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Executive Summary

Since 1971, the Volunteer Center of Sonoma County, located in northern California, has sponsored the RSVP Sonoma County program (RSVP). The Volunteer Center of Sonoma County (Volunteer Center) mission is to Connect Volunteers for a Vibrant Community-- and RSVP is critical to fulfilling the mission. This long-term and complementary sponsorship link between RSVP and the Volunteer Center has encouraged innovation in achieving key regional outcomes while helping individuals, non-profits, and communities to thrive. RSVP is fully integrated into the Volunteer Center's programs, planning, and infrastructure.

An estimated 769 unduplicated RSVP Volunteers will serve during the grant period. Some of their activities will include: Tutoring-Public School (K-12 success); Food Delivery and Transportation (Aging in Place); Providing Services to alleviate long-term hunger (Obesity and Food); Leading Bone Builders courses (Access to Care); and Recruiting Volunteers (Capacity Building and Leverage).

The primary focus area of this project is Education. At the end of the three-year grant, 330 RSVP Volunteers will provide service through the Volunteer Center's Literacy Connection K-12 success program. Five hundred students will complete participation in the tutoring program with 400 students demonstrating improved academic engagement outcomes, according to pre- and post-teacher surveys. The CNCS federal investment of \$ 58,344 will be supplemented by \$46,436 of non-federal sources.

Strengthening Communities

Originating over 40 years ago, RSVP was one of the Volunteer Center's earliest programs, and serves the same vast geographic area -- Sonoma County. Sonoma County consists of over 1,600 square miles of land bordered by four counties and the Pacific Ocean. Thirty-five miles north of San Francisco, it is comprised of suburbs, open space, coastline, and agricultural land. Sonoma County encompasses over one million acres of land and water, rich in scenic beauty with an array of parks, recreational facilities, campsites, and lakes. Sonoma County contains a mix of urban/suburban (84%), and rural (16%) areas with populations that are diverse in age, race, ethnicity, spoken language, education, economic security, and access to health care. The 2010 US Census designates the region as the Santa Rosa-Petaluma Metro Area with a population of 483,878 residents. It includes eleven cities, (Cloverdale, Cotati, Forestville, Guerneville, Healdsburg, Petaluma, Rohnert Park, Santa Rosa,

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Sebastopol, Sonoma, Windsor), as well as 17 unincorporated areas. Santa Rosa, home to 33% of the population, is the largest city and the county seat.

COMMUNITY NEEDS:

In May 2014, the Sonoma County Department of Health services completed "A Portrait of Sonoma" as part of the Measure of America Series (www.MeasureofAmerica.org), a project of the Social Science Research Council. While "A Portrait of Sonoma" (APOS) takes an in-depth look at health, access to knowledge, and living standards, the report's conclusions regarding Education and Access To Knowledge are particularly relevant to the CNCS' Education Focus Area outcomes. APOS findings indicate: "Variation in educational outcomes by census tract in Sonoma County is significant and meaningful. The range in the percentage of adult residents with less than a high school diploma is huge, going from a low of 0.4 percent in North Oakmont/Hood Mountain to a high of 46.1 percent in Roseland Creek. The range in school enrollment is likewise vast, from 53.8percent in Forestville to 100 percent in Central East Windsor."

Using the American Human Development Index, an easily understood numerical measure that reflects what most people believe are the very basic ingredients of human well-being: health, education, and income, APOS finds: "...the most extreme disparities in basic health, education, and earnings outcomes are often found within small geographic areas. Of the county's ninety-nine census tracts, top-ranking East Bennett Valley, with an index value of 8.47, is only five miles away from bottom-ranking Roseland Creek, with an index value of 2.79."

Sonoma County's proximity of privileged and under-privileged communities provides a great opportunity for volunteers to help in areas of greatest need. Volunteers appreciate proximity to service opportunities: great service needs exist nearby, often within the same city or area in Sonoma County.

PRIMARY FOCUS AREA: EDUCATION (K-12 SUCCESS)

RSVP service activities are closely aligned with the Education Priority Area (Tutoring- Public School), and the Performance Measurement aimed at improving K-12 students' academic engagement.

According to the Sonoma County Office of Education 2013-2014 Education Facts, 70,637 students were enrolled in 182 schools across the county within 40 school districts. Of these students, 15,437 were English Language Learners (22%), 8,476 (12%) were receiving special education services and 33,689 (48%) were economically disadvantaged.

The Volunteer Center is a leader in countywide efforts to engage K-12 tutors in literacy and math (as

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well as other subjects) that lead to improved educational outcomes for English Language Learners, economically disadvantaged students, as well as those with special needs.

SERVICE ACTIVITIES:

RSVP successfully recruits hundreds of volunteers each year to provide tutoring services for the Literacy Connection, a core Volunteer Center program. The Literacy Connection then places volunteers in over 50 schools within 20 school districts throughout Sonoma County. This activity is by far RSVP's largest activity, and is built from a partnership that began at the time when the tutoring program began, 16 years ago.

RSVP and Literacy Connection work closely together in order to coordinate planning and implementation of increased Education outputs and outcomes. Specifically, over the course of the grant period, RSVP and Literacy Connection staff will: a) increase efforts in RSVP Volunteer recruitment and placement; b) increase the teachers and classrooms requesting volunteer tutors; and, c) improve coordinated measurement systems documenting service activities, volunteer hours and number students served, as well as measures of improved academic engagement.

RVSP has the infrastructure to support accurate collection and management of National Performance Measures data. Literacy Connection K-12 Success Program now works with over 600 volunteer tutors, of which at least 330 (55%) are unduplicated RSVP Volunteers.

DATA COLLECTION:

The Literacy Connection tutoring program is annually measured by teacher surveys, which collect a) the number of student participants, b) school attendance data and c) teacher observation of student engagement with the volunteer tutors at the conclusion of the tutoring program. Students will be tracked through the activity logs of volunteers tutoring students, and verified by teachers; while the teachers will verify improvement in academic engagement through the annual pre and post survey. In alignment with the National Performance Measures, RSVP staff will support Literacy Program staff during times of heavy recruitment at the beginning of the school year to complete a pre-survey with teachers around students participating in the tutoring programs. The post survey is completed at the conclusion of the school year. Within the grant requirements there will be added focus on collecting pre- and post- results that align with performance measures, while continuing to collect hours and document student engagement.

The Volunteer Center utilizes a database called Volunteer Easy. Volunteer Easy has been introduced

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to the staff, volunteers and school partners as of August 2013, and RSVP will be using this tool to build in the data fields aligned with outcome measures helping to collect hours and students served from the volunteers upon service, as well as provide teachers, site supervisors, and Literacy Connection staff with the ability to monitor and verify reports. This activity will take place monthly within the Literacy Connection Department, and quarterly by the RSVP Manager to ensure progress toward outcomes. With such a multi-faceted program -- involving schools, classrooms, teachers and volunteers each functioning within their own capacity -- RSVP will ensure target outcomes exceed the minimum of 10% (projected at 57%), while exceeding the minimum 25% volunteer placement in the primary focus area (projected at 43%) within the 3-year grant.

Many community programs do not document veteran or military status of clients served, so it is difficult to ascertain how this population is being served by RSVP volunteers. The Sonoma County Office of Education does not document veteran/military status of children and families in Sonoma County schools. At the Volunteer Center, RSVP Volunteers working with the Secret Santa Program help provide needs during the holidays to 250 veterans and their families through the Veterans Services Program of the Human Services Department. This is the only service activity that can clearly identify service recipients are veterans. This demographic question will be added to RSVP measurement instruments in the future to meet this grant component.

OTHER FOCUS AREAS: HEALTHY FUTURES (AGING IN PLACE)

According to the Sonoma County Area Agency on Aging 2012 report 'Aging and Living Well in Sonoma,' people over 60 now make up a larger proportion of the population of the county, state and country than ever before in history. Sonoma County's senior population is projected to grow to 143,636 by the year 2030 when it will represent 24% of the county's total population. This same report identifies "at-risk" senior groups as seniors with disabilities, seniors with low incomes, seniors age 85+ and seniors who are geographically isolated. In Sonoma County, 35% of seniors age 65+ report having a disability, 22% have income less than the Federal Poverty Level or seniors age 65 and older, but for seniors age 75 and older that number rise to 27% of the population. Of the total Sonoma County senior population, 12% are considered geographically isolated as defined by the Older Americans Act. According to Census figures, the city of Santa Rosa has the third highest percentage of seniors age 85+ per total population in the nation at 2.8%. The senior population in Sonoma County continues to grow and change, dramatically increasing the need for services, while those same services face funding cuts and overburden.

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According to the Census, 31% of Sonoma County residents age 65 and older live alone, which can lead to isolation. Research has shown that socially isolated and homebound older adults often suffer from poor health, which is comparable to the risk factors in obesity, sedentary lifestyles and even smoking. Homebound adults experience isolation and require transportation support that will allow them to go shopping, visit friends and family members, and attend appointments.

SERVICE ACTIVITIES:

Thirty-Five RSVP volunteers will serve 250 transportation clients unable to utilize regular bus service through two transportation programs and a minimum of 75% of clients served report increased social support due to transportation assistance on a survey administered annually by station staff. Forty RSVP Volunteers will serve in companionship activities at three stations serving 1 or 2 people each year providing 60 homebound seniors with increased social support as determined by an annual survey administered by the station. Volunteers receive 4-35 hours of training about mental health issues facing seniors as well as a minimum of 2 hours/month training and support by a social worker and program staff. Clients complete a survey at the end of their 12-week program, in which over 90% report satisfaction with the service and that they would recommend the program to others. Forty RSVP volunteers will provide food delivery to 200 individuals through 4 programs serving different geographic areas of Sonoma County. Each volunteer serves a minimum of 5 individuals, for a total of 200 clients served.

OTHER FOCUS AREAS: HEALTHY FUTURES (ACCESS TO CARE -- BONE BUILDERS)

Falls are the primary reason that Sonoma County residents 55 and older go to a hospital. To prevent falls, the Sonoma County Area Agency on Aging has implemented "A Matter of Balance: Managing Concerns about Falls" to help prevent falls. This nationally acclaimed program teaches practical coping strategies to both reduce fear of falling and to diminish the risk of falling, including group discussions, mutual problem solving and safety-promoting life style strategies, exercises to improve strength, coordination, and balance and home safety evaluation. The eight-week courses run in various locations in Sonoma County. Each course is limited to about a dozen participants and is taught by trained volunteers, of which 24 are RSVP members. The New England Journal of Medicine reports that elderly seniors who participated in weight training, exercise and balance programs gained an average of 1% of bone density within one year; increased strength, balance, energy and feelings of well-being; decreased likelihood of falls.

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OTHER FOCUS AREAS: HEALTHY FUTURES (OBESITY AND FOOD -- PROVIDING SERVICES)

In Sonoma County during the second quarter of 2014 (April-June), the 2-1-1 Information and Referral line received 3,722 calls requesting services for 4,405 individuals in need of assistance; 90.5% of callers spoke English, while 9.5% spoke Spanish. The largest category of needs was housing/utilities with 764 callers, while income support/assistance was second with 417 needs, health care was third with 260 calls, food/meals was fourth with 252 referrals, transportation had 147 referrals and individual and community support had 121 needs. Volunteers support the services of 2-1-1, and by March of 2018, at least 5 will be RSVP members. The Redwood Empire Food Bank also provides referral services to clients receiving food assistance. Two additional RSVP volunteers answer calls in both English and Spanish and provide referrals to community members in need, and document those referrals through a client-tracking database.

OTHER FOCUS AREAS: CAPACITY BUILDING AND LEVERAGE (RECRUITING VOLUNTEERS)

The Volunteer Center of Sonoma County is the hub for volunteerism in Sonoma County and regularly receives requests for volunteer needs and finds ways to recruit and refer volunteers to community programs. In 2012-2013 fiscal year, over 500 volunteers were referred to community non-profits; over 700 volunteers participated in one-day volunteering facilitated by the Volunteer Center and over 2,000 volunteers served in programs and special events of the Volunteer Center. In a 2012 survey by the Corporation for National and Community Service, Sonoma County ranked highest in the State of California for volunteerism at 39.8% of residents reporting that they volunteer; there is a great need for recruitment and referral of volunteers to the organizations most in need of volunteer help, and those able to receive volunteer help effectively. At the Volunteer Center, a team of 15 RSVP Volunteers interview community members seeking volunteer positions and facilitate their placement in community programs in need of their services. The interviewers attend monthly team meetings where they meet volunteer coordinators in need of volunteers and learn about how best to recruit volunteers for their organization. These meetings also serve for quality control to ensure interviewers are tracking data and following up with volunteers. Two other volunteers serve in two RSVP stations for recruiting volunteers for capacity building.

OTHER FOCUS AREAS: CAPACITY BUILDING AND LEVERAGE (GARNERING DONATIONS)

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Sonoma County is a generous community with dozens of active thrift stores and community organizations receiving donations for individuals in need. Two RSVP Stations, the Welfare League and FISH of Sonoma Valley are managed entirely by volunteers, and have minimal overhead costs. Funds raised at their thrift stores go directly to clients or community programs providing direct services, and both organizations utilize large numbers of active RSVP volunteers. One hundred unduplicated volunteers will serve at these two stations processing donations and distributing funds, with a total of 110 active volunteers serving, garnering a minimum \$150,000 in donations to support community programs.

OTHER COMMUNITY PRIORITIES:

The remaining community priorities include Senior Centers for their ability to keep seniors active and involved in the community, while also continuing to be a valuable partner for RSVP in recruiting volunteers, hosting recognition events, and promoting RSVP priorities. Also included in community priorities are service organizations that engage RSVP volunteers effectively in serving geographic areas of Sonoma County that are less served by the stations associated with the national performance measures, as well as those directly assisting seniors. Nineteen Stations will use 184 RSVP volunteers for program support that are essential to vibrant non-profit community in Sonoma County.

Recruitment and Development

As the hub of regional volunteering, The Volunteer Center has demonstrated history of planning and implementing high-quality RSVP volunteer assignments, while leading efforts to establish opportunities within partner agencies (stations) that make the best use of RSVP volunteers' talents. The Volunteer Center's RSVP program excels at quality volunteer management and placement, providing multiple opportunities for non-profits to identify needs in the community while placing quality, suited volunteers in required capacities across Sonoma County. An example of this is the Expertise Exchange, in which high-value volunteers are recruited for their professional skills and assessed for their abilities then placed within the organizations most in need of their contributions. With the Expertise Exchange, RSVP works with local non-profits to address needs, and develop short-term, outcome-oriented projects that meet those needs in the most specific ways. One of the first pilot projects engaged a retiring Executive Director who managed a \$10 million statewide education non-profit for the last 15 years. Upon retirement, she wanted to do something more meaningful in her own community, and found RSVP. The Expertise Exchange connected her with a local organization, Latino Service Providers that was just acquiring its own 501c3 status, and needed become more widely

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known in the community. Through the volunteer's understanding of strategic positioning of a non-profit, along with her familiarity of non-profits serving the Latino community in a variety of ways, she has been able to help clarify messages and develop a plan for re-introducing the organization to the community. It has been a positive experience for both the volunteer and the organization, who would have never found one another without RSVP. This program is currently in a pilot through September 2014, and will launch by January 2015 to the broader non-profit and volunteer community. These efforts prove the Volunteer Center's relevance in the community in attracting volunteers, while providing a wide-variety of volunteer opportunities

Fundamental to RSVP's effective, efficient, and focused volunteer assignments is an information-sharing infrastructure that matches skill set and availability with the particular mission-critical needs of the non-profit RSVP stations. As an example of information-sharing practices, during their monthly training sessions RSVP Volunteer Interviewers increase their knowledge of community priorities by inviting various non-profits to explain volunteer station service needs, and volunteer programs. RSVP Volunteer Interviewers relish the opportunity to share their unique skills, increase their understanding of local community needs, and enhance their expertise at making matches between volunteers and community-based organizations.

RSVP Volunteers receive an orientation through RSVP about community needs and RSVP volunteer opportunities. Working with RSVP Stations, volunteers undergo training needed to work in their role.

PRIMARY FOCUS AREA (EDUCATION): RSVP Volunteers attend a 2-hour program orientation, and 4 hours of tutor training provided on-site by the school of placement. The classroom teacher also works with the RSVP Volunteer to ensure effective tutoring methods; volunteers are given feedback both from the teacher and Volunteer Center's Literacy Connection staff about their effectiveness.

OTHER FOCUS AREAS: RSVP Volunteers serving in Para-transit receive at least 24-30 hours of training, both in learning about the program, and in shadowing other volunteers while driving. Para-transit also provides quarterly safety meeting that ensure volunteers stay current in their roles, as well as quality assurance processes to make sure volunteers are meeting program standards. Senior Peer Counselors at the Community and Family Services agency receive over 40 hours of direct training around working in mental health, and only those volunteers deemed fitting by a licensed clinical social worker are allowed to become companionship volunteers. RSVP volunteers for the Bone Builders

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courses (Access to Care)-- through Adult and Aging Services of the Department of Health --also complete a 40-hour training.

CAPACITY BUILDING: Volunteers who recruit other RSVP volunteers attend monthly lunches for team training, while community volunteers who also recruit volunteers are invited to the monthly Volunteer Managers' roundtable.

OTHER COMMUNITY PRIORITIES: Stations serving other community priorities also have their own training programs suited to the needs of their program, and are asked in detail about that training when becoming an RSVP station or completing an annual survey.

In all these programs, volunteers are regularly monitored and given feedback to ensure success and alignment with program requirements.

In all areas of diversity, the Volunteer Center of Sonoma County is an active participant in countywide discussions. Volunteer Center management staff participate in a variety of community forums and committees addressing community needs. The 2015-2018 Volunteer Center Strategic Plan specifically seeks to engage youth, Latino, and senior volunteers in a targeted fashion. County demographics are well described in A Portrait of Sonoma, (Source: Measure of America Series: A Portrait of Sonoma 2014, Key Findings; www.MeasureofAmerica.org), which finds "... that even from neighborhood to neighborhood inside the City, extreme disparities in health, education, earnings outcomes, and ethnicity exist." Volunteer Center/RSVP partner together to ensure that disparities are addressed. RSVP is hosting a community-wide Volunteer Fair, this month, to bring greater diversity to our volunteer corps, and heighten awareness of community needs. To assist in building a volunteer corps that includes the County's robust (but often under-represented) Latino community, Volunteer Fair promotional materials include bilingual flyers and advertising in Spanish language media. The Volunteer Center's involvement in county-wide efforts also ensures that both staff of the Volunteer Center, as well as volunteers have access to current trends and needs within the community. Volunteers from all County demographics are welcomed at the Volunteer Center. We strive for racial, linguistic, sexual orientation and economic diversity and are aware this will continue to be a program challenge since the age 55+ demographic is heavily weighted to English-speaking whites although the clients served have a different ethnic or linguistic background. Veterans and Military family members serve as RSVP volunteers, but often do not self-identify as

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Veterans on enrollment forms. RSVP Sonoma County has connected with local Veteran's organizations ensuring them that RSVP can be a resource for identifying and referring potential volunteers to their programs. Many RSVP volunteers have disabilities but also do not self-identify on enrollment forms. Volunteer interviewers provide individualized attention that is needed for people with disabilities to find placement in community agencies.

As an integrated program of the Volunteer Center, RSVP has a successful history of recruiting, retaining and recognizing volunteers.

RECRUITMENT: The Volunteer Center attracts requests and inquiries by both volunteers and non-profits seeking volunteers. Through established mechanisms of recruitment, RSVP leverages the Volunteer Center's ability to attract and refer quality volunteers well suited for placement in CNCS Priority Areas. The Volunteer Center has worked for several years with local publications including the primary newspaper, the Press Democrat, to submit volunteer requests, highlight volunteer needs, and tell volunteer stories to the larger community. The Volunteer Center works with local media outlets including radio stations for other major programs including Secret Santa, the Human Race, Court Referral, Volunteer Wheels, and 2-1-1. In each of these programs the Volunteer Center has been able to regularly highlight volunteerism across Sonoma County, while adding legitimacy to calls for volunteers from a variety of non-profits.

RETENTION: RSVP volunteers help with volunteer retention through effective matching and placement. With a team of 15 interviewers (all RSVP Volunteers) the RSVP Manager effectively promotes volunteer needs of RSVP stations by adding focus to those organizations in the placement of community members seeking volunteer work through the Volunteer Center. The RSVP manager supervises the volunteer interviewer team while also supporting RSVP stations in the quality of their volunteer programs. Other retention strategies include the RSVP Manager facilitation of a monthly roundtable on issues facing volunteer managers. The Resource Center for Nonprofits maintains a comprehensive workshop schedule while coordinating a bi-annual training conference to build non-profit capacity. These complementary programs add relevance to RSVP and ensures individuals involved in the non-profit, philanthropic, and civic-engagement spheres remain engaged with the Volunteer Center.

RECOGNITION: Volunteer recognition is frequent and personalized. Volunteers are invited to a

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variety of RSVP events as well as agency events that also show appreciation for volunteers. Each of the RSVP stations hold their own recognition event, and RSVP also creates events both designed to fit the interests of RSVP volunteers as well as an opportunity to thank volunteers. An example of this is the workshops RSVP hosts -- recent topics have included health, gardening, and how to stay positive during the holidays. In each of these workshops, RSVP members were invited to attend for personal development, but also as an opportunity to show appreciation for their work in the community. Regular RSVP recognition events are located in different communities in Sonoma County, and are attended by volunteers and community leaders while receiving support through community sponsorships and donations. In addition, the Volunteer Center spotlights a volunteer of the month from the community that embodies the meaning of service and is often a member of RSVP. RSVP also suggests stories to local media that honor the work of RSVP volunteers and stations.

Program Management

RSVP staff will continue to manage volunteer stations to maintain compliance with program regulations and applicable laws. RSVP and each volunteer station to execute a Memorandum of Understanding that delineates responsibilities of the station, RSVP/Volunteer Center and the RSVP volunteer. The MOU states that stations will: screen and select volunteers, provide an orientation, training, job description and supervision, prohibit discrimination, provide for adequate safety, support RSVP recognition activities, document or verify service hours and activities measuring impact, refrain from political, religious or sectarian activities, refrain from using a volunteer to displace an employee, and renew the MOU every 3 years. RSVP will hold mandatory trainings with stations to ensure quality control and to address prohibited activities and federal requirements that RSVP volunteers must adhere to, in order to maintain compliance.

RSVP Sonoma County verifies MOU compliance and ensures program quality through surveys of volunteers, site visits, invitations to attend volunteer management workshops and roundtables, as well as through ongoing communication during the course of each year. These methods are currently being used, and will continue to be used, to address the CNCS Performance Measures and implementing methods for appropriately tracking volunteer impact. To ensure compliance, RSVP will confirm that volunteer service activities conform to RSVP accepted definitions and secure agreement to add to quarterly reporting the number of clients served (e.g., output target). With respect to measuring outcomes, RSVP has already begun working with stations to determine surveys and other outcome instruments will be sufficient for data reporting. In the case where instruments are not

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sufficient, RSVP staff will endeavor to amend current instruments to reflect data requirements, or implement new instruments when feasible.

RSVP Stations will receive increased volunteer management support in regards to recruitment, placement and recognition of volunteers as an added benefit for providing RSVP with required data. When there are stations that do not fit CNCS priority areas, RSVP will not invite them to become an RSVP station but will refer that station to other services offered by the Volunteer Center. Current volunteers are offered other RSVP placements that fit within priority areas or the opportunity to return to RSVP when they are looking for new opportunities to serve. Expertise Exchange volunteers are recruited and managed by RSVP volunteers, though agencies participating in the exchange may not be RSVP stations. These are two opportunities for current RSVP volunteers to serve in ways beyond the performance measures and community priorities. RSVP will also continue to develop an MOU with additional non-profits utilizing volunteers to provide direct services in the federal priority areas. Currently RSVP works with 54 stations. At the conclusion of this grant there will be approximately 33 RSVP stations, with the remaining stations informed of the changes to RSVP, and offered volunteer management support through Volunteer Center programs. To date, of the 60 stations that have graduated from RSVP, there have not been any that have responded negatively to the proposed changes to the program and their ability to continue with other Volunteer Center programs.

RSVP Sonoma County has supported training needs of two service activities since they have been previously designated in Performing for Impact: Education (K-12 Success --Tutoring in Public Schools) and Healthy Futures (Aging in Place -- Transportation). The K-12 Success Program is the Primary Focus Area for RSVP Sonoma County and together RSVP and the Literacy Connection have a demonstrated track record of managing volunteers and measuring performance. RSVP actively promotes the Literacy Connection in the community and recruits needed volunteers, while the RSVP Manager works with programs staff to ensure proper training and volunteer management take place. This collaboration is long established and the success of this collaboration has been recognized in local media, from schools, United Way, and by funders.

Since 1971, RSVP has been a core program of the Volunteer Center and has been fully integrated into its programs, planning, and infrastructure. The RSVP Program has been built within the guidance of

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federal regulations, and the RSVP Manager regularly reviews program elements to ensure compliance, in addition to attending CNCS training opportunities and conferences. The RSVP Manager reviews the station roster regularly to update expiring MOUs or graduate stations per grant activities. The RSVP Manager reviews each volunteer enrollment form for eligibility, and regularly checks data to ensure compliance and eligibility. RSVP Satisfaction surveys are conducted by RSVP and other programs in order to evaluate service and receive input for improvement. Volunteer and station surveys and interviews provide an opportunity for reflection and an evaluation of RSVP services. Intake evaluation interviews are conducted with potential volunteers RSVP member volunteers, and RSVP stations.

The RSVP Advisory Council consists of community members serving in a variety of capacities that relate to the federal priority areas. Advisory Council members are knowledgeable about human and social needs of the community; competent in the field of community service and volunteerism; support the RSVP Program administratively as well as with events and outreach, and have personal interest in the potential service opportunities for older adults in Sonoma County. While diversity of volunteers continues to be a challenge, Advisory Council members reflect the demographics of RSVP volunteers and desire to serve those most in need in the community. RSVP continues to strive to recruit more Advisory Council members that will provide valuable insight for programming outcomes. Volunteer Center/RSVP are actively engaged in community-wide initiatives that focus on community assets and needs, i.e. Health Action Partnership, Cradle to Career and Upstream Investments, and will seek Advisory Council members from those partnerships. The Volunteer Center is in the process of completing an updated Strategic Plan that emphasizes engaging youth, the Latino community and seniors in volunteer service.

Organizational Capability

The Volunteer Center's Finance Department, headed by the Finance Director manages the fiscal aspects of RSVP including financial and in-kind oversight that complies with all applicable federal, state, and local regulations and requirements. See below for further details on organizational financial structure. The Volunteer Center utilizes MAS 90 accounting system software. Included in this software are modules for General Ledger, Accounts Receivable and Accounts Payable. There are policies in place for processing incoming funds including accurate postings and banks transactions. A two-signature process is in place for expenditures of \$1,000 or more. The organization is audited annually by a certified public accountancy agency. The Finance Committee, headed by the Treasurer

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of the Board of Directors, reviews and approves financial statements with standing reports given to the full Board at each of its regularly monthly scheduled meetings.

The Volunteer Center has a long history of managing complex grants and contracts, including successful administration of the RSVP grant for 43 years. Three major Volunteer Center programs operate through major contracts with the County of Sonoma, including the Departments of Health, Probation, Human Services, and Transportation/Public Works; all programs are currently in compliance with each agency. Monthly review of budget-to-actual financial statements keeps all programs focused on efficiencies; recent modifications to the chart of accounts made this analysis much more clear and concise. The manager of the Operations Department maintains records on all facilities costs and monitors available resources.

The Following staff ensure the accomplishment of program objectives:

a) Donata Mikulik, RSVP Manager, joined the Volunteer Center staff in October of 2012 as RSVP Program Manager. Prior to joining RSVP, Donata was a volunteer coordinator for over 7 years, and has worked in the non-profit and public sector addressing community needs for over 10 years. As the Program Manager, Donata is responsible for volunteer recruitment, training, placement and recognition. She manages a team of Volunteer Interviewers, facilitates a regular Volunteer Managers' roundtables, and coordinates the Expertise Exchange Program.

Donata is able to provide individualize support to volunteer managers at RSVP stations to ensure program compliance and support their volunteer management. Donata has a Master's in Public Administration from the University of San Francisco, and a B.A. in Anthropology from the University of California at Berkeley. Affiliations: NorCal SeniorCorps Directors and Sonoma County Section on Aging.

b) Keith Samse has been in accounting at a management level since 1985. Beginning in corporate accounting for start-up tech companies in San Diego, he migrated to non-profit and municipal accounting after moving to Mt. Shasta in 1990. Keith headed the finance departments for the Cities of Mt. Shasta, Etna and Dunsmuir, and consulted with 3 other cities in Siskiyou County. In 2006, Keith moved to East Bay Area and consulted for two large non-profits as a financial projects manager focusing on financial information systems and infrastructure, and moved to Sonoma County in 2010 to oversee finance for Dovetail Learning. Keith joined the Volunteer Center earlier this year as Finance Director.

c.) Cami Weaver, Executive Director, joined the Volunteer Center in July 2013 after serving over 20

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years in the non-profit community. Prior to joining the Volunteer Center, Cami was a leader at Becoming Independent, a non-profit serving men, women, and children with developmental disabilities for over 20 years, where she held the role of Chief Executive Officer from 2007-2012. Cami holds a Bachelor of Arts in Liberal Studies from Sonoma State University.

d) Stephanie Clark, the Human Resources Director, started with the Volunteer Center of Sonoma County in October 2013. She possesses a PHR-CA certification at both the Federal and State level with the HR Certification Institute. Stephanie's HR background includes 13 years of human resources administration, with an emphasis in employee relations, conflict management, executive coaching, federal and benefits compliance; in addition to proven success with policy/procedure administration, annual audits, and positive growth and development of employees, HR staff and management team.

e) Gretchen Werner, Literacy Manager, holds a Master's Degree in Education, California Teaching and Administrative Credentials, and Bachelor of Arts in Psychology. She has over 30 years' experience working in the field of education in public, private, and nonprofit sectors. She has served as an active board member in the community for such organizations as the Adult Literacy League of Sonoma County and the Sonoma County Literacy Coalition. Gretchen manages the Literacy Connection program at Volunteer Center of Sonoma County where she recruits, processes, trains, and matches volunteer community members with the needs of public school teachers and their students. Gretchen serves as the liaison between local community members and school districts.

These Volunteer Center staff resources are supplemented by committed office volunteers, and the recruitment and development of additional skilled-based volunteers is part of the RSVP project plan.

Volunteer Center of Sonoma County has an annual operating budget of \$4,450,718 and 59 employees. Of the staff, 8 of the employees are members of the Executive Staff, setting administrative policies and procedures that address such matters as the budget, approval and documentation processes, personnel management policies and evaluation, fundraising policies, and evaluation procedures. The Board and program committees actively provide oversight and accountability. The Director of Finance and the Director of Human Resources are supervised by the Executive Director thus assuring that established best practices, administrative policies and procedures are in place, appropriately being conducted, and monitored for compliance. The Director of Human Resources sets the job descriptions, performance appraisal standards, recruitment practices, personnel, and payroll management support.

1. There are administrative policies and procedures in place addressing various matters such as travel

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policies, expense reimbursement, and employment practices such as vacation, conferences, staff educational opportunities, holiday, and health policies. The Director of Finance works closely with all management staff as well as the RSVP Manager to establish budgets and monitor expenditures. The Director also oversees the handling, processing and reconciling for check requests and purchase requisitions. Portola Systems provides technological support, and oversight of equipment purchases, system design and usage. Non Profit Easy provides all support for the online volunteer management tool Volunteer Easy.

2. The Volunteer Center has professional service companies who maintain the building, computer systems, office equipment landscape, and janitorial. These vendors provide varying amounts of in-kind services. Supplies are procured through local suppliers when possible. The Volunteer Center has negotiated reduced prices from vendors due to nonprofit status.

Financially, RSVP is strengthened by Volunteer Center major sponsors, which include Agilent Technologies, Chromographics, Exchange Bank, Friedman's Home Improvement, Kaiser Permanente, Kendall Jackson, Medtronic, Portola Systems, and The Press Democrat. RSVP volunteers contribute to the support of the program. The Volunteer Center, where RSVP is housed, is located in an attractive, centrally located, accessible building, which the Center owns.

Additionally, RSVP secures resources by working with the executive staff of the Volunteer Center of Sonoma County to identify sources, both public and private, which have potential to support, sustain, and expand the project. The RSVP Manager provides input and direction to development staff enabling them to present the RSVP story to the appropriate funding sources. RSVP requests contributions by local business interests for the RSVP recognition events, which increases capacity to honor RSVP volunteers and their stations. RSVP also supports the Volunteer Center's annual Human Race, one of the largest fundraising events in the country. While a significant funding source for many non-profits and schools, it is also a large fundraiser for the Volunteer Center and its programs like RSVP. RSVP is continually focused on increasing capacity through utilizing volunteers. Examples of this include the Volunteer Interviewers, RSVP administrative volunteers as well as the Expertise Exchange.

As an integrated program of the Volunteer Center, RSVP benefits from the governance of the 17-member Volunteer Center Board of Directors. As well, nine major employers/corporations in the region are Corporate Partners providing expertise and networking opportunities. These resources and

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strong community support continues to be a basis for high visibility and acknowledged commitment.

At the beginning of each fiscal year Volunteer Center staff along with the Board of Directors review the projected annual resources and operating budget. The operating budgets and resources, (staff, equipment and supplies) are themselves continuously monitored and reviewed quarterly. The Board holds an annual planning retreat for review and assessment. Joint planning meetings between staff and Board are held periodically for the purpose of providing input and evaluations. Additionally the Board has program committees who regularly meet to facilitate the monitoring and self-assessment process. Financial performance through budget review is provided monthly for each program including RSVP.

Each program has operational performance measurements that are assessed and monitored during weekly program meetings. Performance measurements required by contracts are built into the appraisal process and are an assessment function of the Executive Director, Executive Staff, Board and various program staff. Grievance procedures are in place for staff and external parties. Protocols are in place for acknowledging complaints in a constructive manner.

COST-EFFECTIVENESS AND BUDGET ADEQUACY:

Q21) Personnel costs attributed to the CNCS grant are based upon time spent by each staff member on RSVP. The RSVP Manager is working within the grant 100% of the time and does not engage in fundraising. The Community Services Director manages staff in the Literacy Department, the Resource Center for NonProfits, Operations and Volunteer Referral Services as well as RSVP: this role is identified as Program Director in the budget. The Finance Director actively engages in planning the RSVP budget and reporting to align with the Volunteer Center budget processes as well as fit RSVP budget requirements. The Executive Director is actively engaged in RSVP and has worked extensively to bridge programming for seniors into all aspects of the Volunteer Center work. Staff on the RSVP /budget complete an timesheet delineating time spent on RSVP-specific activities.

Q22) Fringe benefits are based on a combination of mandated benefits (employer taxes and workers' compensation) and optional benefits of 3% retirement and \$350 per month for health benefits for employees working more than 50% FTE. Benefits are prorated to RSVP based on the time they work in RSVP.

Q23) Staff travel is designated for the RSVP Manager to attend a regional conference on CNCS program management. The budget also includes local professional development training for RSVP

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staff included in the budget to attend workshops in nonprofit management. Topics include volunteer management, leadership development, and social media.

*Q24) Not applicable

*Q25) Not applicable

Q26) Supplies that are purchased by RSVP for RSVP program needs.

*Q27) As indicated in the budget narratives.

Q28) Meals are provided monthly for the volunteer interviewer team @ \$60/month, plus occasional appreciation meals for other RSVP volunteers during their service.

Q29) Budget includes accident, volunteer liability and excess auto liability based on active volunteers serving hours on an average month.

Q30. Volunteer recognition is based on 3 RSVP Recognition Events throughout the year in 3 different communities. Although less than 100 volunteers attend each event, all volunteers are invited to each event as well as workshops and activities designed to appreciate volunteer service in meaningful ways.

Q31) Non-federal funds required to support the RSVP program will be made up of community support and philanthropic contributions. Specifically, the annual Human Race event is identified as the source of these funds.

Other

N/A

PNS Amendment (if applicable)

N/A