.E.W. This is a recurring pattern of how The C.R.E.W. continuously get supported by respondents.

The question was asked “Are you more inclined to support The C.R.E.W.’s conservation work or employment development?” About 81% respondents answered for both conservation purposes and employment development. This indicates that 71 respondents felt that The C.R.E.W. do a great job of employing while also working on conservation jobs. On the contrast, 10% of respondents voted for the conservation purpose, however: 8% respondents answered for employment development. Overall, the patterns of support show that the majority of all respondents support The C.R.E.W. for either their conservation service or for how they cultivate employees through work.



Support is important, it's when people believe in something you do or provide. When the question was asked how likely you are to continue being a supporter of The C.R.E.W. 74% of respondents voted very likely to continue to support the C.R.E.W. Furthermore, 24% of respondents selected likely to continue to support the C.R.E.W. in other words, 86 out 87 respondents will likely very likely continue to support The C.R.E.W. This is a phenomenal finding because the majority of respondents believe in and want the C.R.E.W. to succeed as an organization.

Q - How likely are you to continue being a supporter of The C.R.E.W.?



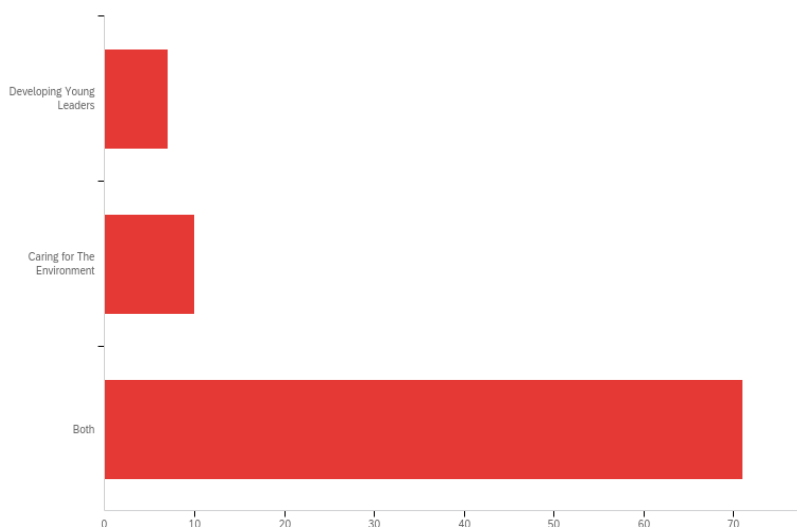
For the most part the data was very informative and concludes that most of respondents support The C.R.E.W. in multiple ways. Patterns of support help identify how respondents strongly feel and what needs clarification. Whether it's through work or service related The C.R.E.W. had an outstanding positive review. Patterns of support can be through local support, donations and recommendations. This helps the organization, grow and continue to prosper. Respondents are vital to determine how an organization is performing and critique to see how to improve.

Constituent Satisfaction & Preference

The C.R.E.W. is based on a mission to serve their community and meet all the expectations to prepare young leaders in employment development through environmental work. Constituents who are satisfied with The C.R.E.W. are important to the growth and potential of the organization because it lets us know how well The C.R.E.W. is serving their needs. Data that was collected from our online survey demonstrates that the constituents are overall satisfied with The C.R.E.W. and show an interest in contributing to improving their mission. The questions that were asked in the survey served a purpose to give us researchers a better direction and guidance on the things that can be enhanced. We gathered enough information that lets us know what is working and what is not working for both constituents and The C.R.E.W.

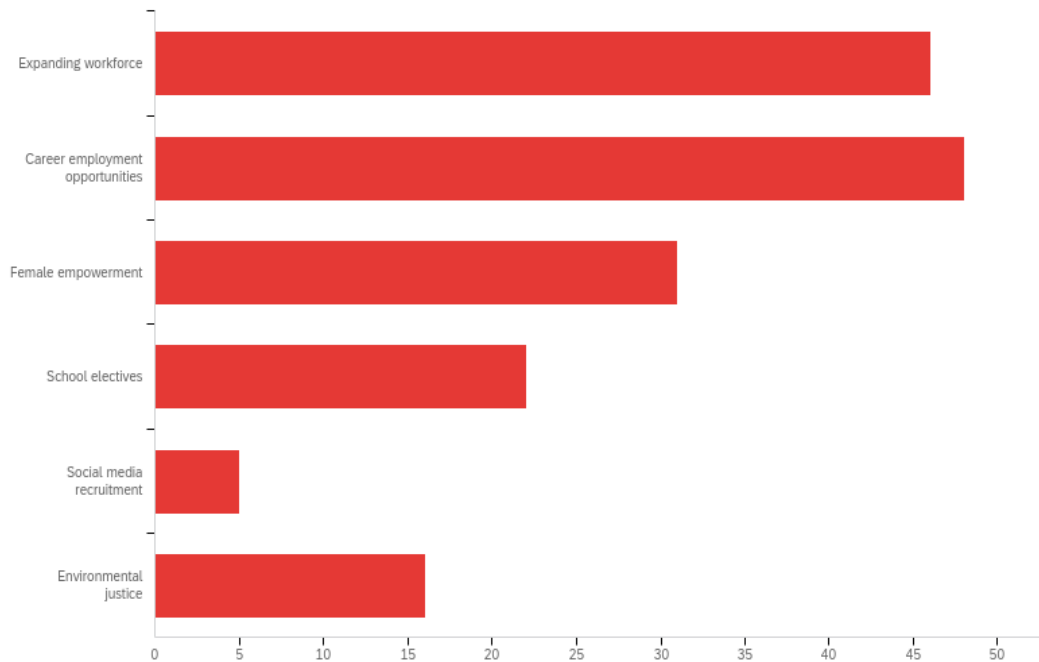
Q - Of the two parts of its mission - 'developing young leaders' and 'caring for the environment' - which do you feel The C.R.E.W. upholds most?

Constituents who are a part of The C.R.E.W. bring a lot of insight in understanding who is behind the organization and what they believe in. Constituents were asked if they feel that the The C.R.E.W. upholds, 'developing young leaders' or caring for the environment' as part of their two-part mission. Out of the 88 respondents, 7 reported that The C.R.E.W. upholds 'developing young leaders' and 10 reported that 'caring for the environment' was most fulfilled in the two-part mission. However, it is no surprise that 71 out of the 88 respondents feel that The C.R.E.W. upholds both parts of their mission. This is a very good indication that The C.R.E.W. is able to achieve its two-part mission if the majority of the respondents selected 'both' as their final answer. Constituents must feel content with the job that The C.R.E.W. is doing with the youth and the environment and can proactively say this because of the results that came in from this question.



Q - Choose which of the following that you would like to see more cultivated in the future of The C.R.E.W.

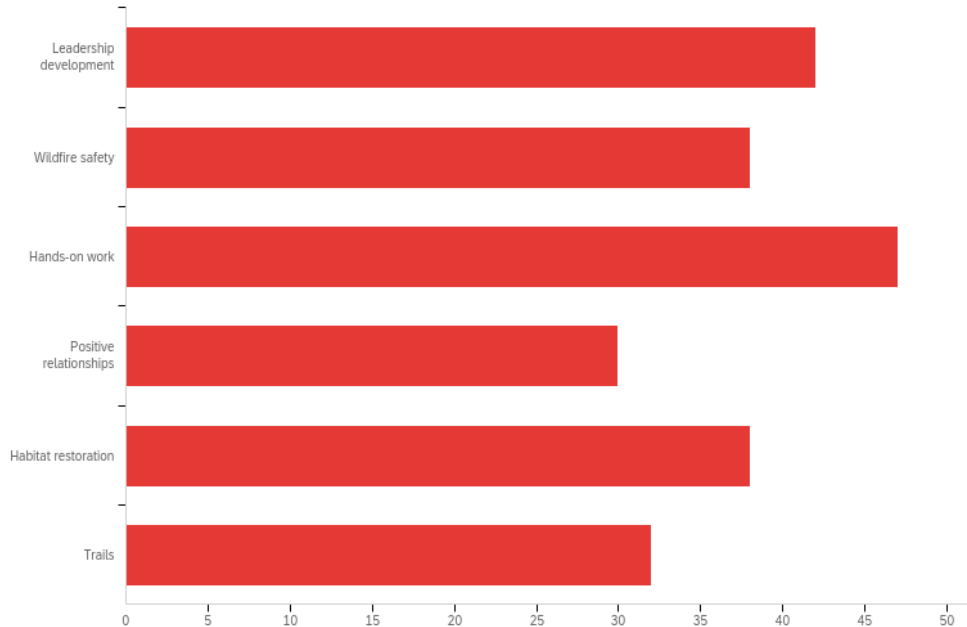
A particular preference is vital in helping The C.R.E.W. grow because it lets us know what constituents want to see and what they expect from a growing organization. The data here gives us a clear picture of what people think would be a benefit to The C.R.E.W. The turnout from this question proves that constituents do have a particular preference when it comes to the organization's growth because there was high number of responses. For 'expanding workforce' 46 respondents selected this answer, and which was also the second highest selection. The following selection, 'career and employment opportunities' had the highest count vote with 48 respondents. Constituents also voted 'female empowerment' with 31 votes, making it the top 3 selections for this question. The rest of the recorded responses go as followed, 22 respondents selected 'school activities,' 5 respondents selected 'social media recruitment,' and 16 respondents selected 'environmental justice.' It is important to take these preferences into account because it will help build and grow The C.R.E.W. into an organization that people see potential in. If we can take these preferences and include them into The C.R.E.W.'s values, we are much more likely to see a positive impact in satisfaction among constituents.



Q - Choose which of the following from The C.R.E.W.'s core focus areas that you find the most interesting and/or relevant:

Learning about the preferences constituents select is important because it indicates what they see is either the most interesting or what they associate The C.R.E.W. the most with. The top choice was 'hands on work' with 47 respondents followed by 42 respondents who selected

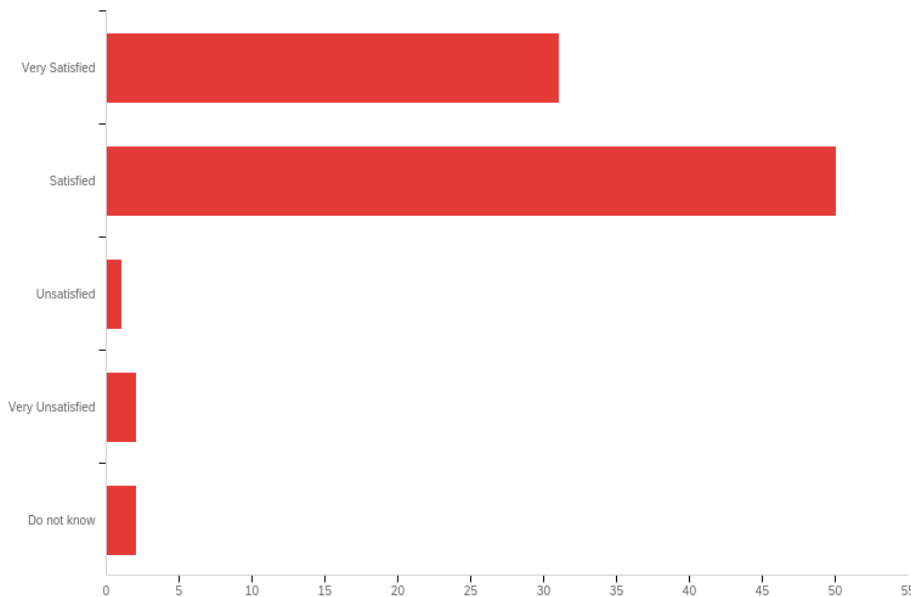
‘leadership development.’ There were also two selections that resulted in a tie with 38 respondents selecting both ‘wildfire safety’ and ‘habitat restoration.’ The bottom two selections were ‘trails’ with 32 respondents and ‘positive relationships’ with 30 respondents. It is clear that constituents selected the responses that highly align with The C.R.E.W.’s mission and values. This gives us a general view of the objectives constituents rate from most favorable to least favorable. It is important for The C.R.E.W. to meet the expectations of constituents because it is more likely that constituents will be in favor of The C.R.E.W. and their mission.



Q - How satisfied are you with The C.R.E.W.'s outreach and cultivation of community partnerships?

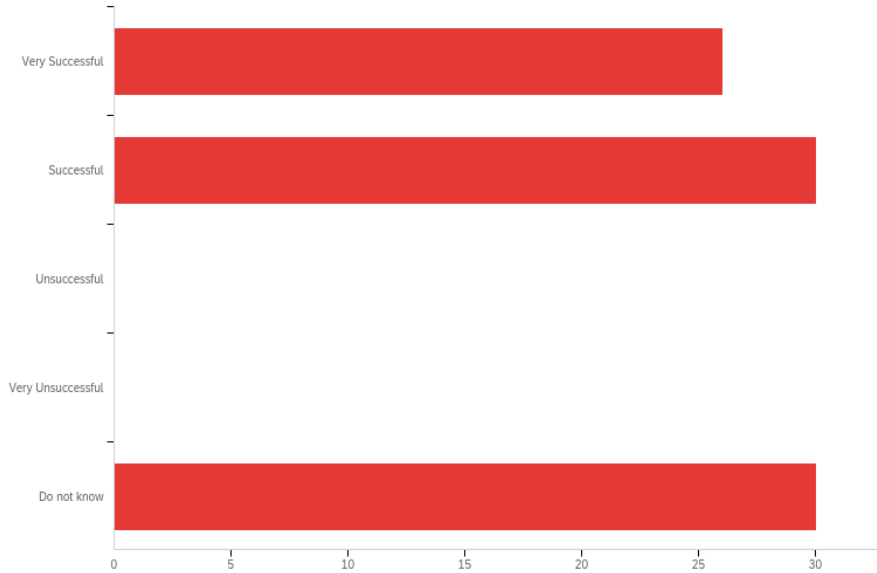
In order to measure how satisfied constituents are with The C.R.E.W.’s outreach and cultivation of community partnerships, question 20 was asked in order to get a better sense of how content constituents are and if they are not then we know what can be improved. There are five categories that respondents could have selected from. We can see that the most selected answer was ‘satisfied’ with 50 respondents, followed by ‘very satisfied’ with 31 respondents. Most of the respondents are generally satisfied with The C.R.E.W.’s outreach and cultivation of community partnerships due to the remaining 5 respondents selecting ‘unsatisfied,’ ‘very unsatisfied,’ and ‘do not know.’ There were a total of 86 respondents for this question and out of those respondents we only had 2 votes for ‘very unsatisfied.’ This is a very good indication that constituents who are involved with The C.R.E.W. overall see a positive interaction between the organization and community partnerships. We would like to see an improvement in that

statistics for the categories of “unsatisfied,’ ‘very unsatisfied,’ and ‘do not know’ because constituents should feel confident and content with the work that The C.R.E.W. is doing not just within the organization but with affiliated community partnerships.



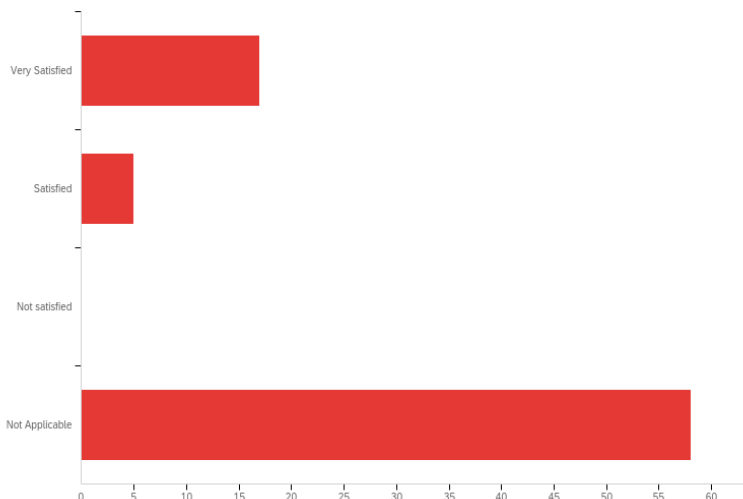
Q - Do you feel that The C.R.E.W.'s staff training and development is successful at preparing young workers for their future careers?

Throughout the survey we asked constituents questions that give us a better perception of how they feel about The C.R.E.W. and their goals for preparing young workers to be ready for the workforce/ future careers. There were 86 respondents and 26 of them voted ‘very successful,’ leaving 30 respondents voting for ‘successful.’ The rest of the 30 respondents selected ‘do not know,’ which means that less than half of the respondents may not be too familiar with The C.R.E.W. due to lack of follow up or not having enough information on how well the organization prepares young workers. Although 30 respondents may not seem like a lot, but out of the 86 respondents this is in actuality a big proportion that voted ‘do not know.’ This can be a concern because we want to see all constituents voting ‘very successful’ or at the least ‘successful.’ The C.R.E.W. wants to ensure that they are achieving their mission and that others see that as well in order for them to feel secure and confident with the organization executing their goal to prepare young leaders for the workforce.



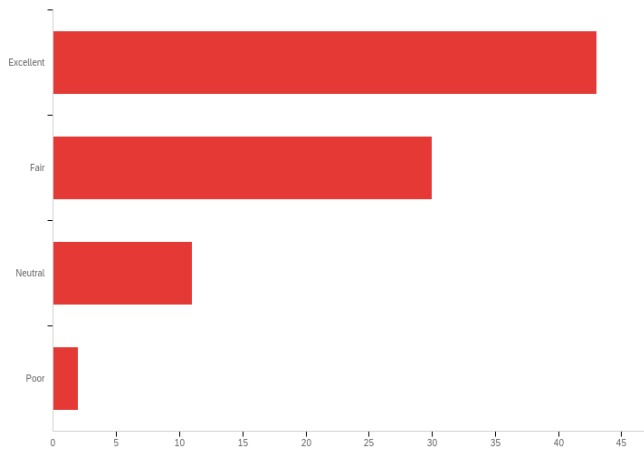
Q - If you have volunteered with The C.R.E.W. how satisfied were you with your last experience?

Volunteer work with The C.R.E.W. is critical because this is a direct experience that constituents have had and lets us know how satisfied they were with their experience. This is important information because if a constituent was not satisfied then it indicates that a component was missing or unfulfilling. We can see that only a small portion of constituents volunteered with The C.R.E.W. because 17 respondents selected 'very satisfied' and 5 respondents selected 'satisfied.' The rest of the 58 respondents selected 'not applicable,' which means that they have not volunteered with The C.R.E.W. and instead may just be a donor therefore they could not select any of the other selections. Regardless, those constituents who did qualify and selected 'very satisfied' and 'satisfied' proves that constituents had a pleasurable experience with The C.R.E.W.



Q - In general, how well does The C.R.E.W. explain the impact of their work?

Constituents who are involved with The C.R.E.W. should be made clear the mission and values of the organization so that they know The C.R.E.W.'s purpose. Out of the 86 respondents 43 of them voted 'excellent,' which lets us know that half of the respondents feel confident with the work The C.R.E.W. demonstrates. There are 30 respondents who voted 'fair' and 11 respondents who voted 'neutral,' overall this information indicates respondents have a general understanding of the The C.R.E.W.'s impact of their work, but it is yet not at the standard that we would want it to be at. There may a lack of communication or information from The C.R.E.W. to constituents and this may be one way that things can be improved in order to get everyone on board. Lastly, there were 2 respondents who voted 'poor' and although we did have respondents vote for this selection, the goal would be to have 0 votes for this selection. Since this number was so low, there is not much of a concern and suggest that overall The C.R.E.W. does a good job at explaining the impact of their work.



The information we gathered from this data gives us an in-depth perspective on the satisfaction and preference of constituents who are involved with The C.R.E.W. It is imperative to know the areas that can be improved and the areas that seem to be an overall positive impact. Constituents are a huge part of The C.R.E.W. because they make up the organization and keep giving the organization life. Everyone should be at least somewhat satisfied and being able to adjust and cater to their preferences will allow The C.R.E.W. to grow and be successful.

Part III: Additional Measures of Constituency Awareness & Supporter Growth

Awareness of Services

The C.R.E.W. upholds two important pieces in its mission focused on environmental work and the development of lifelong skills for young adults through employment opportunities. Young adults are able to engage in environmental projects that hold a lasting impact and benefit communities throughout Ventura and Santa Barbara county. This section identifies the awareness and knowledge respondents have of the services provided and offered by The C.R.E.W.

Respondents were asked if there was a specific project that The C.R.E.W. accomplished which may have sparked an interest as to why they became supporters. The common themes identified among those responses were: trail work, brush chipping, organizations mission, and fire prevention initiatives. This suggests that respondents seem to have an understanding of what The C.R.E.W. is and are aware or at least informed about services offered. When asked about how familiar respondents were with specific C.R.E.W. projects, the majority of respondents (73.26%) are familiar, (11.63%) very familiar, and only about (15.12%) were unfamiliar. These high response rates indicate that most are knowledgeable about projects The C.R.E.W. works on. Which shows a positive awareness of the services that The C.R.E.W. offer through the projects they partake in.

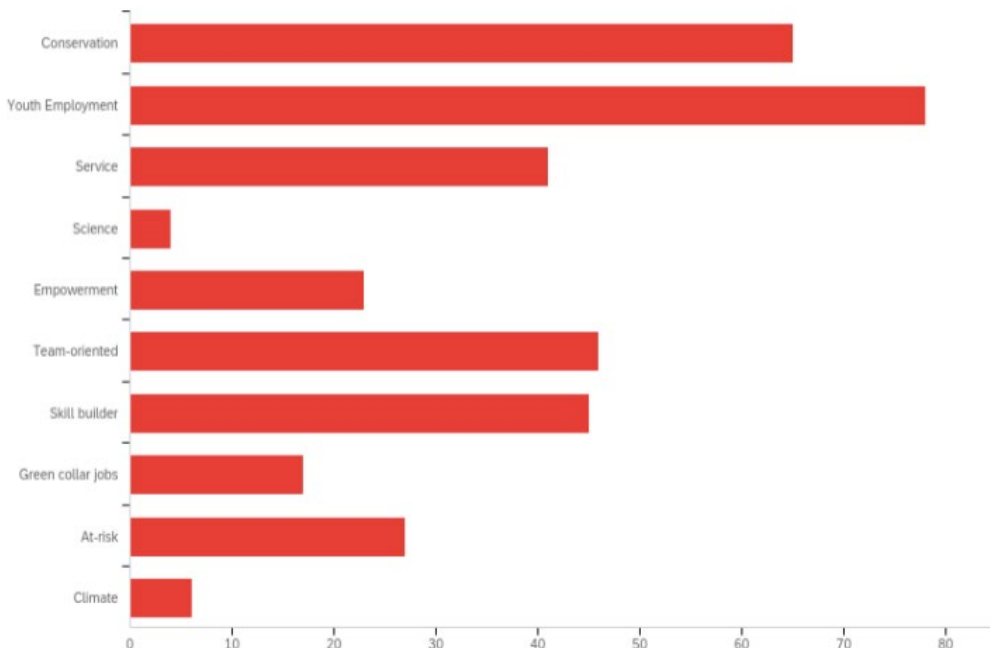
The C.R.E.W. maintains relationships with several organizations that embody a commitment to young adults and the environment. The support from these partners and community leaders are valuable to The C.R.E.W.'s mission. Respondents were asked to indicate the level of satisfaction they have with The C.R.E.W.'s outreach and cultivation of community partnerships. Among respondents (58.14%) indicated that they are satisfied. Another (36.05%) say they are very satisfied and a low response rate of (2.33%) indicates that they do not know. Overall, this shows that most respondents have a positive awareness of the strong partnerships to various organizations that The C.R.E.W. is a part of. Respondents were asked to select key terms from a list which they feel best represents their understanding of The C.R.E.W. The top three responses were (22.16%) youth employment, (18.47%) conservation, and (13.07%) team oriented.

It appears that these top picks have a link to what The C.R.E.W. is all about in regards to the mission of the organization. As noted previously The C.R.E.W. 's mission is focused on developing young leaders and caring for the environment. This suggests that respondents hold some knowledge to services the organization provides for the community.

Recognition of Mission

The C.R.E.W.'s two-pillar mission of developing young workers through employment while performing meaningful conservation work was an important subject to explore throughout the survey. Gathering this information was significant to gaining a better understanding of how The C.R.E.W.'s mission is perceived by donors and how strong its impact is, if any, on their levels of support. When asked to choose three to five key terms that best represented their understanding of The C.R.E.W., 22% of respondents selected the "Youth Employment" term, while 18.5% chose the "Conservation" one as depicted in the bar graph below. This not only suggests respondents' familiarity with The C.R.E.W.'s two-pillar mission, but also some general knowledge with The C.R.E.W and the work it engages in.

In regards to whether respondents would be more inclined to support The C.R.E.W. for conservation purposes or for its role in youth employment development, the results show that about 81% would support the two features of The C.R.E.W.'s mission equally. This signifies how the mission resonates with respondents, while again indicating their knowledge of The C.R.E.W. However, when asked to choose from another list of key terms of things respondents would like to see more cultivated in The C.R.E.W.'s future, 56% responded in favor of an expanding workforce and more career employment opportunities, while a mere 9.4% of respondents wanted to see a further pursuit of environmental justice. The high volume of responses in favor of seeing more employment development demonstrates a steady level of support for that particular pillar as well as a general understanding of The C.R.E.W. and at least one pillar of its two-pillar mission. The less enthusiastic responses for the conservation pillar could suggest a lack of understanding of what it all entails and could benefit from a follow-up.



Organizational Growth

In this section, we will talk about the ways in which The C.R.E.W will be able to expand the services in which they offer. Within the survey, we allowed our participants the chance to give some feedback for The C.R.E.W in how they may potentially be able to expand - just over half at forty-nine participants responded. We found that a lot of individuals didn't feel like they needed to expand. In saying so, we feel that these individuals were likely to be long term supporters of The C.R.E.W. One individual stated that:

“None at this time, they are taking a lot on now. The focus on skills, safety first and the value of good hard work is very encouraging in our youth.”

In addition to this, we had noticed that about thirty of our participants chose not to participate in the answering of this question. We decided to conclude that for those participants that chose not to do so felt that The C.R.E.W didn't need to focus on growing in other areas.

Chances for operational growth proved themselves to be wide in the suggestions made by participants. A lot of participants mentioned great ideas and gave some feedback that could help then expand more. We noticed that there were a few suggestions when it came to fire preparedness. One participant mentioned:

“Fire preparedness- sheep herding the perimeter of Ojai? Patagoia has a pilot project on that. I think this is such a growth opportunity for your organization...”

We felt that these responses came after some of the events that have happened within the last few years, such as the Thomas Fire. In addition to fire preparedness, participants mentioned that there also should be bush clearing around people's homes. More specifically, they mentioned that this should be done for those who are elderly or have limited mobility. There seemed to be an expressed interest in training and leadership skills to help organize and assist in fire control. This also goes hand in hand with another comment a different participant made in regards to getting involved with prescribed burning. Expanding on both of these points, it could suggest that with the potential to expose those a part of The C.R.E.W to these tasks will not only teach them the skills but also provide them with the skills to land a position when it comes to fire fighting jobs.

One of the last responses we noticed was that there were a few participants that mentioned more community outreach and the cohesion with other organizational groups. When it comes to community outreach, it seemed that respondents leaned more towards outreach at schools and showing younger children what The C.R.E.W does. The youth who work for The C.R.E.W can be of great use to this. Maybe exposing other youth at school to what The C.R.E.W does or The C.R.E.W setting up resources or workshops for younger kids too. This exposure can help with

operational growth and overall growth as well especially into the future by exposing even younger children. Here are a few responses in what participants had to say about it:

“. . .I've always thought it would be great if Ojai Unified School District had more cooperation with the CREW at Nordhoff High School, for example support in recruiting students for paid work and possibly for 'community service' projects.”

“Teaching younger kids about our natural environment. Having CREW team members teach even younger kids is great reinforcement of the knowledge they have gained plus might also help in recruitment.”

By having this focus, this falls under The C.R.E.W's two-pillar mission of “developing young leaders.”

As mentioned above, there were some responses that mentioned the cohesion of other organization groups to help expand within Ojai. With the exposure to other groups (environmental and social), this could carry the potential for The C.R.E.W.'s message to be carried further, and to continue, to provide the youth that work within the organization more skills. Some respondents mentioned:

“Perhaps more outreach to existing environmental/conservation organizations to collaborate in habitat restoration projects, such as The Nature Conservancy, UC system, NFS, NPS, Ojai Land Conservancy, BLM...”

“I believe currently the CREW covers many areas of work and continues to develop relationships with other local nonprofits and businesses that have the same focus. PAX Environmental and Ojai Valley Land Conservancy are two important relationships as well as the Fire Safe Council and US Forest Service.”

To have relationships with other nonprofit organizations can provide further success, growth and exposure to the crew. This could lead to more beyond relationships with other nonprofits, but also future expansion in The C.R.E.W's two-pillar mission, supporters, donors, and sponsorships as well. To conclude, this has the potential to further expand on their other goals such as conservation and sustainability. There is also the potential for the youth who volunteer with this organization to further expand on the skill they have already developed by partnering with other nonprofit organizations. Although already influential and impactful, there is the potential for The C.R.E.W to further this.

Part IV: Conclusion, Further Research and Recommendations

Conclusion

All in all, we've discussed The C.R.E.W.'s background, history, organizational structure, and mission. By providing a small literature review, we can provide examples of how the C.R.E.W. can continue to be beneficial to all who are involved. We also demonstrated our research design, methods, and data. We see examples of its support system such as constituent's demographics, patterns of support, and constituent's satisfaction. Lastly, additional measures taken consisted of constituency awareness and supporter growth such as awareness of services, recognition of mission, and organizational growth. Further research might be considered to strengthen our findings.

Further Research and Recommendation:

There are gaps in our data around public involvement that follow from our findings and would benefit from further research. Doing so, might extend the explanations of support, and/or volunteering. It would also be useful to conduct a longer-term study that can capture the impact/outcome that The C.R.E.W. has on its volunteers, supporters, and the environment overall. Although we need further research, our small sample size was positive in the aspect of finding out certain things. However, there were certain data that needed filtering and to be expanded on. Our small sample size was significant but with a larger sample size it is possible to find even further findings. Future research could additionally guide us to understand what supporters want from The C.R.E.W to maintain or increase support. In addition, this can sustain the longevity of The C.R.E.W. as an organization and help The C.R.E.W grow in terms of supplying the needs of respondents. In future work, investigating why the majority of supporters reside in the same area might prove important.

The C.R.E.W. is doing very good work in our community. It has a pleasure as a class to deploy this survey, conduct analysis, and work with the C.R.E.W. Director, Jennifer Berry. In our discussions with Ms. Berry post analysis, we made several recommendations as the organization moves forward. While survey fatigue in organizational stakeholders can be problematic, we did recommend the C.R.E.W. initiate a "Pulse Survey" to be deployed on a Bi-Annual basis. This "pulse" survey could be very useful in tracking constituent shifts in support and demographics, organizational "mission drift" and garnering useful input on both recently added programs as well as stakeholder suggestions concerning future programs.

The C.R.E.W. is also faced with rapidly changing social and environmental realities. The Ojai Valley has gone through significant gentrification. Many of the youth who now sign on with the C.R.E.W. are not local Ojai youth but instead are coming from surrounding communities such as Oxnard, Ventura, and Santa Paula. This is counter to its historical trend, and we recommended that the C.R.E.W. attend to this shift by creating stronger partnerships from those communities

to grow its population of applicants and provide their excellent training and career development to those youth most in need. Partner potentials could include local community colleges and other nonprofits serving marginalized communities.

Finally, due to Ojai's significant gentrification in recent years, we suggested that the C.R.E.W. be more aggressive in its local financial campaigns. The C.R.E.W serves youth in need and the local environment. These are two topics that many people in higher economic brackets are very willing to support.