

# Narratives

## Executive Summary

Through the L.A. Works RSVP Initiative, an estimated 837 RSVP volunteers will serve across the CA-4X service territory, which includes much of L.A. County, specifically: the eastern, northeastern, Hollywood, downtown, mid-city and San Fernando Valley regions of the city of Los Angeles; and the cities of Glendale, San Fernando, Santa Clarita, West Hollywood, Inglewood, Hawthorne and the unincorporated community of Lennox.

Some of their activities will include serving as tutors and mentors in a variety of educational programs, providing financial literacy and job skills training, supporting the housing and employment needs of Veterans, expanding the volunteer management capacity at area nonprofits, and investing their professional and personal talents through skills-based volunteer opportunities. The primary focus area of this project is Education. At the end of the three-year grant, 251 volunteers will work with 455 Pre-K through high school students each year to improve their academic performance.

Over 50 Volunteer Stations will receive not only volunteer resources, but also participate in volunteer needs assessment and training activities to engage volunteers for maximum impact. The CNCS federal investment of \$293,019 will be supplemented by a minimum of \$29,302 in non-federal resources.

## Strengthening Communities

Los Angeles is one of the most demographically diverse and densely populated counties in the United States, with geographic diversity to match with topography ranging from expansive coastal areas to valleys to high desert areas to mountains. RSVP service area #CA-4X includes several mid-sized cities, as well as most of the City of Los Angeles which is the second most populous city in the United States.

Residents of Los Angeles County are 47.7% Hispanic or Latino; 27.8% White Non-Hispanic; 13.5% Asian; 8.3% Black Non-Hispanic; and 2% two or more races. They speak more than 224 languages and participate in equally diverse cultural and spiritual activities. Over 36% of Los Angeles residents are foreign born, which is significantly higher than the state average of just over 26%. More than 53% of L.A. County residents do not speak English at home. Of those, 17-32% (depending on ethnicity) speak little or no English. Los Angeles is home to very significant income disparity.

In 2009, 16.1% of L.A. County residents were living at or below the poverty level. Hispanic or Latino

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residents experienced the highest rates of poverty at over 21%. Los Angeles is also, however, known for pockets of great prosperity, including some of the wealthiest zip codes in the nation. According to a 2010 Economic Roundtable report, economic inequality across California is expected to increase.

According to L.A. County Seniors Count!, a recent report published by Community and Senior Services of Los Angeles County, by 2030 more than a quarter of all L.A. County residents will be over the age of 60. This same report indicates more than 25% of the 16,500 older adults surveyed expressed a strong interest in volunteering, but often don't know how to find great opportunities to serve. "The literature on older adult civic activities finds that seniors are well engaged in electoral participation (i.e., voting) but less engaged in volunteering and community service (Adler et al., 2005). Approximately one-quarter of the seniors surveyed in Los Angeles County reported that they were interested in volunteering...The youngest category of older adults (those age 60--74) expressed the greatest interest in productive activity, including ... civic engagement."

In 2013, the Office of the Mayor, in partnership with volunteer organizations including L.A. Works, published *The Future of Volunteering in Los Angeles: A Community Report*. This report clearly demonstrated what many in the service community already know: the nonprofit sector's number one challenge in engaging volunteers is that volunteers are not available at the time they are needed, particularly during the work week when most nonprofit services are provided. The RSVP program addresses this major community need head-on by engaging older adults who have more disposable time during the work week.

The L.A. Works RVSP Initiative will focus on four primary activities within the scope of the focus areas, capacity building and community needs (described in detail later in this section):

1. Engaging RSVP members as both project leaders and volunteer groups to double the size of L.A. Works' Managed Projects Program of recurring, short-time-frame projects by adding opportunities during the day when nonprofits need them most.
2. Referring RSVP members to serve in a wide variety of roles at Volunteer Stations ready to fully engage RSVP members, with an emphasis on creating solid impact.

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3. Engaging RSVP members in skills-based volunteering, giving them opportunity to invest their expertise in ways that will most benefit the organizations they are serving.

4. Incorporating RSVP members into L.A. Works' organizational core to build the capacity of programs that both strengthen the capacity of nonprofit organizations to more strategically engage volunteers, and leverage RSVP and community volunteers to serve more community needs.

The Los Angeles Metropolitan Statistical Area has a volunteer rate of 22%, ranking #42 out of the nation's 51 largest MSAs. This demonstrates the very real need for volunteer action centers like L.A. Works to continue to raise the profile of volunteerism and make it easy and convenient for Angelenos to get involved in their community. The critical impact of our nonprofits and public agencies depends on it.

### PRIMARY FOCUS AREA: EDUCATION

Underperforming schools often look to nonprofit in-class and after-school programs to assist with struggling students. Many of these organizations are volunteer-driven. The L.A. Works RSVP initiative will engage older adults as volunteers serving in schools and educational programs to address the overwhelming needs of children and youth throughout the RSVP CA-4X service area.

Over 33% of students in Los Angeles County are English Learners; 48.3% of students in L.A. Unified School District (the second largest school district in the country) are English Learners. In the most recent school year, more than 520,000 of the 662,000 LAUSD students (79%) qualified for free or reduced meals, indicating pervasive poverty levels among this population. These children are set up for immediate disadvantage from the moment they enter school. Without early and significant intervention, these children are much more likely to struggle academically and socially, and at much higher risk of eventually dropping out without attaining at least their high school diploma.

Of those who were in school, on average students achieved 728 points out of 1,000 on the LAUSD academic performance index in the 2010-2011 school year, falling short of the minimum 800-point target. More than 20% of L.A. County's high school students drop out before obtaining their diploma. Less than 68% of Hispanic students (who comprise over 72% of the overall student population) obtain their diploma; less than 60% of African American youth (9.6% of the student population) earn their

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diploma. Unfortunately, most never return to school, setting them up for lifelong struggle.

However, studies have proven early, intensive, consistent educational intervention, provided by volunteers through in-class and after school tutoring, can help struggling children achieve more than double the academic and social gains of their peers who do not receive these services. These gains set children up for ongoing progress as they experience academic success -- and enjoy doing so, increasing their motivation to succeed.

L.A. Works proposes developing core RSVP partnerships with organizations that have proven methodologies to significantly increase student academic performance, such as Reading Partners and Jumpstart. These organizations' outcomes align extremely well with the CNCS National Performance Measures for Education. For example, a 2010 study commissioned by Jumpstart demonstrated that preschoolers who participated in their programming made two to three times the academic and social gains compared with their classroom peers who did not participate in the Jumpstart program. Through Jumpstart and other pre-k programs, committed, long-term volunteers give 5-15 hours each week in classrooms at very low-income, underperforming schools. These volunteers deliver a set curriculum to the same small group of students throughout the school year. In another example of likely education partners, through Reading Partners, volunteers make long-term commitments to serve primarily with elementary-aged children providing 2-4 hours per week of one-on-one or small group literacy tutoring.

These organizations will serve as Volunteer Stations and RSVP volunteers would be placed with these organizations in multiple capacities. Primarily, as referred volunteers they will serve as in-class tutors delivering the curriculum to the students. Those with demonstrated ability and willingness will serve as team leaders, while others will help build the capacity of the RSVP partner organizations through a variety of skills-based volunteer activities such as program administrative support, marketing and outreach, volunteer coordination, and other services as identified by the organizations.

L.A. Works currently partners with a large number of education-based agencies and schools by developing and maintaining Managed Projects, posting referral projects through the L.A. Works website, building the capacity of these organizations through training such as the CaliforniaVolunteers Service Enterprise Initiative, and conducting corporate service projects and Days of Service at their

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sites.

L.A. Works will target the following initial list of potential Volunteer Stations with whom L.A. Works already has a solid working relationship for RSVP referral, skilled, and managed program opportunities, as well as others within the Education Focus Area: Reading Partners (San Fernando Valley and elsewhere), Jumpstart (East L.A. and Downtown), College Summit (Inglewood and Los Angeles), CFY (Downtown LA, Mid-town, L.A. County), After-School Allstars (Inglewood), Foundation for Second Chances (Downtown L.A., Mid-City), The Posse Foundation, Koreh L.A. (Mid-City, West Hollywood, Hollywood, Inglewood, North Hollywood, East L.A., Glendale), and Los Angeles Team Mentoring (Hollywood, San Fernando Valley, East L.A., Mid-City).

### FOCUS AREA: VETERANS

Many statistics indicate Los Angeles County has the highest concentration of Veterans of any county in the US: 354,000. It is estimated more than 12% of L.A. County's Veterans live below the poverty level, and an increasing number are at risk of or currently experiencing homelessness. Over 18% of L.A. County's homeless are Veterans. By the sheer numbers, between 2009 and 2011 the homeless Veteran population in Los Angeles County increased by 19%, while the total number of L.A.'s homeless population declined slightly.

The Bureau of Labor Statistics reports unemployment among Veterans of Afghanistan and Iraq wars is consistently more than two points higher than the national average, with Veterans under age 24 facing unemployment rates five to seven points higher than civilians the same age. Veterans often face the stigma associated with PTSD (whether or not they experience it themselves), and their qualifications are often under-valued or misunderstood by civilian employers.

Many of L.A. Works' core nonprofit partners have specific programs to address the various needs of Veterans, such as homelessness, job training and placement, therapeutic activities, and housing. Current partners include, but are not limited to: Haven (West L.A.), New Directions (across Los Angeles), Operation Gratitude (San Fernando Valley), Shadow Hills Riding Club (San Fernando Valley), Operation Confidence (Mid-City), Rebuilding Together L.A. (L.A., Inglewood, West Hollywood), Department of Veterans Affairs, and various rescue missions (downtown L.A. and San Fernando Valley).

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Referral, skills-based, and managed program volunteer activities of RSVP members serving in these Veteran focused Volunteer Stations may include: facilitating life skills, financial literacy or wellness workshops; serving meals; finding, building or renovating housing; preparing and distributing care packages; beautification and renovation of facilities where Veterans receive services; and mentoring/counseling.

### FOCUS AREA: ECONOMIC OPPORTUNITY

According to the Bureau of Labor Statistics, in June 2013 10.2% of individuals living in Los Angeles were unemployed, compared to the 7.4% national average. 16.3% subsist at or below the Federal poverty level, which actually underestimates the level of struggle faced by L.A. County residents due to the significantly higher cost of living in the region compared to elsewhere in the country.

The Los Angeles Homeless Service Agency reported more than 51,000 individuals in L.A. County were homeless in 2011, about 34% of whom are chronically homeless. African Americans make up nearly half of L.A.'s homeless population, significantly disproportionate to their overall population in L.A. County which is 9.3%.

In addition, millions of Angelenos have been impacted by the \$7 trillion decline in the value of household wealth starting in 2008, which was at least in part caused and sustained by basic misunderstandings of personal finance and a lack of economic thinking. Financial literacy, a critical life skill, is now rarely taught in school, leaving adults -- particularly those from economically challenged circumstances -- without the skills to effectively manage their financial well-being.

A significant number of L.A. Works' agency partners work within the arena of Economic Opportunity, including: PATH L.A. (Hollywood), Gramercy Housing Group (Mid-City) Alegria (Silverlake), Salvation Army (San Fernando, Downtown L.A., West L.A.), Downtown Women's Center (Downtown L.A.), Alexandria House (Mid-City), Chrysalis (Downtown), Good Shepherd Center (Mid-City), L.A. Family Housing (North Hollywood), MEND (San Fernando Valley), and National Council of Jewish Women (Mid-City and across the County).

Referral, skills-based, and managed program volunteer activities at these Economic Opportunity

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organizations may include direct service to beneficiaries such as facilitating life skills, professional development and financial literacy classes, as well as administrative, marketing, event planning and other in-office support.

### CAPACITY BUILDING

In a recent study released by the Nonprofit Finance Fund, 87% of 2,000 nonprofits surveyed report the decline in the U.S. economy continues to impact their operations. Only 46% of these expect to have the ability to accommodate the sustained increases in demand for nonprofit services due to the upswing in unemployment, poverty, and government budget cuts resulting from the recession. This could result in more needy people being turned away as the effects of the recession continue.

A study by Deloitte, the TCC Group and other national partners indicates that less than 12% of nonprofits are maximizing their capacity to successfully and strategically engage volunteers to help meet their bottom-line missions. L.A. Works is a participating agency with CNCS' Volunteer Generation Fund-funded CaliforniaVolunteers Service Enterprise Initiative, as well as other activities that are tackling the volunteer management capacity needs of struggling nonprofits. Participating nonprofits participate in intensive training and coaching, and subsequent placement of "the right" volunteers to fill "the right" roles. In this way, L.A. Works ensures organizations have the resources needed to help organizations fulfill their missions -- at a fraction of the cost.

L.A. Works' RSVP Initiative will actively seek ways to build the volunteer engagement capacity of participating Volunteer Stations in three primary ways:

1. Soliciting and facilitating their participation in the CaliforniaVolunteers Service Enterprise Initiative, an intensive training and coaching program designed to help nonprofits develop strategies and implement practices to more strategically engage volunteers for greater impact.
2. Placement of RSVP members to serve as volunteer coordinators with organizations lacking the capacity to effectively recruit, manage and training volunteers due to funding and staffing challenges.
3. Collaborating with L.A. Works' VISTA program, engaging VISTA members to help Volunteer Stations identify their volunteer and infrastructure needs, and supporting the placement of RSVP

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members as skills-based volunteers with these Volunteer Stations accordingly.

RSVP members will also expand the capacity of L.A. Works' various programs as follows:

1. Doubling the reach of the Managed Project program, which currently includes primarily evening and weekend projects, to also include a wide array of workday projects, when nonprofits need them most. RSVP members will serve as volunteer Project Leaders coordinating groups of 5-20 volunteers (including RSVP members as well as community volunteers) in recurring, short-time-frame projects such as taking frail elderly adults shopping, serving meals in homeless shelters, organization and beautification activities at Volunteer Stations, and other projects.
2. Serving as project leaders and event planners as part of L.A. Works' annual days of service, including Martin Luther King Jr. Day, L.A. Works Day, holiday events, and others. These days of service engage up to 1,000 community volunteers in hands-on service and benefit dozens of nonprofit organizations.
3. Providing thought leadership and practical assistance as L.A. Works develops and launches FamilyWorks, a program designed to engage families in service at a variety of nonprofits. This program will provide an exciting cross-generational opportunity for RSVP members.
4. Serve as volunteer support staff to ensure the RSVP program achieves its goals. This may entail recruitment of new RSVP members and Volunteer Stations; administrative support; event planning; marketing and communications; and other activities.

### COMMUNITY PRIORITIES

With more than 1,250 nonprofit and public agency partners across the CA-4X service area, L.A. Works is well-positioned to track ongoing community priorities and place RSVP members with Volunteer Stations throughout the service area. At the writing of this proposal, following are examples of agencies that will be targeted as Volunteer Stations meeting key community priorities outside of the Focus Areas selected for this grant: Baby to Baby, Coach Art, 826LA, Child Development Institute, Wolf Connection, KEEN LA, HOLA, David and Margaret Youth and Family Services, Playworks, The Unusual Suspects Theater Company, Grandparents as Parents, Celiac Disease Foundation, Fulfillment

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Fund, LA's Promise, Pablove, Centro Latino for Literacy, and Food Forward.

In addition, while CNCS Focus Areas of Environmental Stewardship, Healthy Futures, and Disaster will not be specifically targeted in this program, L.A. Works plans to explore engaging related Volunteer Stations, including: Tree People (Los Angeles and Santa Clarita), Mountain Recreation and Conservation Authority (Los Angeles and Santa Clarita), Friends of the L.A. River, Ballona Wetlands Trust (West L.A.), North East Trees (Northeast L.A.), American Red Cross (L.A. region), and other organizations working within these Focus Areas.

L.A. Works will also explore reengaging core Volunteer Stations involved with the historic RSVP programs of City of L.A. and Volunteer LA, which previously served this RSVP territory.

### PERFORMANCE MEASUREMENT

During the initial phases of this program, L.A. Works will develop the specific reporting requirements and methods for both RSVP members and Volunteer Stations. It is anticipated the primary reporting tool will be HandsOn Connect (HOC), a robust database powered by Salesforce, in which L.A. Works manages all information related to its volunteers, volunteer opportunities, nonprofit and public agency partners, and corporate partners. HOC has the capacity to report on a variety of aspects of L.A. Works' programming including but not limited to all volunteer opportunities, volunteer demographics and profiles, hours served, impact, and other key data. RSVP members will be able to utilize HOC to sign up for short- and long-term projects, track volunteer hours served, and update their profiles. L.A. Works is also exploring additional functionality within HOC which could allow Volunteer Stations to track and report their required data. RSVP members will be required to report their volunteer hours in a timely manner at least quarterly, and Volunteer Stations will be required to submit regular reports at least quarterly to fulfill L.A. Works and CNCS reporting requirements.

L.A. Works will also work with core agencies in the Primary Focus Area: Education to collect outcome information related to the longer-term successes of the RSVP members' efforts. Several key partners identified have established methodologies for measuring specific outcomes and will be required to share it with L.A. Works for RSVP reporting purposes.

An annual evaluation survey will be distributed to volunteers and Volunteer Stations to ascertain the impact of the program for beneficiaries, and the value of the program in improving the lives of RSVP

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volunteers. Additional evaluation methodologies will be identified as L.A. Works partners with various Volunteer Stations where RSVP volunteers will be placed. Based on the results of all evaluation methodologies, RSVP volunteers' assignments may be modified to ensure the greatest possible impact.

Additionally, L.A. Works prepares an Annual Affiliate Report (AAR) as an affiliate of the HandsOn Network. This report includes a wide variety of data relevant to all L.A. Works programs, including RSVP. Any relevant data gathered as part of the AAR development will be shared through regular RSVP reports to CNCS.

### **Recruitment and Development**

#### **VOLUNTEER STATIONS**

The RSVP staff will collaborate with L.A. Works staff responsible for other volunteer programs to identify organizations with solid capacity to effectively engage RSVP volunteers who have a wide array of skills, interests and abilities. Two existing L.A. Works programs will be particularly helpful in identifying these organizations: the CaliforniaVolunteers Service Enterprise Initiative (CVSEI) and the VISTA program, both described earlier in this proposal. Because both of these programs are focused on nonprofit capacity building, participating organizations will be at the top of the list for RSVP Volunteer Station partnerships as they complete the training and coaching provided via CVSEI and the VISTA program. In addition, staff responsible for L.A. Works' existing Managed Projects program will also inform the target list of Volunteer Stations and potential roles for RSVP volunteers to play.

#### **CULTURAL COMPETENCY**

According to the Seniors Count! report, the Hispanic and Asian older adult population in Los Angeles has grown by over 40% since 2000, while the African American older adult population grew by about 9% (U.S. Census Bureau). In contrast, the non-Hispanic white population has not grown at all. Due to this diversity, it is imperative the L.A. Works RSVP program be culturally competent. L.A. Works will ensure its staff and core volunteers have access to cultural competency training, and will utilize the principles learned throughout the RSVP program.

#### **VOLUNTEER RECRUITMENT**

The recruitment of L.A. Works RSVP members will include:

\* Marketing the RSVP program to L.A. Works' existing database of 25,000 volunteers via targeted

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email and social media messaging.

\* Promoting RSVP with members of the Veterans of Foreign Wars chapters, other service clubs, and other Veterans programs with which L.A. Works has a strong working relationship.

\* Targeting specific ethnic and cultural groups in the various neighborhoods within the CA-4X service area, for example Koreatown, Little Tokyo, Little Armenia, Thaitown, and heavily Hispanic/Latino neighborhoods in the San Fernando Valley and other areas. A concerted effort will be made to identify Volunteer Stations that welcome people with specific language skills. Additionally, the RSVP program will target the region's significant LGBT community to serve as volunteers within this community.

\* Ensuring a significant number of Volunteer Stations are accessible and able to provide reasonable accommodations for RSVP members with disabilities.

\* Sharing information about RSVP with corporate partners, to promote with their older and/or retired employees.

\* Partnering with Executive Service Corps, a local nonprofit engaging pro bono volunteers in consulting activities, to promote RSVP to individuals interested in volunteering but for whom the ESC program is not the right fit.

\* Asking other major organizations with whom L.A. Works has a strong working relationship, such as the United Way of Greater Los Angeles, to help promote RSVP to their constituents.

Individuals interested in serving with RSVP will be required to submit an application, which will be reviewed by RSVP staff to ensure potential volunteers' eligibility. The volunteers will then be required to participate in RSVP orientation before formal placement is made.

### VOLUNTEER TRAINING

L.A. Works is developing an RSVP volunteer training model that will provide prospective RSVP volunteers a comprehensive and engaging orientation experience. RSVP volunteer orientation will be offered on a monthly basis (or as determined by demand), with orientation sessions focused on a

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specific issue area such as education, economic opportunity, veterans services, homelessness or other. Volunteers will receive a one hour basic overview of the RSVP program, followed by a 1.5 hour mini-service project led by an RSVP Project Leader. Following the service project the prospective RSVP members will come together to learn about specific volunteer opportunities within the focus issue area. For example at an education-focused orientation and service project, they may learn about becoming a tutor with Reading Partners or a mentor with After School AllStars, along with other education-themed volunteer opportunities. They will be encouraged to sign up for specific opportunities at or soon after the orientation session. This approach serves multiple purposes, including giving the RSVP members a real-life experience of L.A. Works' programming as well as an opportunity to interact with other RSVP members.

Additional training opportunities will include:

- \* Thorough orientation and training at their assigned Volunteer Stations. For example, in the Primary Focus Area of Education, partner organizations such as Reading Partners, Jumpstart and other academic mentoring programs require volunteers to receive extensive training to deliver specific curriculum and achieve set outcomes.
- \* Bi-monthly "lunch and learns" to discover more about volunteering trends and best practices, as well as issues important to older adults such as health, safety and financial management.
- \* Highly motivated RSVP members will also have opportunity to be trained as volunteer Project Leaders to support Managed Projects or Days of Service.

### VOLUNTEER RECOGNITION AND RETENTION

RSVP members will receive a quarterly e-newsletter providing updates on the program, as well as highlighting high-performing RSVP members. In addition, RSVP members will be recognized in the monthly newsletter sent out to all L.A. Works volunteers, partners and supporters; this newsletter has a circulation of over 25,000 individuals.

RSVP members will also be recognized via L.A. Works' social media outlets including Facebook and Twitter, and if desired by RSVP membership L.A. Works will create a special L.A. Works RSVP

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Facebook page where members can interact and tell their volunteer stories. A partnership with L.A. Magazine and other traditional and social media outlets will also be targeted to recognize outstanding RSVP volunteers.

L.A. Works is currently exploring a "rewards program" which would offer RSVP and other L.A. Works volunteers with special discounts, deals, and gifts in partnership with local community businesses such as restaurants and retailers.

RSVP leadership will also facilitate quarterly low-structure, low-cost social activities throughout the CA-4X service area to provide RSVP members an opportunity to share their volunteer experiences, build friendships and strengthen the RSVP community.

In addition, at the end of year 1, L.A. Works will hold two regional recognition events to honor outstanding volunteers. L.A. Works has a solid history of securing in-kind and corporate donations to support such events, which will serve as a significant portion of the required Grantee Share match.

In subsequent years L.A. works proposes an annual one-day conference for RSVP members and prospective members, with special speakers and booths focused on issues such as effective volunteering strategies and other wellness issues. Special awards, such as RSVP Volunteer of the Year, would be presented at this event. It is anticipated these events will attract both high-level speakers as well as significant corporate and foundation sponsorships.

### **Program Management**

L.A. Works' Executive Director will directly supervise the RSVP program staff to ensure compliance with all RSVP program requirements and ensure accountability and efficient use of resources. The Executive Director maintains fiscal oversight of the program and works closely with the controller on ensuring fiscal accountability.

A full-time RSVP Program Director will have primary responsibility for all RSVP activities including strategic planning, day-to-day program management, staff supervision, reporting and budget management, management of the Advisory Council, as well as specific programmatic responsibilities.

One full-time RSVP Specialist will be responsible for recruiting, training, placing and managing RSVP

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members, volunteer recognition, the volunteer newsletter, and management of the volunteer tracking and reporting portal (HandsOn Connect).

A second full-time RSVP Specialist will be responsible for outreach to, training and management of relationships with Volunteer Stations, including conducting needs assessments to help Volunteer Stations identify their most strategic volunteer engagement needs. S/he will also oversee the database portal (HandsOn Connect) for Volunteer Station reporting.

A part-time RSVP Associate will assist with the execution of the RSVP Managed Projects and other special events, including the major volunteer appreciation programs.

The RSVP Program Director will conduct weekly supervision meetings with direct reports; all RSVP staff and key volunteers will participate in bi-weekly all-staff meetings. RSVP staff will collaborate closely with L.A. Works program leads for Managed and corporate projects, Days of Service, and training to ensure continuity and efficiencies. Because the RSVP program builds upon L.A. Works' existing program foundation, the Director of Programs and RSVP Director of Programs will work very closely together (particularly in year 1) in developing the RSVP strategies and protocols and communicating the specific needs of nonprofit partners.

L.A. Works currently partners with more than 1,250 nonprofits and public agencies, and has established practices to monitor the service activities at organizations where L.A. Works volunteers serve. These practices include an initial screening to ensure the agency is a 501c3 organization in good standing or public agency, and that activities to be performed by the volunteers are in compliance with industry standards (i.e. no religious proselytization, no partisan political activities or other prohibited activities). RSVP staff will ensure: Volunteer Stations have signed MOUs; volunteers meet all eligibility requirements to participate in the RSVP program; volunteer activities are fully in compliance with CNCS requirements; and volunteers remain engaged in agreed-upon roles through reporting mechanisms outlined previously in this proposal. L.A. Works will modify its existing partner agency MOU to meet RSVP requirements, including reporting requirements.

L.A. Works has a successful track record of utilizing goal-based evaluations, process benchmarks, and simple qualitative and quantitative data to evaluate the effectiveness of grant outcomes. Partner

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agencies in the Primary Focus Area have well-established performance measurement tools and will share data collected with L.A. Works. It is anticipated this partnership will also inform L.A. Works' performance measurement practices related to other focus areas as well. As appropriate, outside consultants may be brought in to review reporting protocols to ensure high-quality reporting.

An RSVP Advisory Council will also be developed within the first six months of program launch. The RSVP Advisory Council will inform program design, outreach, marketing, reporting, and other aspects of the program. Advisory Council members will be recruited from the community at large; L.A. Works will seek representatives from the RSVP volunteer pool, AARP, schools of gerontology at local universities such as USC, local government programs serving older adults, and other experts from fields related to the L.A. Works RSVP program focus areas of Education, Veterans and Economic Opportunity. The Advisory Council will meet quarterly.

By monitoring the activities of volunteers and Volunteer Stations, as well as tracking community priorities and trends through research and insights provided by the Advisory Council, L.A. Works may from time to time adjust volunteers' assignments. This may include moving them to another role within their Volunteer Station, moving them to a different Volunteer Station, and/or discontinuing a partnership with ("graduating") a Volunteer Station.

### **Organizational Capability**

L.A. Works was established in 1991 and has a strong track record of solid organizational capacity. In its 20 plus years, L.A. Works has established a database of over 25,000 registered, active volunteers who have contributed more than a million volunteer hours of service to thousands of nonprofits and public agencies in the Los Angeles community.

The organization is led by an Executive Director who possesses an MBA and has more than 10 years experience in organizational leadership, with expertise in strong business practices.

The L.A. Works Board of Directors partners closely with the Executive Director to ensure excellent fiscal responsibility. The Board members possess and provide extensive nonprofit legal, marketing, outreach and program design experience.

RSVP staff will be empowered with the oversight of their own budget to advance their programmatic

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needs. Internal policies are already in place that will be applicable for RSVP staff, including check requests for payment of invoices or reimbursement of staff-paid expenses. Check requests are submitted to the Executive Director for approval, and are processed by the Controller. The Board Chair must sign all requests for expenses over \$5,000. Basic monthly accounting is carried out by the Executive Director, in partnership with the Controller. Monthly financial reporting is provided by the Controller, reviewed by the Executive Director, and monitored by the Board.

P. J. Schumacher, from Schumacher Financial Consulting, has served as a notary, business management consultant, controller, and tax accountant since 1985. He formed Schumacher Financial Consulting in 1991 to provide full-charge bookkeeping services to a wide variety of clients, as well as serving in the capacities of controller and tax accountant. P.J. joined the L.A. Works team as Controller in 1993. It should be noted that P.J. provides part of his services on a pro bono basis.

Since 2001, L.A. Works has received and successfully managed major grants from a wide variety of sources, such as: over \$100,000 from the Ahmanson Foundation; over \$300,000 from the California Community Foundation; more than \$300,000 from Deloitte; \$600,000 from HandsOn Network/Points of Light (including funds to recruit and manage AmeriCorps members); \$400,000 from UCLA and USC; \$200,000 from Northrop Grumman; \$150,000 from CaliforniaVolunteers/State of California (including funds from the CNCS Volunteer Generation Fund); and \$100,000 from United Way of Greater LA. All of these funders require regular reporting related to program outcomes and financial management.

L.A. Works has also been awarded multiple VISTA positions. Through this and the HandsOn Network-funded AmeriCorps positions, L.A. Works has become very familiar with the requirements of CNCS grants.

L.A. Works employees follow standard Human Resources (HR) policies related to hiring, benefits, expected behaviors, periodic reviews, disciplinary actions, and other. These policies are explained in the Employee Handbook, which is provided to employees upon hire. The Executive Director has primary responsibility for HR management; L.A. Works utilizes the services of an HR specialist and/or a labor attorney when special circumstances make such services necessary.

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The L.A. Works office is rented from the Mountain Recreation and Conservation Authority (MRCA) and has been in this location for over 10 years. MRCA ensures facilities are well maintained and appropriate for the L.A. Works staff.

The L.A. Works Executive Director oversees program leadership to ensure the office has and maintains all appropriate equipment and supplies. A technology company provides in-kind communications and information technology and another company provides in-kind backup and disaster recovery, network security, remote access and support, CIO level IT consultation, vendor management and more to L.A. Works.

### **Other**

N/A

### **PNS Amendment (if applicable)**

N/A