

# Narratives

## Executive Summary

HandsOn Central California (HandsOn), a sponsor of RSVP for the CA-02 service area since 2000, requests \$178,933 in funds from CNCS to be matched annually by \$77126 from community resources. HandsOn Central California is an independent 501c3 whose mission is to INSPIRE, EQUIP and MOBILIZE volunteers to serve their communities in Fresno, Kings, Tulare and Madera counties. The primary outcome focus area will be Healthy Futures. During the coming grant period, RSVP will recruit and train 1000 unduplicated volunteers to meet goals in the areas of:

\*OBESITY AND FOOD/ACCESS TO ADEQUATE NUTRITION: Almost 40% of the residents in CA-02 service areas experience food insecurity. Support to local food resource agencies is a critical need. RSVP will recruit and prepare new volunteers to support the work of food programs in each county. A bi-lingual educational unit on senior nutrition will be developed for volunteer instructors to deliver in community centers. (CNCS priorities 7 & 8) \*AGING IN PLACE: In this metro/rural region, 18% of the population is at least 65 years of age and will need support for maintaining their independence. A reliable source of transportation is vital to their success. Using volunteer drivers, HandsOn with RSVP support launched Fresno Area Silver Transit (FAST) for seniors no longer able to drive. RSVP will provide 100 volunteer drivers through FAST and create partnerships with rural transit service. (CNCS priority 7) \*VETERAN SUPPORT: RSVP will recruit and develop a core group of volunteers to support and help expand the work of local veteran serving organizations in planning for Stand Downs, job fairs and therapeutic recreational programs in the four counties. (CNCS Priority 9) \*DISASTER PREPAREDNESS: RSVP will recruit and provide volunteers to increase capacity of the volunteer programs of the four-county Red Cross who provides immediate assistance to victims of accident, fire and violence. RSVP volunteers will support Emergency Volunteer Center preparedness with annual training and remain on-call to assist with emergency needs. (CNCS priority 1) \*EDUCATION: The future economic success of the Central Valley depends upon an educated workforce. Helping children read on grade level by the 3rd grade is a community priority. RSVP volunteer mentors will enhance reading and study skills of preK-3rd grade children at local libraries, and housing authority complexes. (CNCS priority 3) \* SKILLED VOLUNTEERS: Community service organizations in the CA-02 area have limited resources for capacity building. The RSVP program will draw on its growing population of retiring Boomers eager to use their skills and talents to address community priority needs and connect them to agencies working with the California Volunteer Service Enterprise program (CNCS Volunteer Generation). (CNCS priority 13).

## Strengthening Communities

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### ECONOMY

The key indicator for the eastern heart of California's Central Valley (area CA-02) is POVERTY. Out of that single source come most Community Priorities in this RSVP proposal. Describing the Central Valley as "the Appalachia of the West" a joint project of the Community Affairs Offices of the Federal Reserve System and the Metropolitan Policy Program at the Brookings Institute (2013) reported that an average of 25.4 % of our children (27.5% of those under age 6) live in poverty, and that 17.5% of households live below the poverty threshold including 8.7% of our elders. The per capita income for this area, according to 2012 census data, is \$18,934 with 69% living under \$25,000 per year poverty threshold. The homeless population of Fresno has recently been estimated at 5000. There is no documentation of homelessness in rural areas and smaller communities, but anecdotal evidence suggests it is increasing. With these high poverty rates, as much as 40% of our population suffers from food uncertainty or hunger.

The paradox is that our service area is also one of the most abundant food producers in the nation producing over 200 crops with a value of almost 6 billion dollars. It produces millions of tons of food for US consumption and for export. Tulare County is the second-leading producer of agricultural commodities in the United States, and it is also ranked as the county with the highest poverty rate in California. Agriculture is a seasonal employer. Many of our Latino residents work for agriculture or are children of people who have worked in the fields. The Economist magazine recently reported that up to 90% of our agricultural workers are undocumented ("Down on the Farms", The Economist, 8/3-9/13).

Although the largest industry is agriculture, the largest employers in the Valley are government and school districts. The service area is home to six state prisons with a total inmate population of 26,819 people and a staff of 9,231. One active duty military installation in Kings County, Lemoore Naval Air Station, is the Navy's largest master jet air station and the 144th Fighter Wing, an Air National Guard Base protects the Pacific Coast.

### DEMOGRAPHICS

The total population of the four counties is 1,703,454 in the 2012 census. The US Census website breaks down county populations as follows: Kings County--151,364; Tulare--451,977; Madera--152,218; and Fresno--947,895. 2012 census data states almost 20% of our service area's population is over 55, with an average of 10.3% over 65 throughout the 4 counties. More than 84,000 veterans reside here.

The four-county area has experienced an average 19.76% population growth from 2000 to 2010, and

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increased an average of 3.9% in 2012. The largest ethnic group in the Central Valley is Latino at 55% of the population. White follows at 34%. The African American population is 5% and lives primarily in the metropolitan areas of each county. Asian averages 5% with Hmong as the predominant Asian group. Many Hmong elders served alongside the US military in Vietnam and are aging Baby Boomers. The Central Valley is home to a significant refugee population of Hmong, Eastern European and Africans. The Valley is home to 80,000 Hmong. Next to Minnesota, Fresno has the second largest Hmong community in the country. Smaller ethnic populations include Native American, Pacific Islander, Eastern European (in particular Armenian) and Sikh. Local school districts report that at least 50 different languages are spoken in homes across our Valley, with 46% of homes speaking a language other than English.

While the percentage of people over 65 in the total population has remained relatively stable in the last decade, the total number of residents over 65 has increased almost 18%. Aging in place is particularly difficult for elders in our rural communities, as there is little in the way of public transportation for medical support. These seniors are dependent upon family members and friends for transportation. As the Baby Boomers begin to need services to stay in their own homes, increasing numbers of their children have left the Valley for education and job opportunities, leaving parents dependent upon community resources for independent living.

### **GEOGRAPHY**

The four counties within this RSVP service area encompass 16,897 square miles. As way of comparison this area is the size of Connecticut, Massachusetts, Rhode Island and a little bit of Southern Vermont. Our service area reaches from the crest of the Sierra Mountain range to the coastal mountains and includes the geographic center of the state located in Madera County. The area includes or borders on three National Parks: Sequoia, Kings Canyon and Yosemite. The region is a patchwork quilt of forested mountains, cattle pastures, citrus covered foothills, and miles of flat fertile farmland. Communities in the four counties range from small isolated mountain towns and agricultural communities, to a major urban center, Fresno, California's 4th largest city. The other urban centers within CA-02 are Madera in Madera County, Visalia in Tulare County and Hanford in Kings County.

### **COMMUNITY NEED AND SERVICE ACTIVITIES**

1. Healthy Futures includes obesity & food/adequate access to nutrition and food security,

The primary focus of RSVP in the CA-02 area is Obesity & Food/Access to Adequate Nutrition. We propose to address the issue with a three way approach: First, to strengthen the capacity of food

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collection and distribution agencies; next, to encourage and support community and home garden efforts, and finally, by developing a nutritional education unit targeting senior nutrition and training volunteers to deliver the materials in community gathering places. Of the 1000 volunteers in this project, 35% (350) will be placed in the Healthy Futures Access to Adequate Nutrition outcome area

Food insecurity affects 8.7% of the elder population, 27% of young children, and 17% of all households living below the poverty threshold in this service area. The scope of the problem in our service area is difficult to grasp. At food distributions, it is common to hear volunteers comment, "These people look like they could be my neighbors." Hunger is very personal here.

The Fresno Community Food Bank that serves Fresno, Madera and Kings Counties, just one of the food resources in our region, provides food to 180 pantries that distributes food to an estimated 15,834 people per month. Annually they distribute 25,500,000 pounds of food. The Community Food Bank is the largest of the RSVP food distribution partners. Additional food distribution partners include, Catholic Charities, gleaning programs in Kings and Tulare Counties and senior food programs in all four counties.

Our goal is to increase the number of volunteers regularly reporting to these partners. The chief need of the food banks is a consistent crew of volunteers to assist with client intake, package and deliver food at their network of pantries. Volunteers are plentiful during the holidays, but day-to-day numbers need to be more dependable. The Community Food Bank estimates that it can significantly increase the number of families receiving food and increase the areas they serve if the volunteer corps can be regularized. This is seconded by all food distribution partners.

Increasing the amount of fresh produce is a goal of local food partners. RSVP will support this goal by developing a core group of RSVP volunteers in each county to recruit volunteers in support of community gardening efforts. Some volunteer efforts projected are recruiting senior master gardeners to work with student groups, collaborating with Plant a Row for the Hungry to encourage home gardeners to plant extra for the community and working with gleaning projects that pick the fruit and vegetables left behind by machine and distribute the excess food from local grocers.

RSVP volunteers will be trained to provide nutrition education on healthy eating habits for the aging population at local community groups including senior centers in all four counties. Four different presentations, one for each season, will be presented. In the months between presentations educational materials donated by Wiley Farms will be distributed by the volunteers at the sites. These materials will include recipes for using the food provided from food programs such as Brown Bag, food pantries and gleaning programs. Nutritional education materials will be developed in association

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with the UC Cooperative Extension Education Center, Fresno County and the volunteers will receive in depth orientation on making the presentations so they will have adequate information to answer questions. Volunteers with nutrition backgrounds will be recruited. Emphasis will be placed on locally grown food and making use of local farmers markets, and will include information on how to access fresh foods in areas lacking supermarkets.

2. Healthy Futures provides affordable, safe, personal transportation for seniors and the disabled.

AARP provides the following statistics: 1 in 7 adults can no longer drive, 1 in 5 adult children have a parent who cannot drive, 54% of seniors live in an area without public transportation, and 1 in 4 drivers are over 65 (Understanding Senior Transportation: Report and Analysis of a Survey of Consumers Age 50+: 2002, AARP. [aarp.org](http://aarp.org)).

In the Fresno/Clovis area, 6000 residents over 55 remain living in their own homes, but are unable to drive. Transportation support is the number one request for volunteer support at HandsOn Central California. In response to this need, a group of RSVP volunteers created a business plan for a senior transportation service, Fresno Area Silver Transit, FAST. The project has received startup funding from the Archstone Foundation in 2013 and with continued funding for 2014.

FAST provides modestly priced paratransit services to senior and disabled people in the Fresno metro area. Drivers are volunteers using their own cars. All drivers are screened with driving and background checks and are required to attend the AARP Senior Driving program, 55 Alive. Riders are monitored through constant contact by cell phone and a program of ride reports and rider satisfaction surveys. The first clients for FAST have been Fresno area hospitals who look for reliable transportation for patients requiring out-patient care and for people leaving hospital care.

The FAST program goals for the period 2014 through 2017 are to increase local rides to 500 per month and to develop partnerships that will increase access to the urban health care centers for rural residents. To accomplish this, RSVP will recruit 100 volunteer drivers and partner with the rural transit agencies that currently only deliver their clients to a single location in downtown Fresno.

3. Supporting healthy futures for our veterans and their families.

Our service area is home to 84,000 veterans, some are homeless, unemployed and many with young families. At this time, most CA-02 Veteran and Military family support activities are centered in the Fresno area where multiple organizations formed the Fresno County Veteran's Roundtable.

In 2009, HandsOn Central California became a part of this local community coalition. HandsOn RSVP staff led in this effort to determine how volunteers can best support local veterans and organizations. Over the past four years this has been accomplished in a number of ways: The Martin

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Luther King National Day of Service has been dedicated to serving the needs of Veterans; supporting Central Valley Veterans, a local organizations with connections to business, employee volunteer programs and volunteers who have provided a playground for the local Veteran's Family Shelter, providing support to the 144th Fighter Wing Family Support Office for care packages for deployed members of their unit and volunteer support for planning and event management at the annual Central Valley Veteran's Stand Down. The Central Valley Veterans Stand Down is a four day event that provides Valley Veterans with meals, clothing and grooming, dental care, job search assistance, housing, furnishings, legal assistance, and volunteer opportunities as they transition into civilian life.

While these activities have strengthened the relationships of RSVP and the various Veterans service groups in Fresno, it remains clear that several issues must be addressed in the coming grant period. The other counties in this service area are still struggling to develop an inclusive community impact plan.

There is little effective method for reaching out to rural-based veterans, nor for assessing their needs and connecting them to resources. The specific needs of veterans differ widely, and there is no area-wide mechanism for identifying those differences and developing programs to match them,

During the 2014-17 grant period, RSVP continue to strengthen and support Fresno's Veteran's Roundtable and will develop new partnerships in counties other than Fresno with existing and new veteran's support projects, and assist in the development of the methods needed using the Fresno County Veterans Roundtable as a model. RSVP area staff will also recruit 50 volunteers to be active in veteran support projects such as community job fairs and recreational therapeutic programs in which seniors, veterans, service animals and children in need of specialized therapies come together.

#### 4. Assisting Regional Emergency/disaster preparedness organizations

Trained, non-self-deploying volunteers are critical to any disaster or emergency response. When disaster strikes, local disaster agencies need immediate assistance to meet community needs, working with California Volunteers, HandsOn Central California has provided regional leadership to build a cadre of volunteers trained and ready to respond to disaster in support of an Emergency Volunteer Center (EVC). HandsOn has also been instrumental in strengthening the Volunteer Organizations Active in Disaster (VOAD), expanding it from a Fresno County coalition to a regional VOAD.

While disasters in the CA-02 area are less likely to be earthquakes than they are drought, freeze or wildfire, disaster also has a day-to-day persona in fire, violent crime and accidents. During the 2014-2017 grant cycles, RSVP will focus its major recruiting efforts on providing the regional Red Cross that

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serves all four counties, with increased numbers of volunteers able to respond locally to these more frequent disasters. RSVP also will recruit and refer volunteers to local law enforcement volunteer programs such as CERT (Community Emergency Response Team), Citizens on Patrol and Volunteers in Policing with local municipal, county and state law enforcement. 100 volunteers will serve in this priority workplan.

At the same time, in support of HandsOn's disaster function with CA Volunteers, RSVP will maintain a trained disaster cadre to operate emergency volunteer centers (EVC) either locally or as part of a mutual aid agreement. This plan is part of California Volunteers Regional Lead Initiative. RSVP will maintain MOUs with local animal shelters to recruit and refer volunteers for special animal care with local shelters during disasters, assisting in compliance with federal emergency shelter standards.

### 5. Healthy futures for children begin with education preK-3.

The future economic health of our region depends upon an educated workforce. Currently, the California Department of Education website ([cde.ca.gov](http://cde.ca.gov)), reports based on the average percentage of our four counties that by third grade, 81.5% of English Learners are below grade level and 49.7% of English Proficient students are below grade level. The response to this dismal statistic is a region wide Third Grade Reads initiative that has the entire community focused on early success of our children. School readiness, homework help and reading support are critical to the future of our region's children. School readiness means making sure that all young children enter school physically, and emotionally healthy and ready to succeed" ([ccfc.ca.gov](http://ccfc.ca.gov)). The California Kindergarten Readiness Act passed in 2010 has a list of skills required for the start of kindergarten that include social emotional, cognitive, motor skills, self- help skills and communication skills including a willingness to learn. Reading at grade level at third grade has been identified as the major predictor of high school graduation. (Campaign for Grade Level Reading website: [www.gradelevelreading.net](http://www.gradelevelreading.net)).

RSVP will recruit 200 volunteers to work with local libraries, CBO's, housing authorities and other programs in the four counties serving pre K -3 to provide mentors who work to ensure kindergarten readiness and follow the children through to 3rd grade with homework help and reading assistance.

### 6. Equipping volunteers and organizations to be effective in meeting healthy future goals.

There are approximately 3,600 Community Based Organizations (CBO's) in our service area. Community Based Organizations and municipal entities have recognized that the availability of skilled and specially trained volunteers could enable them to build organizational capacity.

Skilled volunteers are defined as individuals integrating their work related training from specialized

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fields like medicine and health care, the law, financial management, website development and technology, teaching and education, graphic design, and construction crafts. In other cases, it's more about the individual's talents-whether they engage them in paid employment capacity or not: examples of these types of skills include writing, photography, strategic planning, public speaking, problem solving and the arts."([www.idealists.org/info/intlvolunteer/skilled](http://www.idealists.org/info/intlvolunteer/skilled)) The current increase in retirees is creating a wealthy resource of skilled volunteers still able and willing to work toward community improvement.

HandsOn Central California's mission includes equipping volunteers and organizations to be effective in reaching their goals. HandsOn has begun to develop a program of management services and resources for community benefit organizations, built around the use of skilled volunteers as trainers, mentors and active participants in organizational activities. Essential to the success of this program will be the RSVP participation in recruiting and preparing volunteers to conduct service activities, integrated into the operations of the organization in addition to direct service more traditional volunteer roles.

An example of skilled service activities where RSVP volunteers are serving is operation of a Fresno historic landmark that had been closed by the city that was reopened by RSVP volunteers. They now manage a gift store collaborative of local artists, craftsman and authors who sell their work to tourists visiting the Water Tower. Another example is the retired county administrator who is currently as a systems analyst at HandsOn reviewing and making suggestions for accounting practices, human resources and client intake.

During the grant period, RSVP will identify 200 volunteers with skills in numerous areas who will build and maintain a skills bank covering the complete service area to support the growing demand for particular skills created by the California Volunteer Service Enterprise Initiative (CVSEI). CVSEI is a three year program funded by CNCS Volunteer Generation Funds. Organizations selected for participation in Service Enterprise Projects are integrating volunteers throughout their organizations. The Service Enterprise Organizations' success at developing skilled volunteer opportunities is creating a demand for skills beyond direct service in organizations across the region.

Engaging skilled volunteers successfully requires training for both volunteers and those managing them. RSVP will provide in-put to the HandsOn training programs for skilled volunteers that prepare them for working in Service Enterprise, and will assist development of a training session on generational differences.

7. Evaluation of Community Impact and Program Goals During the 2014-2017 grant periods,

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HandsOn RSVP's evaluating process will be both quantitative and qualitative and conducted collaboratively with RSVP partner stations for each priority area.

Volunteer data collection at HandsOn will be supported by an improved data collecting program, Sales Force which documents the volunteer's record, personnel information, volunteer hours and the agency where they serve., In addition, Salesforce tracks information on organization and partnership including how many volunteers are serving at each site, and their priority outcome areas which enables HandsOn to develop additional partners for each priority area as identified. Additional data will be collected and measured through utilization of registrar logs from each project site. Qualitative surveys of CBO stations will be taken at regular intervals to measure the perceived value of the service and recorded in their Salesforce record.

Evaluations specific to each Priority Service Area will provide both data and opinion regarding the quality of RSVP volunteer services and their success in meeting the expectations of their stations. Each priority area evaluation will be designed collaboratively with partner sites within that priority area and designed to meet CNCS targeted outcomes.

Healthy Futures Obesity & Food/Access to Adequate Nutrition will be the HandsOn RSVP service area that is measured for CNCS outcomes with 35% of our volunteers serving in this area. Working collaboratively with local food pantries, we will count the number of individuals being served using client intake and activity logs. RSVP will measure the number of people served, the volume of food and impact of food availability on quality of life and household fixed expenses using both anecdotal evidence from local partners and county-based statistics. A sampling of clients across the service area will be given a pre and post service survey that measures the impact of a reliable food source on the quality of their lives.

Healthy Futures affordable transportation for seniors, (FAST's goal of 500 rides per month supported by a cadre of 100 drivers) progress will be measured by quarterly data collected from RideShare, a web based program which schedules and comprehensively documents driver hours, mileage and reimbursement, but also includes rider information, type of destination and rider satisfaction.

The partner sites for Veteran's Services will use registrar logs to collect data on the number of veteran's, service members and family members served. Disaster Services volunteers will also utilize registrar logs to record number of volunteers and number of events where volunteers were engaged. Training logs will also be maintained in this priority area.

Working with local educational institutions, RSVP will support kindergarten readiness assessments and use the data gained from those assessments to measure the effectiveness of volunteer assistance in

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the Healthy Futures Education component.

Volunteers may be trained to administer the assessment to assist the partner site. At times, aggregate data may have to be used to protect the confidentiality of the data for each individual student.

RSVP will continue to conduct annual surveys of representative stations to assist in evaluating the RSVP Program itself. These surveys include a questionnaire designed for both qualitative and quantitative completed by the Executive Director and the Volunteer Manager of a station. A follow-up telephone call by a person unrelated to RSVP reviews the answers with the CBO staff and creates a report to reflect the data collected. In the first year of the grant period, an outside consultant will be utilized to survey all organizations where skilled volunteers have aided organizational capacity development and will include survey of all the skilled volunteers. It will supplement the evaluation tools that are part of the CVSEI program.

Performance evaluation of individual volunteers is determined by combining reports from stations, the RSVP area representative and observations of the volunteer's attendance and reporting to RSVP systems.

Strengthening HandsOn's ability to measure the impact of our volunteer services is an agency priority. HandsOn is increasing capacity through implementation of Service Enterprise goals including the expertise of consultants and skilled volunteers.

### Recruitment and Development

#### RECRUITMENT AND DEVELOPMENT

##### 1. Creating high quality volunteer assignments

HandsOn, through its work with the Service Enterprise Initiative (CVSEI) and Reimagining Service, is actively working with CBOs to incorporate the work of skilled volunteers into their organizations to build their capacity based on their scores of the Service Enterprise Diagnostic, as assessment designed by the TCC Group based on the CCAT. The program focuses CBO managers and board members on ways that skilled volunteers can become integrated into their organizational teams to help them further their goals in ways they could not otherwise afford. The CVSEI program will be working with 18 area CBOs during the first year of the RSVP grant period, and beyond the CVSEI grant period, HandsOn plans to continue to offer this training and support as part of an Organizational Capacity Certificate program. This program looks to RSVP to recruit and screen most of the skilled volunteers needed, as volunteers over the age of 55 often have the needed experience and skills.

For the volunteers, the CVSEI program leads to meaningful assignments in which they can use their work experience and talents to meet community challenges. Their work is evaluated, in part, in the

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context of how the entire CBO team is meeting its goals. RSVP staff and advisors are instrumental in planning the training for this component and in identifying future CBO participants. HandsOn will offer priority participation to RSVP partner sites in CNCS outcome areas, some of the partner sites in priority areas were part of the pilot year, Community Food Bank, Kings County Action Organization, and American Red Cross, Central Valley. The RSVP Volunteer Coordinator is currently trained as a CVSEI facilitator and additional opportunities to become trained will be available to staff. Training to become a CVSEI agency coach will be available to RSVP volunteers. All HandsOn and RSVP staff will be able to describe the program as they interact with the community.

RSVP supports the effort to assure volunteers of quality assignments by providing all stations with a basic volunteer management orientation, and by offering discounted participation in the HandsOn Volunteer Management Training Certificate program. We use the six week HandsOn Network Volunteer Management Training Series which details all of the elements needed for a quality volunteer program. RSVP stations are also invited to participate in quarterly DOVIA, a support and education network for Volunteer Coordinators sponsored by HandsOn. Following interview, new RSVP volunteers will receive a HandsOn volunteer orientation prior to placement and following placement a skilled and experienced RSVP volunteer will contact the new RSVP volunteers within 90 days of their first assignment to ensure a high quality placement has been made.

Recruiting will be strengthened in two ways: first, by expanding the preliminary questionnaires and interviews to assure that the volunteer understands the wide range of skills he or she may have to offer; next through a mentoring process led by RSVP staff and/or lead volunteers. This mentoring process will include ongoing follow-up by the lead volunteers to ensure that volunteers feel comfortable with their assignments and see the value of their work. This step will be augmented by similar follow-up as part of the evaluation of the CBOs conducted by the HandsOn staff.

To address the economic disparity of volunteers in our region, RSVP will continue to support volunteers as much as possible with transportation subsidies. Assistance with the costs of volunteerism primarily that of transportation is mostly supplied by matching sources. For example, the volunteer driver service FAST, has outside funding to assist with transportation costs of the volunteers as well as a business partner who provide discounted car maintenance.

2. Recruiting, retention, development, evaluation and recognition of volunteers      Recruiting:  
During the grant period, recruiting volunteers for RSVP programs will be helped by aggressive marketing efforts undertaken by HandsOn. These marketing efforts are described in greater detail

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under Organizational Capacity.

Recruitment will be accomplished using the following standards:

RSVP will design volunteer opportunities that appeal to a wide age range of volunteers, both Baby Boomers and Greatest Generation. Volunteer opportunities will be promoted with materials that make new people feel welcome, such as recruitment materials in a formats people can relate to with multiple languages, appropriate size print, internet posting and social media and more traditional table outreach at events and radio/television promotions. Non-traditional locations, such as community bulletin boards Laundromats and coffee locations will be used for flyer posting

The recruiting method felt to be the most effective is personal recruitment. We will select a team of Lead Recruitment Volunteers to help lead our diversity recruitment efforts. Among this group of Lead Recruitment Volunteers will be individuals who possess multilingual language skills to reach specific populations in our communities. Effort will be made to find a Lead Recruitment Volunteer skilled in American Sign Language. RSVP staff will engage in community speaking events and address groups in targeted demographic and geographic areas. The first phase will be targeting planned living communities, community centers and places of worship. The second phase will be to target retirement association groups such as the City and County Employees, educational employees, law enforcement and military retiree groups. Active volunteers and leaders will join staff at speaking engagements to speak about the satisfactions of community service. Visual aids and take-a ways will also be a part of our recruitment presentations. A list of interested prospects will be gathered. Follow up phone calls to these leads will be done by the Lead Recruitment Volunteer Team.

The diversity of the region needs to be reflected in the volunteers serving RSVP. With 50% of the region's population Latino, RSVP will work to increase outreach to this demographic by networking with Latino membership groups such as the Hispanic Chamber, local Latino churches and through targeted recruiting to Spanish language media. Through the new Salesforce data management tool, it is now easier for RSVP to track by ethnicity their volunteer recruitment numbers to ensure an ethnic mix more representative of the Valley's rich cultural base. RSVP staff is reflective of ethnic diversity of the Valley. RSVP will utilize formal and informal volunteer leaders to assist with recruitment of new volunteers from within their communities, to add to the diverse base of the program. Formal leaders include pastors of local churches and informal are the people inside the community centers who others just love to be around.

Prospective volunteers of diverse sexual orientations will be reached through staff outreach to local organizations such as Gay Central Valley who was recently honored by HandsOn Central California

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at the annual Hands Across the Valley appreciation event for their community service. Churches, CBO's and activity centers will be targeted by HandsOn to similarly recruit, volunteers with disabilities.

To address the economic disparity of volunteers in our region, it will be important that a great deal of community match funding be used to assist with the costs of volunteerism, primarily that of transportation. For example, the Volunteer driver program, FAST, has outside funding to assist with transportation costs of the volunteers as well as a business partner who provide discounted car maintenance.

Each of the CNCS targeted priority areas selected by HandsOn RSVP will be the focus of targeted recruitment of new volunteers. It is anticipated that the specificity of these focus areas will attract new, younger RSVP volunteers. Many Baby Boomers will find one or more of these areas meet their desire to have flexible schedules and use their skills to benefit the community. We presently have 84,000 veterans in our area to draw from, as well as four counties where the population of people 65 and over is between 8% and 12%. In addition, we can draw on a local population that is 55% Latino, 34% white, 5% African American, and 5% Asian to serve the area's diversity.

Because immigrant populations in rural communities are distrustful of strangers, the Volunteer Leaders of the local pantries will be most helpful in recruitment of the volunteers needed to assist with the food insecurity assignments.

The plan to recruit Veterans is to build volunteering and its benefits for both the individual and the community into our growing relationships with local veterans groups. To make sure as we serve their needs the invitation to serve is built into the service activity and that they know there are opportunities outside of veteran services that are available for their time. Staff will participate in events that serve veteran's needs such as the Central Valley Veteran's Stand Down. HandsOn RSVP will participate in Retiree Appreciation Day at Lemoore Naval Air Station each year to ensure the retiree community surrounding the base is aware of the opportunities to serve their community through RSVP.

Professions that serve children will be the target for the PreK through 3rd grade volunteer mentors as well as Business Employee Groups that have a diverse age population that also includes Baby Boomers that have not yet left the workforce. These volunteers will be background checked in partnership with the volunteer station being served.

Further emphasis is on engaging skilled volunteers to provide leadership to capacity building projects for organizations participating in California Volunteer's Service Enterprise Initiative. Recruiting for this program will include networking with professional associations such as the federal and county

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retirees or Rotary, The Fresno Women's Network and through connections with businesses with corporate volunteer programs and pre-retirement orientation programs.

Retention of Volunteers: As volunteers are recruited for opportunities that require more training by their sites, retention is critical to success of the RSVP services. Retention of volunteers in RSVP requires quality communication and strong partnership between the volunteer, the station and the RSVP team. Providing orientation that connects the volunteer to RSVP will increase the chances that the volunteer will call RSVP if they have a challenge at their station. Regular volunteer station site visits offers the RSVP the opportunity to discuss volunteer assignments and will increase their volunteer management skills.

Retention is also better when the volunteer finds the right fit for their skills, talent and time. To ensure proper placement, each volunteer will be contacted for an interview and offered a variety of opportunities that match their skills. Each volunteer will receive a follow up phone call within three months and periodically thereafter to determine their level of job satisfaction.

Working with placement stations, RSVP will focus job descriptions on supporting the work plans, so that our outcomes can be measured in ways that give an accurate picture of impact on the community need and can be reported back to the volunteer as a guide for their continuing volunteer work.

Retention needs to be monitored so whenever a volunteer stops turning in time sheets, they will be called to determine their reasons, and to address any concerns or dissatisfaction.

Retention requires a safe and equipped work space at their assignment. HandsOn RSVP will work with stations to assure volunteer safety in the workplace, ADA compliance, and adequate insurance for both stations and volunteers. When selecting volunteer stations for RSVP, staff members will discuss the importance of training for volunteers and a reliable space. RSVP will work with the stations to ensure RSVP volunteers get the training they need.

HandsOn RSVP ensures management of volunteer stations is in compliance with RSVP program regulations and that volunteers are performing assigned service activities through regular site visits. HandsOn has a Code of Ethics that all new volunteers will receive and sign with their orientation packet. We have an ADA tool that we furnish to our sites so that they can self-assess accessibility and we have RSVP staff that are called upon to advice and support site managers during conflicts and crises.

Development of Volunteers: HandsOn RSVP believes that lifelong learning is an important part of the volunteer experience and should be built into supervision at each volunteer station, as well as offered

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to the volunteer. Each Volunteer Station Coordinator will be invited to become part of Directors of Volunteer In Agencies (DOVIA). DOVIA is the volunteer manager networking group that meets to share best practices and learn about new strategies to better serve their clients through the use of volunteers. This staff development group meets quarterly in two meetings serving Kings/Tulare, Fresno/Madera Counties and covers topics pertinent to effective volunteer management. DOVIA will offer brown bag lunch meetings and area meetings to which we will invite a speaker on an area of interest to agencies using volunteers.

Staff development for volunteers will include special access to the training and workshops offered by HandsOn through its management services program will be available. This program offers training in fund raising skills, personal communications and many other areas of CBO management that may interest the skilled volunteer. In addition, HandsOn RSVP staff members will keep abreast of community learning opportunities at adult schools, community colleges, community centers, community based organizations, and universities and note them in the newsletter with a regular column.

Effective communication is a key component of a high quality experience for volunteers. Over time RSVP staff develops relationships with both volunteers and volunteer station staff that lead to more frequent communication with existing volunteers. To facilitate this communication, volunteer sites will have more frequent visits from RSVP staff that will help their staff develop more effective communication tools that involves opportunities for learning.

Electronic news flashes and a quarterly newsletter (paper and electronic) will be in a format that includes news from, and of interest to, all four counties. The RSVP newsletter will go out electronically to all RSVP volunteers with e-mail addresses. In addition to the quarterly newsletter, volunteers who are computer literate will be encouraged to keep up to date by visiting the RSVP page on the HandsOn Central California website. Volunteers with email addresses also received the monthly HandsOn newsletter, the Power of We.

Training Volunteers: As HandsOn RSVP staff interview new volunteers and works with existing volunteers, their discussion will include both skills the volunteers have and those they would like to develop. Retirement is an ideal time to try something new and many organizations are looking not just for those with experience, but those who want to develop a new skill.

HandsOn RSVP will encourage volunteers to develop their leadership potential at their sites or through a volunteer leader opportunity on a National Service Day planning committee, or as a project leader for a local CBO.

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Volunteers will be encouraged to reflect on their service through conversations with RSVP staff and writing articles for the newsletter. Staff will circulate an interview instrument asking a sample of volunteers how they perceive the value of their service, what they have accomplished in changing their community. Periodic gatherings will celebrate service through Sunday Suppers. At the annual Hands Across the Valley workshop, the volunteer workshop will be a reflection of service session. The end result will be a story of their volunteer service and what was most meaningful to them. Stories may also be used in the recognition event, for the quarterly newsletter and to reporters at local newspapers. Some of these stories will be incorporated into the HandsOn blog and Facebook page.

Volunteer station staffs are offered the opportunity to participate in training offered by HandsOn Central California in Volunteer Management, as well as the opportunity to become Service Enterprise organizations going through assessment, training and follow-up consultation until they are certified by California Volunteers. One to one training is offered to partners on the HandsOn web matching tool, HandsOn Connect, to support volunteer recruitment and project management. RSVP staff is always available to support the work of the RSVP volunteers at sites. In addition there are two networking groups sponsored by HandsOn, DOVIA, a volunteer management network and Power of We, an Executive Director network. HandsOn also has an AmeriCorps alumni chapter if any volunteer stations are run by alumni. In addition, they will be offered individual and agency disaster preparation opportunities through RSVP. Public speaking to community participation groups will be an integral part of the RSVP staff responsibilities. Topics may include intergenerational volunteerism, time management, effective volunteer management practices, and safety and security design for volunteers. HandsOn will maintain a list of training topics for organizations to choose from.

Many RSVP volunteers are trained at their stations. During this grant cycle, the Healthy Futures volunteers focused on nutrition education will receive training on how to successfully present their materials from a trained professional and then will receive training from the UC Cooperative Extension on their subjects. They will receive four subject matter trainings per year to reflect the changing seasons of available fresh produce. HandsOn RSVP will partner with the librarians to teach the mentoring volunteers how to work appropriately with young children to maximize learning for the students. A select group of skilled volunteers will be trained at HandsOn by HandsOn staff to become the Volunteer Leaders discussed in the recruitment section. HandsOn Network has a developed Volunteer Leader curriculum that HandsOn Central California will adapt for the RSVP position. Any RSVP volunteer used internally by HandsOn will receive a HandsOn orientation that includes a written handbook, assignment description and on the job training for specific tasks.

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Recognition of Volunteers: Recognition is an important aspect of volunteer service, although volunteers tell us that they derive the most satisfaction from a well-run program. The usual form of recognition is an event, and RSVP participates in such an occasion. Beginning in 2013, the two annual RSVP appreciation luncheons were merged with HandsOn's signature recognition event, Hands Across the Valley, a 45 year tradition during National Volunteer Week, which receives regional publicity and recognition. Hands Across the Valley is a luncheon with business sponsorship and media sponsorship (CBS affiliate) that honors volunteers across the spectrum of service from youth to seniors, business and service clubs. It also includes a morning session of workshops designed to support volunteers and organizations with topics current to volunteerism, and is highlighted by keynote speakers. Moving RSVP appreciation to this event, avoids stretching the capacities of the small RSVP staff, by asking their assistance in planning a single shared event, and freeing them to focus on program goals.

Stations to which volunteers are assigned are encouraged to develop their own forms of recognition. Such occasions are often more satisfying and personally rewarding to the individual volunteer than attendance at a general event.

HandsOn also sends an annual letter at the beginning of the calendar year to volunteers who do not ask for mileage reimbursement reminding them of their contribution to the community and the value of their tax deduction if they file an itemized tax return.

Another form of appreciation is appreciating that the cost of volunteerism which can prevent low income seniors from serving. HandsOn RSVP will implement a standard mileage reimbursement for all RSVP volunteers in this service area and reimburses mileage quarterly to volunteers reporting at least 12 hours/month. The maximum reimbursement per volunteer is \$26.25 per quarter.

HandsOn recognizes RSVP volunteers on its website, in newsletters and as often as possible through the media. Social media are used heavily for this purpose.

### Program Management

#### PROGRAM MANAGEMENT

##### 1. Process for ensuring Volunteer Station Compliance with RSVP Program Regulations

RSVP staff visits volunteer stations regularly to provide management support to the stations and the RSVP volunteers assigned to them.

To ensure that all volunteer stations are in compliance with RSVP program regulations, HandsOn Central California has a written volunteer code of ethics, a list of rights and responsibilities for volunteers and a list of rights and responsibilities for stations. These documents are provided to the

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station Volunteer Manager and are reviewed during site visits and at the time of renewing the Memorandum of Understanding with the CBO, or as necessary. The Code of Ethics and Rights and Responsibilities become a part of all volunteer recruitment and retention and are reviewed during orientation.

To ensure that all volunteers are performing their assigned service activities, clear job descriptions are developed at the time that the Memorandum of Understanding (MOU) is developed with the station. If new assignments are made during an ongoing agreement period, a job description is developed before the volunteer begins work. Staff and Lead Mentor Volunteers follow a regular schedule of checking in with volunteers to check on their well being and to confirm that there is no change in their assignment. As noted in the section on Volunteer Retention above, HandsOn/RSVP maintains continuing contact with its volunteers and makes available a number of ways in which a volunteer can express concerns and discuss their work.

During the 2014-2017 grant period, a cycle of Memorandum of Understanding renewals will begin, with a three year staggered cycle of renewal dates, so that the renewal process is ongoing. During this period, senior RSVP staff is able to review compliance with RSVP regulations and ADA requirements. To ensure the safety of volunteers placed at a site, HandsOn will request proof of insurance for site participation. Renewal of individual volunteer assignments, with driver's license and proof of insurance if driving, will also be on a staggered three year cycle.

RSVP will require that all volunteer sites are ADA compliant. HandsOn RSVP will make a self-assessment tool available to sites, with follow-up conversation during the year during site visits by staff. Stations will be followed up with every quarter; alternating stations until all stations are visited. An annual training on ADA compliance will be offered by HandsOn for RSVP organizations through the HandsOn Management Services and Resources program.

Customer satisfaction is a strategic value of HandsOn. Each year, 12-15 RSVP sites, reflecting diversity of sites within the 4 counties and reflecting sites addressing the issues in our work plans, will be selected to participate in a survey. An in-depth phone/written survey will be administered by someone outside of the RSVP team. Results will be tabulated, evaluated, and presented to the HandsOn Board and to CNCS as part of program reporting. This process identifies any problems seen by the CBOs and lays the groundwork for planning the future ways the CBO and RSVP will work together.

One area that will be addressed in the upcoming grant cycle is graduating current stations that may not fully comply with RSVP grant guidelines. Retaining existing relationships with stations and

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volunteers is an important goal of HandsOn. Strong relationships developed over time with many community stations have led to reliance on HandsOn RSVP to provide volunteers for much needed services. A recent survey of selected RSVP stations found unanimous agreement that without the RSVP volunteers, their programs would be cut disastrously or entirely. For this reason, HandsOn /RSVP staff will reach out personally to the sites where volunteer services no longer meet RSVP grant criteria. Consultation will determine whether some volunteer services will remain appropriate to RSVP. Where this cannot be adjusted, service to those partner sites will be supported by HandsOn to connect non-RSVP volunteers to the programs. Stations that do not wish support from HandsOn will be moved to an "inactive" status; until their volunteer activities support workplans in the RSVP priority areas.

The advantage to having a HandsOn action center as an RSVP sponsor is our ability to transition RSVP stations that do not meet grant criteria, such as congregate meals, to becoming regular partners of HandsOn who can continue to offer support by non-RSVP staff. We anticipate the transition to be seamless, with the one disadvantage being the inability of HandsOn to reimburse mileage to the volunteers.

### 2. Adapting to change in community needs

There has been very little basic change in the areas for priority focus to be addressed under the terms of this proposal. Poverty, education, hunger, disaster and the needs of our elders remain central in RSVP community service. But the emphasis does change, as do the methods for dealing with them. New and effective practices emerge, along with new trends. The most striking examples currently are the increasing number of needy veterans, and the dismal record of school drop-outs that afflict the four county service area. HandsOn RSVP has strengthened our commitment to these areas this proposal's work plan and is structured to be aware and makes adjustments as these needs change.

With HandsOn as the host program, RSVP staff and lead volunteers are engaged in activities and planning for comprehensive approaches to problems. RSVP provides the perspective and needs of the senior population to these activities. At the same time, the RSVP staff is immediately party to discovery of new community concerns brought to the attention of HandsOn and of the considerations in play to plan the volunteer response to address them.

All HandsOn Staff serve on outside committees and boards that relate in some way to community service. The RSVP Director meets regularly with area agencies on aging, but also with city and county planners, church social action groups, local food banks, education departments and community gardeners. Her level of activity is reflected in the schedule of the South Valley RSVP

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coordinator.

HandsOn Central California RSVP maintains local input into program design and evaluation through two RSVP advisory councils representing Fresno and Madera counties and Kings and Tulare counties. Each Advisory Council will follow the HandsOn and RSVP policies of a diverse representation of cultures, businesses, CBOs and government agencies with the intent to gain knowledge of current issues and opportunities for support within the four counties served. Monthly agendas will include topics of importance to progress toward program goals. Periodically the two advisory committees will meet jointly to discuss the entire RSVP project. These councils are charged with bringing to the table the voice and concerns of their locales, and are expected to watchdogs in case community priorities change as well as connect RSVP to community resources that assist in meeting the 30% match.

Finally, the HandsOn Central California Board of Directors has representatives from all four counties and is working toward even stronger geographic representation. An RSVP advisor serves on the HandsOn Board and can report back to the advisory councils and staff. Staff attends board meetings. Because each of the sources of information available to the RSVP program is also a planning body, charged with responding to community need, HandsOn RSVP will be prepared to adapt to change efficiently and in the context of the larger picture.

### 3. Track Record of Partnerships Proposed

Both HandsOn and RSVP have worked successfully in community partnerships over the past decades.

HandsOn RSVP, in particular, has a successful track record of working in the priority Focus Area of Access to Adequate Nutrition having developed and supported food distribution and growing programs over the past six years. Partnerships have included local food banks, Catholic Charities and other food distribution pantries, and gleaner programs. For the past four years, HandsOn RSVP has worked collaboratively with the Fresno Community Food Bank to provide food to all four counties in the CA-02 area, serving more than 15,800 people per month in metro and rural areas throughout the Central Valley.

## Organizational Capability

### ORGANIZATIONAL CAPACITY

#### 1. Structure and Capacity of the Organization

The HandsOn Central California administrative team currently supports the RSVP program as follows:

Executive Director, full time exempt 5%

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Director of Volunteer Services, full time exempt 20%

Director of Finance and Operations, full time exempt 20%

RSVP Manager, full time exempt 95%

RSVP Volunteer Coordinator, Kings/Tulare County, full time exempt 80%

Partnership and Volunteer Development Coordinator, full time exempt 11.5%

Data Entry Assistant, full time non-exempt 25%

A team of office volunteers provides additional support in the areas of reception, IT and finance support, & clerical duties and. In addition, as noted above, two volunteer advisory boards support the work of the RSVP team.

Under the terms of this proposal, a team of Lead Volunteers will be developed to support recruiting and follow up with RSVP volunteers in their assignments.

Management of day-to-day progress toward meeting goals is facilitated by regular meetings of staff. The RSVP staff will maintain the schedules of communication with individual stations and volunteers described above, and meet 10 times per year with the RSVP advisory councils. HandsOn requires regular reports focused on impacts from its program teams. The RSVP Manager meets regularly with the Director of Volunteer Services who communicates RSVP needs to the Director of Development. Directors meet together weekly, and the RSVP team meets as needed. The South Valley RSVP Volunteer Coordinator spends one day a week in the Fresno Office to plan and ensure program compliance and progress towards grant goals. The entire HandsOn staff meets for 1/2 day each month, and takes part in at least one annual planning retreat.

Fiscal management for RSVP is handled by the HandsOn financial office. QuickBooks for Nonprofits is the accounting systems used by HandsOn. Financial reports are reviewed monthly by the Executive Director and Program Directors prior to the monthly Board meeting. The Board of Directors ensures long term financial growth and stability of HandsOn funds.

The Director of Finance has completed training in federal and government grants management offered by CNCS in St. Louis in 2011. The HandsOn Executive Director has 15 years in leadership roles over national service including CNCS Senior Companion Program, VISTA, and two state AmeriCorps programs, and other federal agencies including FEMA, Department of State, Justice and Social Security. HandsOn utilizes a computerized accounting system to manage funds. The annual budget for HandsOn Central California has exceeded \$1million for the past five years. There is no deficit.

Fund raising responsibilities are shared between the HandsOn Executive Director and the HandsOn

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Director of Development, with assistance from the RSVP Manager amounting to about 4% of her time. Sponsoring funds and grants writing is the responsibility of the Executive Director who is at times assisted by outside consultants. The Director of Development oversees the comprehensive development program that includes developing funding sources from corporations, foundations and individuals. He also manages systems that monitor in-kind giving, working closely with the Director of Volunteer Services through whose programs many such gifts arrive. HandsOn is an established CNCS sponsor and has been securing resources, such as cash and in-kind contributions, to sustain the current projects since 2000.

Communications and Marketing is the responsibility of the Director of Development and an outside contractor who works to get HandsOn media opportunities. HandsOn has a media partnership with the local CBS affiliate, channel 47 a Nexstar Network. HandsOn has regular Public Service Announcements on a locally owned radio station and receives good coverage from local print publications. HandsOn schedules social media with HootSuite with 2 posts a day to facebook, twitter, and instagram. We have numerous Utube videos and a HandsOn blog. HandsOn has two e-newsletters per month; one targeted to partner agency staff and the other to volunteers. There are currently 8000 volunteers including RSVP receiving the newsletter. HandsOn has a regularly updated website at [www.handsoncentralcal.org](http://www.handsoncentralcal.org) of which RSVP has its own page under services.

Human Resources is the responsibility of the Executive Director. In this role, she is supported by the Executive Committee of her Board and, when needed, an HR consultant. The personnel files are maintained in locked files in the Finance and Operation Director's office. Personnel policies that include grievance processes were written in 2009 and are reviewed biennially. Personnel policies for volunteers have been developed and are shared with them as they accept assignments. The Volunteer Services Director supports RSVP Manager in administration of these policies and procedures.

Facilities Management: HandsOn is housed in a fully accessible, leased building with exclusive use. Centrally located between connecting freeways in Fresno's south Tower District, the building has one office that will be designated for RSVP, with shared space available for other positions. RSVP is fully equipped with use of phones, workroom, individual laptops with docking stations and desktop computers for volunteers, kitchen, two conference/training rooms, storage space, bulk mail permit, bookkeeping services, off street parking, ADA compliant bathrooms, waiting room, and receptionist services. All RSVP meetings would be held at fully accessible sites.

### IT Support

HandsOn has a part time IT Specialist a part of the staff who oversees all technology needs with

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support from SalesForce, HandsOn Connect and outside technology repair as warranted.

Organizational; Assessment and Development HandsOn takes advantage of community resources for assessment and evaluation and since 2009, HandsOn has participated in a sustainability program by California State University American Humanics Program. Under this program HandsOn strengthened its Human Resources systems with a new employee resource guide developed by service learning students under the guidance of a Human Resource professional. In 2010-11, we participated in the year-long First 5 Sustainability Project which resulted in a second year in 2012-13 in a governance cohort for our Board of Directors. HandsOn Board also brought in nationally recognized consultant Betty Stallings to assess our governance structure to strengthen them as a group as a national service agency. And in 2013, HandsOn took the Service Enterprise Assessment that measured our leadership sustainability, resource allocation and volunteer management practices; we have completed the work needed to become a California Certified Service Enterprise through restructuring, and incorporating additional volunteers with more skills into our agency.

HandsOn makes a significant budgetary commitment to its staff education. Each staff member is expected to continue their development to better meet their performance expectations set during annual evaluations. HandsOn regularly makes continuing education opportunities available to staff as well as volunteers who are part of the internal HandsOn team. Although no longer required, HandsOn will ensure RSVP funding continues to support the National Conference on Service and Volunteering or Western Senior Corps conference. In addition, RSVP staff members will participate in the HandsOn Network RSVP Affinity Group conference call. As funding allows, RSVP staff may also attend HandsOn Action Center regional meetings or boot camps. All HandsOn team members are fingerprinted and background checked. Volunteers in positions that work with children or drive elders also are fingerprinted and background checked. We also check driving records of drivers.

### 2. Staff Positions

Executive Director of HandsOn, Cathy Caples, has worked for non-profit organizations since 1995, including six years as director of a five county Senior Companion Program sponsored by Catholic Charities/Diocese of Fresno. Her leadership included Director of Catholic Charities, which oversaw seven counties' operations of poverty programs including a shelter, soup kitchen, food, refugee services, immigration and thrift store programs. While SCP Director, she completed the CNS National Service Leadership Institute in 2000. She has built relationships with agencies in all four counties and served as HandsOn ED since 2007. Her regional experience, state and national connections are a

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benefit to RSVP.

Volunteer Services Director, Renee Torres Machi, supervises the RSVP Manager and provides the oversight of HandsOn programs to assist in implementing RSVP goals. She comes to HandsOn with an extensive business, CBO and organizational development background. Most recently she was the Director of Development for the Central Valley's only National Public Radio Affiliate. In this role, she was responsible for all fund development, program management and a \$1.6 million budget. She is a Central Valley native and familiar with all the communities we serve.

HandsOn RSVP Manager, Robbie Cranch, worked in this region for 19 years when employed by the Unitarian Universalist Church as the Pacific Central District Executive. She also has 8 years of experience directing a Senior Corps program and is a 2-year veteran of VISTA. She has extensive management experience, including program development and supervision over wide geographic areas. She will supervise Kings Tulare RSVP Volunteer Coordinator and skilled volunteers.

HandsOn /RSVP/Kings-Tulare Volunteer Coordinator, Mary Krieg-Vasquez, was introduced to volunteerism in the Central Valley when hired as a part time Administrative Aide in the HandsOn Tulare office in 2009. Mary works with all of the RSVP sites in Kings and Tulare Counties and has implemented a popular holiday service project, Socks for Seniors living in skilled nursing facilities who are visited on Christmas Day by volunteers. Mary has been trained as a facilitator for California Volunteers Service Enterprise Initiative. Mary is a current Board Member of the Kings Tulare Area Agency on Aging (KTAAA) and serves on the Senior Sites Committee. Mary's prior work experience with Santa Clara County Probation Juvenile Division (15+ years) and personal history of farm life and senior care provides knowledge and skills pertinent to the development and growth of HandsOn and RSVP in the south valley area.

### Other

N/A

### PNS Amendment (if applicable)

N/A