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Executive Summary

THE NUMBER OF UNDUPLICATED RSVP VOLUNTEERS: An estimated 400 RSVP Volunteers will serve in Sacramento County, Sutter County, and the city of Roseville.

TYPES OF POPULATIONS THE VOLUNTEERS WILL SERVE: RSVP volunteers will serve children, low income families, seniors, veterans, and animals.

PRIMARY FOCUS AREA THAT THE PROJECT WILL ADDRESS: The primary focus area of this project is education. At least 100 volunteers will be placed in assignments that support children in this focus area.

EXPECTED OUTCOMES OF THE VOLUNTEER SERVICES: At the end of the 12-month performance period, 75% of children that participated in RSVP supported programs will demonstrate gains in language arts.

VOLUNTEER SERVICE ACTIVITIES: In the Primary Focus Area, volunteers will assist children with their reading, comprehension, writing, and listening skills. Volunteers will participate in other activities, such as delivering meals, providing companionship to the frail and homebound, tutoring adults in reading, assisting veterans and military families with needed services, teaching disaster preparedness, and helping partner agencies with volunteer recruitment and fundraising.

LOCATIONS OF THE SERVICE ACTIVITIES AND NUMBER OF STATIONS: RSVP Volunteers will serve in a network of 60 volunteer stations, such as preschools, elementary schools, senior centers, food banks, law enforcement offices, libraries, and other non-profit and public agencies.

THE FEDERAL AND NON-FEDERAL FUNDING LEVELS: The Corporation for National and Community Service (CNS) federal investment of \$106,935 will be supplemented by at least \$47,252 in non-federal cash and in-kind resources received from Sacramento County, Department of Human Assistance, partnering agencies, and individual and community donations. This amount will meet the 30% match requirement.

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Strengthening Communities

DESCRIBE THE COMMUNITY YOU SERVE. PROVIDE PERSUASIVE EVIDENCE THAT COMMUNITY NEEDS IDENTIFIED IN THE PRIMARY FOCUS AREA EXIST IN THE GEOGRAPHIC SERVICE AREA AND IS CURRENTLY UNMET. USE DEMOGRAPHIC INFORMATION, CENSUS DATA, OR OTHER SOURCES AS NEEDED TO PRESENT YOUR CASE.

RSVP has been part of the Sacramento community since 1971. The County of Sacramento, Department of Human Assistance (DHA), has sponsored the Retired and Senior Volunteer Program (RSVP) since January 1994. The RSVP volunteers serve in volunteer stations located in the Northern California counties of Sacramento, Placer, and Sutter.

Sacramento County, California's state capitol, is located at the confluence of the American and Sacramento Rivers and is a semi-urban community covering 1078.40 square miles. As of the 2010 Census, the population of Sacramento County is 1,418,788 with 22% of its residents aged 55 and over. It is the sixth largest county in California, with the racial makeup as follows: 57.5% White, 10.4 % African American, 1.0% Native American, 14.3% Asian, 1.0% Pacific Islander, 9.3% other races, 6.6% two or more races, and Hispanic or Latino of any race 21.6% of residents. The census indicates that 13.9% of Sacramento County residents have incomes below the poverty level. The California Department of Veterans Affairs' VetPop2007 report estimates there were 95, 981 Veterans residing within Sacramento County between 2000-2006.

The City of Roseville is the largest in Placer County, which is north of Sacramento County. Roseville encompasses 36.9 square miles and, as of the 2010 Census, its population was 118,788. The racial makeup of Roseville is as follows: 80.8% White, 2.6% African American, 0.8% Native American, 10.6% Asian, 0.1% Pacific Islander, 3.2% other races, 2.0% two or more races, and Hispanic or Latino of any race 17.3% of residents. Of Roseville residents, 7.1% have incomes below the poverty level. The California Department of Veterans Affairs' VetPop2007 report estimates there were 32,003 veterans

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residing within the city and throughout Placer County between 2000-2006.

Sutter County is Northeast of Sacramento County, spread over 608.58 square miles, and is a rural community. As of the 2010 Census, Sutter County has a population of 94,747 with 23% of its residents aged 55 and over. The racial makeup of Sutter County is as follows: 61% White, 2% African American, 1.4% Native American, 14.4% Asian, 0.3% Pacific Islander, 15.3% other races, 5.6% two or more races, and Hispanic or Latino of any race 28.8% of residents. Of all Sutter County residents, 14.3% have incomes below the poverty level. The California Department of Veterans Affairs' VetPop2007 report estimates there were 6,724 veterans living within the Sutter County limits between 2000-2006.

Sacramento RSVP's primary focus of education and partners were chosen by researching statewide critical needs and identifying one that is not being met in this geographic area. According to the 2011 Statistics from the National Center of Education, just 32% of the nation's fourth graders were reading at proficiency and above. Without intervention, the national statistics shows that fewer than 20% of students reading below grade level in third grade go on to attend college and students who are not reading at grade level by the third grade are six times more likely to leave high school without graduating. In Sacramento County, 2012 Standardized Testing and Reporting (STAR) testing showed that only 55.9% of 166,752 children tested in grades two-to-eleven were proficient or advanced in Language Arts. Of the 31,150 students grades two-to-eleven attending Sacramento City Unified School District schools, one of the largest districts in Sacramento, only 51.3% were proficient or advanced in Language Arts. In Sutter County and the city of Roseville, STAR test scores indicate that 56.1% of 15,309 children tested and 76% of 7,198 children tested, respectively, were proficient or advanced in Language Arts. While these percentages are slightly higher than the 2011 scores, more one-on-one time needs to be spent with children to help strengthen their listening, reading, writing,

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and comprehension skills. Proficiency in these skills is crucial, as being able to read and comprehend material is integrally tied to every subject in school, including math and science.

DESCRIBE YOUR PLANS AND INFRASTRUCTURE TO MANAGE RSVP VOLUNTEERS AND THEIR STATIONS AS A HIGHLY EFFECTIVE MEANS TO ADDRESSING THE IDENTIFIED COMMUNITY NEED(S) IN THE PRIMARY FOCUS AREA.

Sacramento RSVP plans to narrow the once wide range of volunteer opportunities by focusing on the more pressing needs in the community. With education as the top priority, RSVP will continue the partnerships as outlined in the Memorandum of Understandings (MOU) with area school districts including: Sacramento City Unified, San Juan Unified, Folsom-Cordova, Natomas Unified, and Roseville City Unified School District in Placer County. Also, RSVP will continue the existing relationship with Reading Partners, a non-profit organization that matches volunteers with struggling readers. This program, which operates on school campuses, allows students who are reading below grade level to have a tutor work with them exclusively one to two days per week. Partnerships with Twin Rivers and Elk Grove School Districts in Sacramento County and Yuba City Unified will also be pursued. A study of past academic scores, a review of schools where there is a majority of economically disadvantaged students, and a survey to each school indicating their need for more one-on-one academic assistance will dictate the schools in which RSVP will be recruiting for and placing volunteers.

The RSVP Director will ensure that there is a designated person at each site that can serve as a point of contact for the volunteers. This person will be familiar with the program, forms involved, and types of activities in which volunteers can participate. The designated school staff will assign volunteers to classrooms where there is significant need for literacy tutoring. The teachers will be informed of the volunteers' purpose in the classroom and will be asked to assist with tracking the progress made by students who received support from the volunteer. If a volunteer is interested in the Reading Partners

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Program, the RSVP Director will contact the site coordinator of the volunteer's desired school to ensure that there are students in need of a tutor still on the waiting list. The volunteer will be directed to contact the Reading Partners site coordinator for orientation and to find out about other necessary requirements for the program. The Reading Partners coordinator will then be responsible for any additional training, the child/tutor match, and evaluating progress. All volunteers and their supervisors will be given surveys and evaluations during the school year where they can indicate progress made by students receiving tutoring services.

DESCRIBE THE SERVICE ACTIVITIES IN THE PRIMARY FOCUS AREA THAT WILL LEAD TO NATIONAL PERFORMANCE MEASURE OUTPUTS OR OUTCOMES.

RSVP will work with schools and reading programs to ensure that a variety of service activities are available for volunteers to assist children of all ages with their language arts skills. Starting with school readiness, volunteers will work in preschool or transitional kindergarten classes to help children with skills to prepare them for reading, such as recognizing and reciting the letters of the alphabet, identifying sounds letters make, and reading to children so they can listen to what words sound like. Volunteers will keep an activity log for each child where they can document the activity and what skills are being introduced or practiced. RSVP will ask teachers to share pre-activity/pre-test and post-activity/post-test results so the volunteer knows where assistance is needed and literacy gains can be reviewed and reported at the end tutoring period.

In the primary grades, volunteers will work with identified children needing assistance with language arts skills. They will provide one-on-one assistance in classrooms helping with activities such as recognizing site words, spelling and delineations, reading and comprehension, and writing complete sentences. In reading programs, such as Reading Partners, volunteer tutors will work with children on reading comprehension, fluency, and phonics. Volunteers will be asked to keep track of the students they work with and to report progress and gains at the end of the school year. Site

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supervisors will be asked to share pre-activity/pre-test and post-activity/post-test results with RSVP, so that language arts gains can be reported. RSVP plans to have at least 100 volunteers engaged in the education focus area.

CONNECT THE FOLLOWING THREE MAJOR ELEMENTS IN THE PRIMARY FOCUS AREA, SO THAT THE SERVICE ACTIVITIES ADDRESS THE NEED, AND RESULT IN THE ANTICIPATED OUTPUTS AND/OR OUTCOMES: 1. THE COMMUNITY NEEDS IDENTIFIED, 2. THE SERVICE ACTIVITIES THAT WILL BE CARRIED OUT BY RSVP VOLUNTEERS, 3. THE ANTICIPATED OUTPUT(S) OR OUTCOMES.

In Sacramento and Sutter counties, and the City of Roseville, 81,833 of the 189,259 children tested are not meeting grade level standards in language arts. According to 2012 STAR tests results, in Sacramento and Sutter counties over 40% of children in grades two-to-eleven are not proficient in language arts. Although the percentage of children attending Roseville schools who are proficient or advanced in language arts is higher than that of Sacramento and Sutter counties, over 20% of children in grades two to eleven would benefit from assistance.

To address the need this need, RSVP plans to recruit and place 25% of its volunteers in programs that address language arts in school readiness settings, such as preschools and in K-12 classrooms. RSVP will also work closely with reading programs, such as Reading Partners, and will seek other lunchtime reading and after school reading programs for placement of volunteers. The volunteers placed in educational settings will provide one-on-one tutoring with children identified by their teacher or site supervisor as needing assistance. Volunteers will be engaged in activities such as reading to children, introducing and reviewing the alphabet, introducing and reviewing site words, having children read to them and asking questions about the material read, and engaging children in listening and writing activities.

RSVP plans to have at least 100 volunteers working in school readiness programs, public school

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classrooms, and reading programs. It is anticipated that each volunteer will provide service to a minimum of two children per school year. By the end of the school year, it is anticipated that at least 75% of the children who received services from RSVP volunteers will have made gains in school readiness and/or have improved literacy performance. Prior to working with children, RSVP will request that teachers share pre-activity/pre-test information with the volunteers, so they have an idea what goals their assigned children are trying to reach. At the end of the tutoring period, post-activity/post-test information will be requested to determine if the desired goals were met. This information, minus any identifying information on the children, will be shared with RSVP.

The current RSVP has been recruiting volunteers to work with children having academic difficulty since 1971. This program has a track record of providing schools with dedicated and knowledgeable volunteers who are genuinely interested in the academic success of children. In the next three years, the project's primary focus on education and plan to have at least 100 volunteers serving in educational settings will prove to have a significant positive impact on the children served.

INCLUDE CURRENT OR PLANNED SIGNIFICANT ACTIVITIES IN SERVICE TO VETERANS AND MILITARY FAMILIES.

RSVP is confident that many of the services provided by current volunteers directly benefit veterans and military families. RSVP Volunteers who work in classrooms may be tutoring the child of a veteran or active duty personnel. RSVP volunteers who deliver meals to the homebound may be providing food to a veteran and assisting them in their ability to remain in their home. RSVP will contact partnering volunteer stations and request that they share this information with the project if veteran or military family status is known about a student or client served by RSVP.

RSVP will also make efforts to pursue new partnerships with agencies within the focus areas that provide service to veterans and military families. RSVP would like to recruit volunteers for agencies

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that participate in activities such as transporting veterans to appointments at the VA Medical Center, assisting veterans with obtaining housing and employment, or helping the family of active duty military personnel with services such as obtaining emergency food or needed home repairs.

Volunteers will also have opportunities to participate in short-term assignments geared towards providing services to veterans. RSVP is often invited and seeks out opportunities to display information at health fairs and community events. Sacramento County's Veterans Service Office (VSO) has agreed to partner with RSVP, so that volunteers at outreach events can be trained to answer common questions and refer veterans to the VSO or other agencies that can meet their needs. Volunteers will also be recruited to participate in annual Stand Down Events in Sacramento, Placer, and Sutter Counties. Stand Downs are one to three day events where services such as food, shelter, clothing, health screenings, and referrals to a variety of necessary services are provided to homeless veterans. RSVP Volunteers will assist at Stand Down Events by collecting food and supplies prior to the event, serving meals, and providing veterans with information about additional services in the community.

Recruitment and Development

DESCRIBE YOUR PLAN AND INFRASTRUCTURE TO CREATE HIGH QUALITY VOLUNTEER ASSIGNMENTS WITH OPPORTUNITIES SUCH AS SHARING THEIR EXPERIENCES, ABILITIES, AND SKILLS TO IMPROVE THEIR COMMUNITIES AND THEMSELVES THROUGH SERVICE IN THEIR COMMUNITIES:

RSVP will partner with agencies that can provide a variety of opportunities with a range of skill levels. The partnering agencies are asked to provide RSVP with job descriptions that include information such as the types of activities involved in the position, if training will be provided, if special skills are needed, and if there are special conditions, such as lengthy amounts of sitting or standing. These opportunities are available to potential volunteers who attend orientation, and to

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existing volunteers who contact the RSVP office seeking additional volunteer opportunities.

All recruited RSVP volunteers attend either an individual orientation or a bi-monthly group orientation to explore past careers, current interests and skills, restrictions, and personal reasons for volunteering. The goal is to discover the perfect match of volunteer interests and skills with community needs so that the volunteer feels they are contributing to something important and gaining personal skills, meeting new friends, and gaining a sense of accomplishment. Job descriptions for volunteer positions, as well as the current agency contacts, are available for all of the opportunities. All RSVP volunteers can request the assistance of program staff to help with introductions to an agency of interest or to find out about new opportunities. RSVP has office volunteers available on a daily basis to answer general questions about RSVP, to record hours or answer timesheet questions, and to check and respond to email that comes into the RSVP mailbox.

If volunteers are interested in assuming an organizational or supervisory function with other volunteers, arrangements are made to utilize these volunteers as 'senior leaders' who help recruit or place volunteers in agencies. Volunteers are encouraged to become members of the RSVP Advisory Council, which is an organizational structure with membership that includes individuals with an interest in and knowledge of the capabilities of older adults. Members must be willing and able to help program staff meet administrative and program responsibilities such, as outreach and public speaking, recruitment of new members and volunteers, fundraising, and recognition planning.

YOUR PLAN AND INFRASTRUCTURE TO ENSURE RSVP VOLUNTEERS RECEIVE THE TRAINING NEEDED TO BE EFFECTIVE IN THEIR ASSIGNMENTS.

When an agency partners with RSVP, the Program Director determines the steps needed to begin serving. This information is passed on to volunteers who have some idea what they would like to do. For example, volunteers who will be assisting children in school settings will receive personalized direction by their assigned teacher, as well as any training for new volunteers at the school site. In

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reading programs, such as Reading Partners, volunteers attend several training sessions including an opportunity to observe an existing volunteer tutor. Volunteers serving seniors receive training from their volunteer site on aging issues, establishing client relationships, problem-solving, and elder abuse. Volunteers who choose to serve at law enforcement sites are interviewed and undergo a two-week training on report writing, responding to individuals who come to the office seeking assistance, providing outreach and must complete a driving course if driving will be part of their volunteer duties. In addition to pre-service orientation, volunteers receive pamphlets on senior housing, and legal and health services. RSVP provides its volunteers with information through email and the bi-monthly newsletter about upcoming trainings related to issues such as mature driving, falls prevention, mental health, and nutrition.

DESCRIBE YOUR PLAN AND INFRASTRUCTURE TO RECRUIT A VOLUNTEER POOL REFLECTIVE OF THE DEMOGRAPHICS OF THE GEOGRAPHIC COMMUNITIES SERVED. AS APPLICABLE, INCLUDE PLANS TO RECRUIT AND PLACE: INDIVIDUALS OF ALL RACES, ETHNICITIES, SEXUAL ORIENTATION, AND DEGREES OF ENGLISH LANGUAGE PROFICIENCY; VETERANS AND MILITARY FAMILY MEMBERS AS RSVP VOLUNTEERS; RSVP VOLUNTEERS WITH DISABILITIES, INCLUDING AGE-RELATED DISABILITIES.

Sacramento RSVP utilizes a variety of methods to educate the public and recruit volunteers that are representative of the diverse populations in the geographic service area. The project will have brochures at the local libraries, senior centers, and in the offices of community partners. Advertisements will be placed in community newsletters, church bulletins, and other free and low cost publications that target the senior population. Project staff or volunteers will be present at health fairs and community events to provide information about RSVP volunteer opportunities and benefits. In addition, project staff will take advantage of public speaking opportunities to community groups, service organizations, agency volunteer orientations, and retiree groups. RSVP will participate in

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special events within different racial and ethnic communities and will have introductory material translated into a variety of different languages. Sacramento County DHA has translation services that RSVP can utilize to communicate with potential volunteers who do not speak English. RSVP will have staff, volunteers and information available at Lesbian, Gay, Bi-sexual, and Transgender (LGBT) community events. Program brochures have also been given to the Sacramento Gay and Lesbian Center to display with their resource material.

RSVP will participate in events that honor veterans and agencies that serve veterans and military families. Age eligible veterans and family members will be encouraged to join RSVP while others that are younger, but interested in service, will be encouraged to contact Hands On Networks, The Volunteer Center, or to look for local opportunities on Volunteer Match. Program staff is sensitive to the needs of individuals with differing abilities and makes every effort to accommodate volunteers for orientation and placement needs. For example, RSVP will tailor presentations to meet the needs of the audience; in a recent presentation, the size of text and use of colors were altered for an interested group with macular degeneration.

YOUR PLAN AND INFRASTRUCTURE TO RETAIN AND RECOGNIZE THE RSVP VOLUNTEERS.

When a match is made between a volunteer and volunteer site, RSVP continues the support for the volunteer by providing accidental/supplemental insurance, mileage reimbursement if needed, assistance by the RSVP office during business hours, and recognition. Recognition begins after the first month of volunteering, as each volunteer receives a welcome letter and a small gift when the first timesheet is received. Throughout the year, RSVP volunteers receive a bi-monthly newsletter with the most recent volunteer opportunities, as well as program information and activities in their area. The newsletter is also used to recognize volunteers who are honored for their service by their volunteer site. For volunteer birthdays, cards are signed by RSVP's Director and the Advisory Council and sent

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to them in their birthday month. The program also sends out pins to all volunteers each year honoring their years of service. In addition, an annual recognition event is held to honor all volunteers.

Historically, this consists of lunch, recognition of milestone years of service and appreciation by local government officials. On occasion, community members donate tickets to sports events and concerts for the RSVP volunteers. RSVP also sends "get well" cards if a volunteer's illness is known, sympathy cards are sent to families when an active or former volunteer passes away.

RSVP encourages partnering agencies to recognize their volunteers in their newsletters, recognition events, and seeks out opportunities to nominate volunteers for local and nationwide awards. Recently, a volunteer who coordinates RSVP's Veteran's History Project was nominated for a California Volunteers' Volunteer of the Year award. Although she did not win, she was recognized in the RSVP newsletter by a county assemblyman and received a letter from the awarding organization thanking her for her service.

Program Management

DESCRIBE YOUR PLAN AND INSTRASTUCTURE TO ENSURE MANAGEMENT OF VOLUNTEER STATIONS IN COMPLIANCE WITH RSVP PROGRAM REGULATIONS AND APPLICABLE LAWS.

Volunteer stations are selected and supported if they address community needs, provide staff support, and supervise volunteers. Memorandums of Understandings (MOU) are established between the sponsor and volunteer stations describing the roles and responsibilities of each party are approved for no more than three-year periods and can be amended at any time if changes are needed. Prior to renewal of an MOU, the RSVP Director carefully reviews several factors, such as the number of volunteers each agency has had for the three-year duration, the support given by the agency, and the opportunities they have made available for volunteers. The RSVP Director then makes a decision on whether or not to renew the MOU as is, or to revise it to better fit the national priorities. Volunteer

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stations are also provided with a volunteer handbook at the beginning of the partnership and at each renewal; this information is provided so they are familiar with the timesheet process, reporting accidents, volunteer benefits, and the activities volunteers are told that they cannot participate in as a RSVP volunteer. For example, school volunteers are told that they are not permitted to transport children to/from their school site, provide their personal information to children or parents, or participate in religious or political activities on campus. RSVP expects agency partners to correct volunteers who violate these rules and to contact RSVP if such activities take place.

DESCRIBE YOUR PLAN AND INFRASTRUCTURE TO DEVELOP CAPACITY TO RECRUIT AND MANAGE VOLUNTEER STATIONS THAT ADDRESS SPECIFIED UNMET COMMUNITY NEEDS OUTSIDE THE PRIMARY FOCUS AREA.

Volunteer stations, both those in the primary focus area and those that service other focus areas and community priorities, will be visited during the year by the program director or an Advisory Council member. This will be done in order to ensure quality service, support volunteers in their efforts, ensure volunteers receive adequate training and resources to make an impact, evaluate additional training needs, and ensure close station/volunteer/program communication. Additionally, the RSVP Director keeps in close contact with all stations through a combination of site visits, phone calls, letters, and emails. The volunteer station supervisors are invited to attend training/orientation each year with the program staff and Advisory Council to promote networking and clear understanding of the program, and attend the annual volunteer recognition event. In many of the community priority areas, such as law enforcement, animal care, and library assistance, there is a volunteer with years of experience who possesses a firm understanding of RSVP policies and procedures and serves as a volunteer leader. With the consent of the RSVP Director and agency supervisor, these volunteers take the lead in recruitment and the placement of new volunteers, assist

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with training, and serve as the reporter for all of the volunteer hours in their agency. Having volunteer leaders in place in many of the agencies that have multiple volunteers and activities is a benefit to the program. Volunteer leaders ensure that all timesheets are collected and submitted on time and they often know in advance and inform the RSVP Director about volunteer site changes or if a volunteer is no longer serving.

DESCRIBE YOUR PLAN AND INFRASTRUCTURE TO RESPONSIBLY GRADUATE VOLUNTEER STATIONS TO MEET CHANGING COMMUNITY NEEDS AND MINIMIZE DISRUPTIONS TO CURRENT VOLUNTEERS IF POSSIBLE.

To meet changing community needs, volunteer stations that do not have activities which fall into the education focus area or other CNCS' priority areas may need to be graduated. RSVP will first start with graduating volunteer stations where there have been no volunteers reporting hours in the past six months, or where the volunteer activities and hours are episodic, such as volunteers who serve only at annual, semi-annual, or quarterly events. Next, stations that have only one to two volunteers serving, where they are not engaged in primary focus, other focus area or capacity building activities, will be reviewed. If the program is close to capacity in the community priority area, the RSVP Director will contact this agency and inquire about offering the RSVP volunteers positions in focus areas, if possible. RSVP will also contact the volunteers, explain the situation, and inquire if they are amenable to a change in volunteer activity. If there are no such activities within a volunteer site, or the volunteers decline a change in work, RSVP will need to discontinue the relationship with the agency and inform the volunteers that they can no longer be RSVP volunteers. This transition will be done carefully and thoughtfully with a letter thanking these agencies for their partnership with RSVP and referral to other volunteer agencies that may be able to assist them with recruitment efforts. A letter will also be sent to departing volunteers thanking them for their service and inviting them to return if they would be interested in participating in a volunteer activity within the focus or capacity

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building areas.

DESCRIBE YOUR PLAN AND INFRASTRUCTURE TO ASSURE NATIONAL PERFORMANCE
MEASURE OUTCOMES AND OUTPUTS ARE MEASURED AND COLLECTED.

Volunteers who are participating in primary and other focus area activities, as well as capacity building, will be informed of the need for RSVP to report the impact of their service. This will require RSVP to provide the tools needed for volunteers to track the number of people they serve, record skills before volunteer interaction, and gains made nine to twelve months afterwards. Site supervisors will be informed that collecting information and reporting impact is crucial to the project's continued existence and written instruments may be provided to their agency and those served by RSVP Volunteers.

DESCRIBE YOUR PLAN AND INFRASTRUCTURE TO MANAGE PROJECT RESOURCES, BOTH
FINANCIAL AND IN-KIND, TO ENSURE ACCOUNTABILITY AND EFFICIENT AND
EFFECTIVE USE OF AVAILABLE RESOURCES.

Sacramento County, Department of Human Assistance (DHA) has handled federal monies since 1935 and RSVP, like all DHA programs, has a structure in place to manage project resources. When purchases are made, invoices are reviewed by program staff and forwarded to the DHA Financial Management staff for payment processing and input into COMPASS (General Ledger and related systems). This information is then forwarded to Sacramento County's Department of Finance who conducts a final review and completes the process in COMPASS including printing and mailing of checks to vendors. An Accountant keeps track of project balances, in-kind match resources, and prepares a monthly financial report from information in COMPASS. This report is updated with current activities and sent to the appropriate funding agency. RSVP has an office volunteer who assists with mileage reimbursement and billing, and the program sponsor has clerical staff that RSVP

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utilizes to order supplies and manage petty cash. Sacramento County DHA provides in-kind space for staff and office volunteers, fingerprinting for volunteers working within the department, and employs a Division Manager and Program Manager for support of RSVP, Foster Grandparent and Senior Companion programs and is responsible for fiscal oversight.

Along with RSVP grant funds and in-kind resources, the San Juan Unified School District provides RSVP with up to \$4,000 per school year to help support the costs of volunteers that serve in their schools. RSVP and the other Senior Volunteer Programs in DHA successfully secured additional funding from Job Access Reverse Commute (JARC) and New Freedom Federal transportation funding to help provide volunteer mileage reimbursement and cover administrative support. In addition, RSVP actively requests community donations for support of the Veteran's History Project and the Neighborhood Emergency Training Program (NET).

Organizational Capability

DESCRIBE YOUR ORGANIZATION'S CAPABILITY TO OPERATE THE RSVP PROJECT THAT YOU PROPOSE WITH RESPECT TO: YOUR PLANS AND INFRASTRUCTURE TO PROVIDE SOUND PROGRAMMATIC AND FISCAL OVERSIGHT, DAY-TO-DAY OPERATIONAL SUPPORT AND DATA COLLECTION, TO INCLUDE CLEARLY DEFINED INTERNAL POLICIES.

Sacramento County DHA provides RSVP and the other two senior corps programs with a Program Manager who provides support, budget development, and oversight. The RSVP Director meets at least weekly, or more often if needed, with the Program Manager to ensure program quality, goals, objectives, and grant requirements are being met, and to make sure program activities are aligned with DHA's Mission.

With regards to fiscal oversight, separation of duties is maintained to ensure that there is not a possibility of fraud or misrepresentation. The RSVP Grant expenditures are monitored at least once a month and are compared to the budget categories. Purchases made by RSVP must adhere to federal,

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state, and county guidelines, and a separate fiscal staff is responsible for ensuring that program staff submit appropriate purchase forms, reconcile procurement card statements, and submit all invoices and receipts.

RSVP utilizes Volunteer Reporter software (VolSoft) to manage volunteer information. Data such as monthly hours served, volunteer positions, emergency contact information, and preferences, such as receiving a mailed timesheet or a reminder to email the timesheet are some of the items entered for each volunteer. VolSoft is able to create custom reports, spreadsheets, templates, and track in-kind donations and MOU renewals. The information generated from VolSoft makes it easier to report impact to the Program Sponsor and report progress to the Corporation For National and Community Service.

PROVIDE DESCRIPTIONS OF CLEARLY DEFINED STAFF POSITIONS, INCLUDING HOW THESE POSITIONS WILL BE SUSTAINED AND (AS APPLICABLE) IDENTIFICATION OF CURRENT STAFF ASSIGNED TO THE PROJECT.

The staff positions that will support RSVP consist of a Program Manager, Program Director, an Accountant II, and an Account Clerk II. The Program Manager position, who will oversee RSVP as well as Foster Grandparent and Senior Companion programs, is funded by grants and Sacramento County DHA. This position is responsible for reviewing and evaluating the work of staff, developing policies, procedures, and performance standards to enhance program services and operations, coordinating program operations with other sponsor programs, outside agencies and assure compliance with grant and contract terms. This position reports directly to the Division Manager of DHA's Community Services. The Program Manager who currently oversees the Senior Corps Programs was previously the manager of DHA's Senior Nutrition Services Program, and was responsible for the oversight of 70 staff and over 300 volunteers who prepared, delivered and served 2,500 meals per day through the congregate and home delivered meals programs. The current

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Program Manager is Janine Brown.

The Program Director position, which will be funded by CNCS, is responsible for the overall management of RSVP including grant writing, budget development, program reporting, recognition planning, outreach and recruitment, and directing the work of staff and volunteers. The current Program Director has 5 years experience with Senior Corps programs, and has a background in child welfare, and child development. The current Program Director is Mary Parker.

An Accountant II will devote a small portion of their work hours to CNCS reports with the remaining hours working on other financial management tasks within DHA. In this position, the accountant will be responsible for the reconciliation of expenditures and preparing financial reports. The current accountant has been performing this function with DHA's Community Services for the past five years. The current Accountant II is Kamal Singh.

An Account Clerk II will be hired to process volunteer mileage claims and issue reimbursement checks on a bi-monthly basis; This position will also prepare invoices for partnering agencies that provide RSVP with monetary support.

YOUR ORGANIZATION'S TRACK RECORD IN THE PRIMARY FOCUS AREA, SENIOR SERVICE, MANAGING VOLUNTEERS, AND IN MEASURING PERFORMANCE.

In 1994, when DHA became the program sponsor, tutoring children in reading remained a priority in terms of recruitment and placement of volunteers. DHA also sponsors the Foster Grandparent Program (FGP) where 105 low income seniors give 15-20 hours each week working one-on-one with children with special needs. In 2010, the sponsoring agency supported Sacramento's RSVP decision to expand service to include Sacramento Unified City School District due to the need for more assistance to help children achieve grade level reading. The Corporation For National and Community Service awarded the project \$21,000 to help RSVP recruit, train, and place volunteers to meet this need. Currently, RSVP partners with four large school districts in Sacramento County, one school district in

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Placer County, and Reading Partners, a successful and nationally known reading program that serves various schools in the proposed geographic area.

In addition to RSVP and FGP, Sacramento DHA sponsors the Senior Companion Program (SCP) which supports 31 volunteers who provide companionship and transportation to frail and/or homebound clients. From 1994 to June 2010, DHA sponsored Senior Nutrition Services (SNS), a program that provided congregate and home delivered meals to seniors. In 2009, in addition to the Volunteer Services Programs, DHA staff managed 352 volunteers who participated in activities such as assembling and packing meals, scheduling and training delivery drivers, transporting food to homebound seniors, and supporting management and fundraising operations.

Sacramento DHA welcomes volunteers and interns who are not eligible for the Senior Corps programs and is able to place them in a variety of opportunities within their bureaus. An Administrative Services Officer (ASO II) in DHA is responsible for assisting volunteers through the pre-service steps of fingerprinting, obtaining an ID badge, and with placement. Once the volunteer is placed, they are supervised by DHA staff at the assigned bureau.

All departments within Sacramento DHA are involved in performance measurement and these are reviewed quarterly at Executive Management meetings. An assessment is made to ensure that goals are being met and if not, what assistance, training, or other resources are needed to help accomplish these goals.

YOUR ORGANIZATION'S CAPABILITY TO DEMONSTRATE STRONG ORGANIZATIONAL INFRASTRUCTURE, INCLUDING: (1) TANGIBLE ASSETS SUCH AS FACILITIES, EQUIPMENT, AND SUPPLIES; (2) GOVERNANCE STRUCTURE AND OPERATIONS, SUCH AS INTERNAL POLICIES, PURCHASING PROCEDURES, AND PERSONNEL MANAGEMENT; (3) ROLE OF COMMUNITY PARTICIPATION GROUP, SUCH AS AN RSVP ADVISORY COUNCIL, TO ENSURE INPUT FROM THE COMMUNITY; AND (4) THE EXISTENCE OF ROBUST

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MANAGEMENT SYSTEMS AND PAST EXPERIENCE MANAGING FEDERAL GRANT FUNDS.

Sacramento County has its own Human Resources Department, and the roles of staff and administration are clearly defined. All staff in the program operate within Sacramento County job descriptions. Staff performance is evaluated through the Performance Enhancement Program, a web based tool designed to provide employee, supervisor, and managers with an effective evaluation tool with which to communicate performance expectations. Staff meets with the Program Manager on a weekly basis to ensure smooth program operation, development, and implementation of plans for self-assessment, evaluation, and continuous improvement. Sacramento County has a travel policy in place that county staff are required to follow. The County's General Services Division insures adequate infrastructure for staff, provides supplies, and has purchasing procedures in place. The County's Information Services Division provides needed technology equipment, applications, and services to staff. In addition, the sponsor provides in-kind support to the program by providing the needed space, equipment, administrative support, supplies, and purchasing procedures to run the program.

Along with paid staff, the project will have an Advisory Council that will assist the Program Director with program evaluation, outreach, and recognition. Community members, volunteers and local business representatives with an interest and knowledge of older adults and aging are welcome to submit an application to be on the council and are informed prior to applying that a one year commitment is necessary, including bi-monthly attendance at all meetings. New members are given an orientation to acquaint them with the purpose of RSVP and the council's role and expectations of them as members. Advisory council meetings will be held bi-monthly, or more frequently if needed. Members participate in outreach activities, such as health fairs and fundraisers, participate in stakeholder surveys, and provide program evaluations to volunteer stations. In addition, Advisory Council members visit existing volunteer sites to obtain an understanding of volunteer functions, visit and meet the agency contacts at potential volunteer sites, and take an active role in the recognition of

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volunteers.

The County of Sacramento, DHA Financial Management Division manages over \$32 million dollars in federal grants annually for the Community Services Division. The fiscal records are the responsibility of the Chief of Finance, and are housed at the Financial Management office at 2433 Marconi Avenue, Sacramento. DHA Financial Management staff utilizes COMPASS (General Ledger and related systems) to account for the grants of RSVP and the other Senior Corps Programs. The CNCS budget for the RSVP Program is tracked in a unique Work Breakdown Structure (WBS) accounting system. The accounting records of the grants are maintained on an accrual basis while reconciliation of expenditures and grant balances reports are completed monthly by a staff accountant. In the unlikely event any expenditure were found to be illegal, the County would return those funds to the granting agency.

DEMONSTRATE HOW YOUR ORGANIZATION WILL ADEQUATELY SUSTAIN THE PROPOSED REQUIRED NON-FEDERAL SHARE.

Sacramento DHA provides RSVP with in-kind office space, office supplies, equipment, training, and technical support for staff and volunteers. DHA provides a Program Manager to oversee program operations. The value of this combination of support exceeds the 30% non-federal share. RSVP also receives \$25.00 a month for each volunteer who serves in schools within San Juan School District. This contribution is used to supplement volunteer costs and cannot exceed \$4,000 per school year. This money is placed into RSVP's local funds and can be used when needed for program operations.

Other

N/A

PNS Amendment (if applicable)

N/A