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Executive Summary

The Volunteer Center of the East Bay (VCEB) has served as a RSVP grantee in Contra Costa County in California since 2004. We have created a dynamic 55+ volunteer program by leveraging our RSVP grant dollars with significant VCEB resources in order to maximize every financial investment. Our primary goal is to deliver results-driven services from senior volunteers to meet the most pressing needs of our local senior communities. These include feeding the hungry, providing resources for shelter, and individual assistance. This investment in promoting volunteerism among older adults is an integral part of RSVP's mandate to improve senior residents' quality of life.

An estimated 250 RSVP volunteers will serve through a network of 12 stations, which include Meals on Wheels/Senior Outreach Services (MOW/SOS), Opportunity Junction, East County Veterans, and PICES Emergency Food Pantry. Because the primary focus area of this project is Healthy Futures, at least 125 volunteers will be placed in assignments that support Aging in Place, and Obesity and Food. Within this primary focus area, services will include providing companionship to the frail and homebound, transportation, and food distribution and collection. Volunteers will also participate at additional agencies in activities such as veteran and military family assistance, volunteer recruitment, and support with job-training and other skill-development services.

Our RSVP program will continue to implement short-term projects to attract seniors looking for intermittent volunteering projects utilizing their professional skills. This additional avenue of agency support allows RSVP volunteers to utilize diverse skills. At the end of the three-year grant, adults and families that received services through RSVP programs will have been provided critical food and services, and older and homebound adults will report having increased social ties/social support and transportation. The CNCS federal investment of \$73,118 will be supplemented by \$39,674 in non-federal resources.

Strengthening Communities

Contra Costa County is a large geographic area (720 sq. miles) and is the ninth-most populated county in the state, with three distinct regions: East/West/Central. VCEB and the RSVP office are located centrally with the outer cities about 30 miles away. Based on the 2013 US Census; of the 1,094,205 residents, 76.2% are over 18 years of age, and overall 13.8% are age 65+. Ethnically, 24.9% are Hispanic, 15.9% Asian and 9.6% African American. While the region has a high median family income (\$78,187), 10.2% of Contra Costa residents live below the federal poverty level. Employment, income and labor characteristics vary widely across the region and include industrial, high-tech and

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small business operations. According to studies reported by MOW/SOS Contra Costa's population of seniors over age 65 is 132,000, or 13.8% of the total population. By 2020, Contra Costa seniors will make up 17% of residents. According to the "County-Wide Plan for Ending Homelessness in Ten Years," approximately 15,000 people experience homelessness each year. An additional 17,000 households have extremely low incomes and are at risk of homelessness annually.

PRIMARY FOCUS AREA - HEALTHY FUTURES

OBJECTIVE: OBESITY AND FOOD

According to the 2010 Hunger Study, seniors in California are becoming more vulnerable to hunger as a result of federal and state budget cuts in the area of healthcare. Additionally they have been affected with the reduction of food-assistance/support programs, which provide in-home support services that allow them to age in place in their homes. With the increase in costs for housing, prescription drugs, and healthcare, many seniors live without enough income to buy sufficient food. Nearly one in five older Californians is not able to afford enough food for sustenance. Among Contra Costa seniors 65 and older receiving food, 44.4% were food insecure without hunger; 20.7% with hunger. Of each household receiving food, 28.3% of the members of households served by the Food Bank are children under 18 years old; 8.1% under the age of 5. Among households with children under 18, 58.4% were food insecure without hunger; 30% were food insecure with hunger. Unfortunately, 32.7% of all clients had to choose between paying for food and buying gas for the car.

Although many seniors receive checks from Social Security Administration, Disability (SSDI/Workers Compensation), Unemployment Compensation, and Supplemental Security Income (SSI), for many this does not cover the daily cost of living. Since 2009 when state budget cuts were implemented, every SSI recipient has received a reduced check each month. People in need receive an extra hard hit when budget cuts affect those who already receive limited resources. According to MOW/SOS almost 20% of seniors 65 years and older in Contra Costa County live below the federal poverty level and 14% are food insecure. These numbers are growing. Additionally, 40.1% of all seniors in Contra Costa County receive other governmental assistance such as Social Security or Unemployment Compensation as the main source of household income and 4.6% of client households served are receiving Supplemental Nutrition Assistance Program (SNAP) (currently called Food Stamps in California) benefits. However, it is likely that many more are eligible.

At St. Vincent de Paul of Contra Costa County, 15 RSVP volunteers assist 750 patrons, who receive services on-site including meals, clothing, bedding, daytime shelter, resources for shelter, and

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recommendations for evening shelter. They are also provided with supportive services including showers, meals, computer usage, housing assistance and stabilization counseling.

At GRIP, 23 RSVP volunteers in West Contra Costa County assist by serving over 200 nutritious meals a day to homeless individuals and families. In comparison, 35 volunteers distribute emergency food to approximately 195 individuals monthly at PICES in East Contra Costa County. Additionally, 17 volunteers assist with the Food Bank programs by packing and sorting food for distribution and volunteer at several of the 50 distribution sites in Contra Costa County, where approximately twenty pounds of several different fresh fruits and vegetables are given to each family. Stations will provide RSVP volunteers with training and supervision. Results will be measured by tracking forms and logs counting the number of meals served annually. The RSVP program director will conduct interviews with each station director. By the end of the grant cycle, 90 total unduplicated RSVP volunteers will assist at the four, above mentioned, stations.

OBJECTIVE: AGING IN PLACE

According to studies reported by MOW/SOS almost 20% of seniors 65 years and older in Contra Costa County live below the federal poverty level. A growing number of seniors live in isolation and can't visit their friends and families as much as they would like to or have done in the past. This is particularly true for seniors who can no longer drive. MOW/SOS Friendly Visitors Program matches seniors with volunteers for weekly one-hour companionship visits. An ongoing, personal connection with a new friend can be a vital connection to the world. MOW/SOS uses RSVP members that are matched with someone they will get along with and find easy to talk to. Additional RSVP volunteers provide assistance with transportation for seniors to various appointments, run errands or shop, or perform other needed trips that would otherwise not be possible.

Since 1968, MOW/SOS has been delivering hot, nutritious meals to homebound seniors who are no longer driving, unable to prepare food themselves, or do not have a caregiver that is paid to prepare meals. Volunteers deliver more than 208,340 meals a year to seniors. These meals are provided by MOW/SOS based on need, not on income. When a senior receives a meal, they are nourished by more than just the food. They develop an ongoing, personal connection with their volunteer MOW/SOS drivers. Without the help of RSVP volunteers, many seniors would go without a nutritious daily meal. These meals supply 1/3 of daily dietary needs for an older adult. MOW/SOS also provides each client with an emergency food packet of non-perishable foods in case of disaster.

Another local agency that assists with Aging in Place is Caring Hands. Their mission is to alleviate

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isolation and loneliness. This program creates one-on-one matches between caring RSVP volunteers and seniors in need over age 60, who may be frail, isolated, or disabled. As a result, they are often able to remain independent longer, and RSVP volunteers can be effective in enabling seniors to remain in their homes by providing assistance with errands, food shopping, and light housekeeping, meal preparation, in order to stay independent. Thirty-five RSVP volunteers will be placed in a wide range of practical assistance from companionship for patients to personal food delivery. Outputs will be measured by activity logs, client tracking database, and surveys. Over the course of the three-year grant cycle, at least 700 people will be served.

OTHER FOCUS AREAS:

ECONOMIC OPPORTUNITY

OBJECTIVE: EMPLOYMENT

Opportunity Junction operates in the high-need region of East Contra Costa County, where services to help families work their way out of poverty are scarce. Many Contra Costa families don't earn enough to meet their families' basic needs for food, housing, healthcare, childcare and transportation. The unemployment rate is more than 31% higher in East Contra Costa County than anywhere in Contra Costa County. In East Contra Costa County, more than 19.4% of those over the age of 25 speak English less than "very well." More than 70,000 adults aged 25 or older have attained no more than their high school degree or GED (U.S. Census Bureau, 2006-2010 American Community Survey). A recent independent study by Chris Schildt of the University of California at Berkeley and published by the Federal Reserve Bank of San Francisco estimated that the nonprofit dollars available to a poor resident in West Contra Costa exceeds that of East Contra Costa by an 8-to-1 ratio, despite comparable rates of poverty in the two regions. (Building a Robust Anti-Poverty Network in the Bay Area, page 8, at <http://www.frbsf.org/community-development/files/wp2012-03.pdf>.) Yet within East Contra Costa Country, thousands of families are burdened by poverty, poor English proficiency and limited education.

The East Bay region also holds great opportunity for those who can master the computer and office skills necessary to enter administrative occupations. An analysis of the East Bay's occupational skills gaps shows that the largest gap between the skills of the region's resident workforce and those sought after by the region's employers is in sales and office occupations. (Special Report on the East Bay Workforce, East Bay Economic Development Alliance, May 2013, page 3). A recent labor market analysis commissioned by the United Way of the Bay Area projects that there will be 2,233 annual

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openings in administrative positions in the East Bay alone. The job training made available to students, instructed by RSVP volunteers, will specifically target those openings in order for potential candidates to be considered for employment. They believe that everyone who is willing to work hard deserves an opportunity to succeed.

RSVP volunteers can assist Opportunity Junction's mission to fight poverty by helping low-income Contra Costa residents gain the skills and confidence to get and keep jobs that enable them to support themselves and their families. Opportunity Junction's participants are given the chance to turn their lives around with education, experience and the stability to get a job that could meet their basic needs. Activity logs will measure results, along with client tracking database, surveys, and interviews with the station director. By the end of the grant cycle, 15 RSVP volunteers will help with the success of 60 employment candidate placements.

VETERANS

OBJECTIVE: VETERANS AND FAMILIES SERVED

According to the United States Census Bureau in 2013 there were approximately 60,000 veterans in Contra Costa County. East County Veterans is a local and expanding station that encourages veterans helping veterans. According to East County Veterans, located in East Contra Costa, veterans are making the transition back to civilian life and civilian work environments after serving in the field are facing a difficult challenge. The lack of access to adequate transitional counseling and services presents them with daunting barriers, such as finding employment and adjusting to the social environment of the civilian world. In some cases, veterans are unwilling to seek assistance to address these issues. There is also a lack of existing community resources which adequately address the psychological factors of transitioning from military to civilian life before release or immediately after, often resulting in homelessness. As they return home they are on their own, navigating the new life style which East County Veterans calls "Readjustment from military life to civilian life."

With the assistance of RSVP members, who are primarily veterans themselves, we aim to address these issues and fill in this gap in resources. Volunteers can be an effective resource in promoting community-based efforts to meet the unique needs of veterans by coordinating activities and resources, participating with peer-to-peer counseling, and creating awareness throughout the community through local community groups. Over the course of the grant cycle, 15 RSVP volunteers will help create these relationships with at least 150 veterans and their families. The results will be measured by activity logs and interviews with the station director.

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CAPACITY BUILDING

OBJECTIVE: CAPACITY BUILDING AND LEVERAGE

VCEB is a nonprofit organization dedicated to promoting volunteerism in the San Francisco East Bay Area. One of the programs through RSVP is the recruitment of Baby Boomers for short-term specialized volunteer projects. Building on the success of our first five years utilizing this program, we will maintain our dedicated pool of approximately 60 volunteers with specific professional expertise and experience for deployment to short and longer-term capacity-building projects at local nonprofit agencies. Due to limited funds available, nonprofits have pressing needs for assistance to accomplish additional tasks that will prove beneficial to the success of their programs for the community. RSVP volunteers have the time available to help a nonprofit agency continue their effective services for their clients. On average, each agency we interact with identifies three significant organizational needs that can be addressed through projects using RSVP volunteers. Sixty RSVP volunteers will assist at least 20 nonprofits to provide the skills and resources to complete 3-6 month projects.

RSVP will provide screening/interviewing, orientation, training, coaching, mentoring, project management guidance and impact assessment. RSVP currently has a resource bank of volunteers with professional skills who are available to help organizations in many capacities including assisting with fundraising efforts, development and documentation of policies and procedures, and expanding community awareness through various media and marketing channels. Each station's staff will identify the projects and will define roles and responsibilities depending on the nature of the project. Stations provide the collaboration and supervision. Volunteers will be involved in a variety of tasks, such as developing press releases/articles, marketing brochures, flyers, display boards and websites to expand community awareness regarding pertinent community issues that are important to their specific agency. Volunteers will recommend, organize and lead fundraising activities such as grant writing, mailings, acquisition of corporate sponsorships, and all activities associated with fundraising events. Volunteers will develop/revise policies and procedures such as job descriptions, employee handbooks and procedures manuals. Volunteers will also create business and strategic planning documents.

For all RSVP projects, we will survey the volunteer stations to quantify the impact of the project on the agency, particularly in terms of staff time saved or dollars saved or and raised for support of core programs. We also evaluate projects by estimating the market value of the volunteer's services. Smaller, local programs are also in need of volunteer management. As a program of MOW/SOS, CC

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Cafés are hosted at local senior centers and recreational facilities. RSVP volunteers are needed to assist in managing people who help serve low-income seniors preparing and serving meals in their community. Without the leadership of RSVP volunteers, other volunteers wouldn't have the guidance and direction needed to serve the local senior community efficiently. At the end of the grant cycle, three RSVP volunteers, at each of the six sites in Contra Costa County, will manage other community volunteers, who are serving low income seniors needing congregate meals.

OTHER COMMUNITY PRIORITIES

OBJECTIVE: OTHER

There are many unmet local needs in Contra Costa County assisting with diverse populations. Many RSVP volunteers want to contribute in their community by serving others in need, sharing their knowledge, experiences, abilities, and skills for the betterment of their communities and themselves. One local agency, Fallen Heroes, is committed to honoring and supporting the families of those law enforcement and fire service personnel who, in the performance of their duties, paid the ultimate sacrifice for the California communities they served. RSVP volunteers will provide service to peace officers and firefighters by paying tribute to their memories as true heroes. Additionally, they will help obtain educational, scholarship assistance to children who have lost their parent in the line of duty. Another agency, Elderly Wish, grants wishes to the elderly, 60 years or older, who are terminally ill and those with life-threatening diseases in Contra Costa County. RSVP volunteers will work to help with research to grant the wishes of elderly patients who are terminally ill or suffering with life threatening illnesses.

A third agency, Ombudsman works hard to prevent the abuse and neglect of residents of licensed long-term care facilities by providing information to residents about their rights, promoting the development of resident and family councils, providing education to residents, their families and facility staff about Residents' Rights, and serving as mandated reporters of suspected abuse of elders and dependent adults residing in licensed long-term care facilities. RSVP volunteers will assist staff, through intervention, by making unannounced visits to licensed long-term care facilities and assist residents in asserting their rights and processing grievances on issues pertaining to their health, safety, welfare and rights within the facility. Volunteers and staff will work with other agencies, including the licensing agencies, local police, local fire and Adult Protective Services to protect the residents' safety and well-being.

Most agencies do not have sufficient funding outside of program costs to pay a contractor, consultant

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or additional staff member to perform certain types of capacity-building duties (such as the development of policy and procedure documents), and the work would not be completed were it not for the efforts of the RSVP volunteers. We also measure the completed project against the initial project scope as defined by the agency and the volunteer, to ensure that the goals agreed upon by all project stakeholders were met. For all programs, we will collect qualitative assessments in the form of narratives of project successes and testimonials from volunteers and agencies. Verifying activity records and conducting station interviews will be utilized with each program. By the end of the grant cycle, 20 RSVP volunteers will be providing service for at least 150 community members in Contra Costa County.

At each station, we will collect volunteer data monthly and survey volunteer stations quarterly to quantify impact through the number of clients served, services performed and community impact. All RSVP placements and volunteer hours are logged in our Volunteer Reporter software application, which is managed jointly by our RSVP data entry volunteers and the program director. Direct-service RSVP stations report hours served by their volunteers on a monthly basis, and our data entry volunteers follow-up to ensure that all hours are captured. Volunteers self-report hours served on individual projects, and each project is tracked as a separate placement. National Performance Measure outcomes and outputs are measured, collected, and managed directly through the Volunteer Reporter software application defined filters. We will initiate impact data surveys from volunteers and stations using Survey Monkey to obtain anonymous feedback on volunteer projects. Subjective data on program impact and outcomes are also collected via email and personal interviews conducted by RSVP volunteers on the Advisory Council.

Recruitment and Development

First and foremost, VCEB assures a high-quality volunteer experience by developing relationships with the nonprofit agencies in which our volunteers serve so that we understand the environment and programs at each site. We also provide an excellent experience by making sure we place the right volunteer in the right role. Our program director screens each new volunteer who comes to the RSVP program and conducts an in-person interview to make sure we understand the volunteer's interests, abilities and availability, and checks references provided in the enrollment process, if necessary. We then refer the volunteer to a RSVP station opportunity based on his or her preferences and skills. In this way, we are able to guide volunteers to an experience that uses skills they already have, develop skills they are interested in learning, and makes the best use of their time. We work directly with agencies through site visits to identify needs for volunteer projects and placements that will be both

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meaningful for volunteers and impactful for the agencies. In addition, we survey each volunteer as they complete a project or exit a placement in order to better understand their experience, build on successes, and make changes where necessary. We share this exit feedback with our sites as well. One initiative of the RSVP program is to place Baby Boomers over the age of 55 at nonprofit agencies to utilize their professional skills. Volunteers provide vital leadership, training, coordination, and resources to help make the nonprofit agency more effective. Volunteers are placed in stations to execute capacity-building projects such as strategic planning, program evaluation, financial systems evaluation, and the development of curriculum, marketing collateral, or materials for the management of human resources. By using strategically, deployed, screened volunteers with demonstrated expertise in these areas, RSVP volunteers free agency staff from performing tasks for which they may not be trained or well-suited, and also enable agency financial resources (which may otherwise be diverted to vendors or paid consultants) to be directed back into program execution and growth.

VCEB offers training and development courses instructed by qualified volunteer instructors from partners such as Hanson Bridgett LLP, which include human resource management, performance management, and volunteer management training, to local nonprofit agencies.

For potential volunteers, the RSVP staff has made presentations in the community on the benefits of volunteering as part of a job-search strategy and using professional expertise in volunteering. These presentations have also served as excellent opportunities to promote our program. VCEB also provides opportunities for the RSVP director to attend local trainings, conferences, and professional development opportunities such as the Northern California Association of RSVP Directors meetings, Regional and National CNCS Conferences, and National Aging in American Conference. VCEB is strengthening its commitment to collaboration across its programs by planning to connect a team of RSVP volunteers with the county-wide Corporate Caring Volunteer Week initiative for single-day volunteer projects in area agencies.

We raise public awareness of VCEB and RSVP by attending community events of interest to people age 55 and over, ranging from employment summits to senior volunteer and health fairs. We have presented informational speaking engagements on the types and benefits of volunteering to groups including older job seekers, service clubs, and library patrons. We continue to seek out new venues to make our presentations and to create greater awareness of the diverse services available to older adults through our programs. We also use social networking through LinkedIn, Facebook, and Twitter to extend our presence in the virtual community and to initiate referrals to our program. We encourage

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veterans and military families, individuals from diverse populations, and people with disabilities, age 55 or better, to volunteer in the community.

We will create deeper connections with community groups focused on the needs of the senior population by participating in senior fairs and panel discussions on the topic of volunteering. We have also presented to community groups on the topic of "Boomer" volunteerism, and we provided training sessions on attracting and retaining boomer volunteers for area nonprofit agencies. More broadly, VCEB partners with Chevron to present the Corporate Caring Volunteer Week project. Each year, businesses are invited to participate in employee group volunteering events at nonprofit agencies throughout the East Bay. With our contacts established through this program, VCEB will foster awareness of RSVP by partnering with the human resources departments in companies to raise our profile among employees who will retire soon.

We seek very different types of volunteers in order to fulfill the need nonprofit agencies have for both direct-service support and capacity-building support. Therefore, we must use a wide range of recruiting tools. We visit health fairs, community fairs, speak at community group meetings, and attend seminars of interest to the Boomer and senior communities. We have a weekly recurring advertisement space in the Bay Area News Group papers and weekly ads on Craigslist.

We reach out to our own members, through a RSVP column in monthly newsletters, with new projects and volunteer opportunities highlighted. We use social networking tools such as Facebook, LinkedIn, and volunteer websites such as the VCEB site and VolunteerMatch to advertise our programs and potential projects or placements. Recently, a team of Advisory Council members developed a successful website dedicated to the opportunity and focus of RSVP volunteer opportunities, which directed awareness to over 40 new RSVP volunteers. In the next year, we plan to begin offering a single quarterly newsletter, designed by one of our RSVP volunteers, to be distributed to all of our RSVP volunteers, with articles, information, and highlighted volunteer opportunities across the full spectrum of our offerings.

We have learned that many of our volunteers like to take on more than one kind of volunteering at a time. For example, we have a RSVP volunteer who creates marketing materials for area agencies and also provides direct-service through MOW/SOS and rides for seniors. We are hearing increasingly from our members, especially new retirees, that they are interested in keeping busy with a greater range of volunteer roles that provide flexibility in their schedules. By offering the full spectrum of involvement, from weekly food bank distribution, to extended strategic planning projects, we are able to engage our members on several levels and keep them coming back for new and challenging

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opportunities.

We are confident that we can recruit and maintain a consistent pool of 60 RSVP volunteers, who will be deployed to complete at least 20 short-term projects or longer-term placements this year. Unlike our direct-service volunteers, our RSVP volunteers may complete one or more projects and take a leave, or they may return for additional projects, which means that our recruitment focuses on replacing key skillsets as volunteers go on hiatus. In addition to our primary focus of Healthy Futures, we will be emphasizing the range of volunteer opportunities by adding volunteers dedicated to the strategic focus areas of Veterans and Military Families and Economic Opportunity.

We have expanded our offerings to include all three regions of the county to ensure that our volunteer population reflects the varying demographics of the area. We find that greater diversity in our volunteer group has followed. For example, 25% of the volunteers in our direct-service program are male, but 51% of the volunteers in our project-based program are male (as we respond to the need for different types of volunteer roles.) The average age of the volunteers in our RSVP direct-service program is 76, but the average age involved in short-term projects is 65. It has been our experience that younger seniors (aged 55 to 65) have very different interests in volunteering as compared to older seniors (age 65+), and with the pairing of our programs we are able to address the needs of the full range of ages.

We will continue to host an annual volunteer recognition event for our RSVP volunteers in which we will provide entertainment and refreshments. For our RSVP volunteers, we will also host an information event, with a social component, which will be made available to our RSVP members in order to encourage more interaction between the volunteer groups. With the limitations imposed by the budget reductions of the past year, we will scale back the expense of the recognition by using free or low-cost speakers and donated door prizes. Every year, we also plan to recognize our RSVP volunteers more frequently in smaller ways through our newsletter, Facebook page and small on-site recognition opportunities at our volunteer stations (such as cookies or a personalized thank you card.) Additionally, RSVP members will be recognized and rewarded with the Presidential Volunteer Service Award. Last year, we had the opportunity to recognize six recipients of the President's Call to Service Award, who exceeded 4,000, volunteer hours in their lifetime.

Program Management

VCEB surveys its member agencies on an annual basis to better understand community needs for volunteer support, volunteer management training and the most effective means of outreach. This information is utilized by the RSVP program to ensure that the right training, recruitment, and

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program offerings are provided to its stations in compliance with RSVP program regulations. In addition, RSVP program staff will meet individually with new and existing stations to identify specific project needs that can be met by volunteers at all levels of service.

The RSVP program director will continue to verify MOU compliance and ensure program quality through surveys of volunteers, site visits, as well as through ongoing communication over the course of the year. These methods will continue to be used to address the CNCS Performance Measures by ensuring the implementation of effective methods for appropriately tracking volunteer impact. To ensure compliance, the RSVP director will confirm that volunteer service activities operate with a high degree of accountability and efficiency to conform to RSVP-accepted definitions, and will secure an agreement to report quarterly the number of clients served and effect in the community. In the case where instruments are not sufficient to comply, RSVP staff will attempt to amend current instruments to reflect data requirements, or implement new instruments if necessary.

With the development of the new performance measures, we evaluated our local community needs in order to focus on the stations that linked with the needs of our community. Our existing focus for RSVP for the last 10 years has been related to the areas of Aging in Place and Obesity and Food, so we don't have the need to graduate any stations since our mission has been to assist and place volunteers in one of Contra County's areas of most need.

We will continue to streamline our current stations, which has 56% of our RSVP volunteers, in the Healthy Futures focus area. With Healthy Futures as our main focus area, we will apply our volunteer efforts towards Obesity and Food by continuing partnerships with current stations including: the Food Bank of Contra Costa County, Greater Richmond Interfaith Program (GRIP), Pittsburg Emergency Food Pantry (PICES) and St. Vincent de Paul of Contra Costa. Additionally, we will support stations that encourage Aging in Place including: Caring Hands and Hospice of the East Bay.

Satisfaction surveys are conducted by RSVP at each station in order to evaluate service and receive input for improvement. Evaluation and interviews are conducted by RSVP Advisory Council members. The RSVP Advisory Council members convene monthly to review and solicit feedback on program changes, outreach efforts, and program results.

After the RSVP program's temporary staffing gap in 2012, the advisory council members developed and implemented a "Revitalization Project" in order to strengthen agency engagement and volunteer involvement. The consistent and active involvement of the eight council members provides the program director support in order to meet the core RSVP mission and achieve its grant goal of recruiting, motivating and retaining volunteers. Efficient and effective operational processes have

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been developed and enhanced to sustain these efforts. Advisory Council members are providing a phased, prioritized approach to meeting the project needs and objectives.

We plan to add two new members to our Advisory Council, up to ten active members, and to continue to expand the council to increase our ability to form networks in the community. We will seek Advisory Council members with specific outreach skills and already-developed relationships with local community leaders and organizations, so that we can leverage those relationships for greater RSVP visibility and improved access to services and possible supplementary funding.

Organizational Capability

VCEB maintains its financial records with QuickBooks. Our finance administrator enters all transactions for receipts and expenditures and issues checks for signature. The executive director reviews transactions bi-weekly. The executive director, the board chair, and one other board member are the only personnel authorized to sign checks.

The accounting has been structured so that all RSVP transactions are flagged by class code and monthly reports are run to complete the reporting of expenses for the monthly draw. Spreadsheets are used to track RSVP reporting requirements. The weekly management of financial resources is handled in a budgeting spreadsheet in which all RSVP funding and expenses are represented. We are also able to generate specific reporting as needed from QuickBooks as executed by our finance administrator.

VCEB has an outside audit conducted annually.

VCEB has successfully managed the RSVP grant since 2004. The board of directors meets every month and receives reports that include profit & loss statements, balance sheets, and actual vs. budget reports. The board also receives written reports of each of its major programs, including RSVP. The board is highly committed to and interested in the RSVP program and takes seriously its obligations to provide effective stewardship of the Corporation for National & Community Service funds.

The primary source of in-kind donations is in the form of professional services via our RSVP volunteers. For example, we have a volunteer providing general IT support, including software installation/updates/troubleshooting, hardware setup and configuration. Also, he has completed the development of a new RSVP website using WordPress with the hosting company. The RSVP website was developed to help increase exposure for RSVP program to our current and potential volunteers. Other volunteers write and format VCEB newsletters, review and improve marketing materials, and provide human resources consulting. The contributions by these volunteers are tracked using the applicable RSVP forms and reporting methods.

Our current RSVP Program Director, Dolores Pita, joined VCEB in November, 2012. In that role she

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recruits, screens and places volunteers age 55+ in capacity-building projects and works with agencies to identify and develop structured and meaningful placements for volunteers. Dolores has been working the area of volunteer management since 2008. In 2010, she received a M.S. degree in recreation and tourism from California State University East Bay with an emphasis in volunteer management. Her professional experience includes five years with the City of San Ramon as volunteer coordinator for special events and historical properties, as well as youth resource coordinator, developing educational life skills programs for middle school and high school students. In this role, she also identified and oversaw volunteer opportunities for at-risk-youth.

Lori Coles, finance administrator, first joined VCEB in 2011 as a RSVP volunteer. She then accepted a role on the staff team to provide program support, in a part-time capacity. In her current role as the finance administrator and membership coordinator, she manages the financial procedures and accounting. Her accounting experience includes roles with Blackhawk Country Club, Shadow Lakes Golf Course and California Microbiological Consulting, Inc.

In addition, we will be assisted in a part-time capacity by Dee Dee Robillard, VCEB program coordinator, in recruiting program volunteers, and also assisting with website and technical support. Dee Dee is VCEB's primary liaison to the agencies that post opportunities on our website, www.volunteereastbay.org, and she is also our primary recruiter in community events of all kinds. We have streamlined our paid staffing needs in the past year with the addition of a weekly RSVP volunteer data entry coordinator, who is responsible for tracking RSVP hours and reimbursements. The board and leadership of VCEB are strongly committed to each of our programs and use the board reporting and review structure (see below) to inform their decision-making in the allocation of resources to the RSVP program. Our staffing model is small and open lines of communication across the organization ensure that as needs for additional equipment, supplies, or other resources are identified, those needs are evaluated and addressed promptly in the context of the overall budget. VCEB has been in existence for over 58 years, and in that time an extensive and sturdy framework of infrastructure and supportive work processes has been developed. VCEB has also created procedural documentation such as staff manuals and job descriptions, which are revisited and updated regularly. RSVP is the beneficiary of these decades of established policies and procedures. RSVP needs are supported in a manner consistent with every other program at VCEB.

VCEB administers surveys annually to the agencies it serves in order to better understand the needs of the community and local nonprofits for additional volunteer support and training. This information is used to create programming each year, and the programming is then evaluated by participants as

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each training session concludes.

Each program is responsible for creating reports every month for Board review. This reporting includes quantifiable measures (number of new volunteers, hours served, new projects created, dollar value of volunteer effort, etc.) and qualitative measures in the form of narratives of successful project outcomes. These reports are also shared across the organization in staff meetings.

VCEB has been a grantee of the RSVP grant since 2004 and has demonstrated success with organizational infrastructure in order to properly manage federal grant funds. In addition, VCEB successfully manages a number of annual and multi-year grants from corporations and foundations, including Chevron, Wells Fargo, The Wayne and Gladys Valley Foundation and the Y&H Soda Foundation. VCEB also acts as a fiscal agent for the Bay Area News Group's Share the Spirit program.

Other

NA

PNS Amendment (if applicable)

NA