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Executive Summary

OneOC is building on 34 years of successfully managing the RSVP program for Orange County (service area CA-15), adding new, expanded strategies to better meet the core needs in our community in close alignment with CNCS' Focus Areas. An estimated 800 RSVP volunteers will serve within this new RSVP strategy. The primary focus area of this project is Education, specifically K-12 success. At the end of the three-year grant, 300 RSVP volunteers will mentor and/or tutor a minimum of 600 students per year to help them improve academic success and gain understanding leading to college readiness. In addition, RSVP members will engage in emergency preparedness activities, learn to establish and manage emergency volunteer centers, and fill other disaster response roles should disaster strike in Orange County during this grant period. They will also build the volunteer management capacity of key nonprofits across the community; support the nutritional and social needs of homebound elderly and disabled individuals; and serve Veterans, with a focus on workforce readiness. The CNCS federal investment of \$111,536 will be supplemented by \$56,725.

OneOC's vision is to build a stronger, more vibrant Orange County as a knowledgeable, collaborative and well-connected resource, central to the success of Orange County's nonprofits. In 2012, OneOC worked with over 650 nonprofits through our four service lines: Volunteer Services, Training Services, Consulting Services and Business Services. Through our Volunteer Services department, where the Orange County RSVP program is housed, we connected 35,620 individual, family, and corporate volunteers in service, delivering 1,101,244 hours to nonprofits valued at \$26.6 million to our communities.

Strengthening Communities

COMMUNITY AND COMMUNITY NEEDS

Orange County (OC) covers over 798 square miles and includes 34 cities and several unincorporated areas. It is the 6th largest county in nation and seven of our 34 cities are among the 200 largest in the United States. In 2013 the population was 3,114,363 residents. Nearly 12% of OC residents (approximately 375,000 individuals) live below the poverty line in spite of significant affluence in some parts of the County. This economic disparity is largely due to the high number of low-wage service industry jobs and insufficient education for a broad swath of OC residents. Similarly, the cultural and ethnic make-up of this community varies with the individual towns, for example Santa Ana is 85% Hispanic, while Newport Beach is 95% white.

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OC schools had a total enrollment of 500,487 students in 2012-13. Enrollment has remained relatively steady since 2001-02, with a high of 515,464 in 2003-04. Half of OC K-12 students qualified for free or reduced lunches (249,714 in school year 2013-14). Some school districts are particularly impacted including Anaheim, Buena Park, Garden Grove, La Habra, Magnolia, and Santa Ana, with 70-99% of students receiving free or reduced meals.

According to the 2009-11 California Healthy Kids Survey, at least 46% of OC 5th graders, of more than 19,000 respondents, reported being physically or verbally bullied; at least 36% admitted they had physically or verbally bullied others. 39% reported being home alone after school at least some of the time. Despite these challenging statistics, more than 93% reported having goals and planning to attend some kind of school after high school, reflecting a healthy view of their future. However, this positive outlook changes dramatically over the middle school and high school years.

21,965 of OC's 11th grade students also participated in the California Healthy Kids Survey. 35% reported skipping school one to "a few times" during the previous 12 months. By 11th grade, 40% have consumed alcohol 4 or more times and 24% have smoked marijuana. In the past 30 days, 32% of 11th graders reported drinking at least one drink; 21% reported binge drinking (5 or more drinks in a row) within the last 30 days; and 18% reported having smoked marijuana. 26% have either driven drunk or been in a car being driven by a friend who was drunk. Of the 11th graders surveyed, at least 43% report having been verbally and/or physically bullied, and 43% had been sexually harassed, and 22% had been cyberbullied - the latter two being almost unheard of among 5th graders surveyed. 38% did not eat breakfast on the day they were surveyed. 31% reported being so sad or hopeless for 2 weeks or more in the previous 12 months they stopped engaging in some activities. An alarming 16% had seriously considered suicide in the past 12 months. The positive view of the future 5th graders feel is a stark contrast to the angst and challenges faced by students just six years later.

According to the State of California Department of Education, nearly 5,200 students from OC's class of 2012-13 failed to graduate during their senior year, which is 12.5% of that cohort. Reports indicate drop-outs among OC students occur as early as 7th grade. In 2013-14, 130,570 (26%) of OC's students were English learners; almost half of students K-2 were English language learners. OC students' ethnic make-up is as follows: 49% Hispanic or Latino; 29% White; 18% Asian or Pacific

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Islander; 3% two or more races; less than 2% African American; and less than 1% Native American or Alaska Native. Dropout rates are significantly higher among Hispanic/Latino students (who comprise the largest sector of OC students), as well as among African American students.

The presence of additional engaged, caring adults with both elementary and secondary students will have a profound effect for OC students' emotional and social well-being, leading to greater academic and personal success. These adults must also reflect the diversity of the student population, and be deeply committed and trained to help these students succeed.

SERVICE ACTIVITIES: EDUCATION

OneOC will be re-shaping its RSVP priorities over the coming three-year grant cycle to focus on education, primarily K-12 success. We will work with a variety of existing and new volunteer stations to achieve the required outputs and outcomes related to K-12 success. A few specific examples follow.

OneOC's CalPREP AmeriCorps program, established in 2013 and managed in partnership with the Napa County Office of Education, addresses the low college-going rates in economically disadvantaged communities. OneOC's CalPREP program will place 16-18 AmeriCorps members in elementary and middle schools and youth centers across OC in school year 2014-15. The program is anticipated to expand in future years. Each CalPREP AmeriCorps member is required to recruit and manage 25+ volunteers to serve as academic mentors and tutors, each serving at least two high need students in a one-on-one setting. Volunteers are expected to make a minimum of 6-month commitments to the program.

Many students participating in CalPREP will be the first in their families to attend college. In some schools, such as North Shore, students come from households that speak more than 20 different languages. Through this grant, 200 RSVP members will be placed with the CalPREP program by year 3 of this grant to engage in meaningful mentoring relationships that will increase college knowledge, student grades, and test scores. RSVP volunteers will lead at least 400+ students through 12-25 sessions (depending on grade level), focusing on the following:

- * How values and behaviors shape our future
- * Goal setting

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- * Developing good study skills and habits
- * Making choices and overcoming obstacles
- * How to overcome challenges to getting into college
- * Understanding what colleges are looking for in students
- * Understanding the value of education
- * Exploring various careers
- * Creating roadmaps to two different chosen careers, including college decisions

Expected outcomes related to the CalPREP program include:

- * 80% of Elementary Students who received mentoring will increase their understanding of program curriculum by 20% in the areas where they previously rated below proficient.
- * 80% of Middle Students who received mentoring will increase their understanding by 15% in the areas where they previously rated below proficient.
- * 80% of High school students participating in the program are classified as "on track" for graduation.
- * 70% of 12th Grade Students participating in the program will apply to college.

CalPREP RSVP members will receive extensive and ongoing training on program curriculum, and participate in regular meetings with the CalPREP AmeriCorps leaders, school/center staff and other RSVP members.

ONEOC'S VIP (VOLUNTEER INFRASTRUCTURE PROGRAM) INITIATIVE has been building the capacity of targeted nonprofits for since 2009. Through VIP, AmeriCorps members are assigned to participating nonprofit organizations to help them build volunteer management infrastructure, create volunteer assignments, establish data tracking mechanisms and recruit volunteers. Thanks to this intensive support through the VIP program, several of these organizations are now well prepared to successfully engage RSVP members to support student success.

For example, with VIP participating organization Big Brothers Big Sisters of Orange County, RSVP members will serve as mentors and tutors to support student engagement and success. At Olive Crest, a VIP organization which is center for abused, neglected and at-risk children and their families, RSVP members will serve as mentors and tutors at the Olive Crest Academy, supporting the academic

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and social needs of children in critical need of caring adults. RSVP members will provide academic tutoring in general subjects including math, language arts, science and social science.

RSVP members will also be placed at other VIP sites including Anaheim Family YMCA, Delhi Center, Science@OC and Team Kids, to participate in tutoring and mentoring activities to ensure youth academic success. OneOC will also explore partnerships with additional potential volunteer stations including Reading Partners, JumpStart and School on Wheels, which serves homeless youth.

In total, a minimum of 300 RSVP members will serve in OneOC's Primary Focus Area: Education.

DATA COLLECTION METHODOLOGY

OneOC will build on existing data collection methodology currently being utilized by the CalPREP program, which includes collecting the following data on at least a quarterly basis:

- * Number of volunteers serving in Primary Focus Area: Education
- * Number of students served
- * Number of hours served by volunteers

This information will be completed by all volunteer stations via an online tool supported by OneOC.

Additionally, on at least a semi-annual basis, the following information will be collected for a minimum of 10% of all OneOC RSVP members (all of whom will be serving in the Education Focus Area):

- * Academic improvements made by participating students
- * Understanding of college readiness strategies

This outcome information will be collected primarily via the CalPREP program utilizing their standard reporting mechanism, which is a written report completed by OneOC RSVP staff in collaboration with volunteer stations.

OneOC also prepares an Annual Affiliate Report (AAR) as an affiliate of the HandsOn Network. This

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report includes a wide variety of data relevant to all OneOC programs, including RSVP. Any relevant data gathered as part of the AAR development will be shared through regular RSVP reports to CNCS.

SERVICE TO VETERANS AND MILITARY FAMILIES, OTHER FOCUS AREAS AND CAPACITY BUILDING

VETERANS / MILITARY FAMILY SERVING IN PRIMARY FOCUS AREA: OneOC will target and track Veterans and Military Family members who participate in delivery of services via the Primary Focus Area: Education.

DISASTER PREPAREDNESS AND RESPONSE: From earthquakes to tsunamis to nuclear power disasters, even the best prepared are taken off guard when tragedy strikes. The world has seen a surge of devastation, and here in Orange County, we are on high alert for the potential crises that can occur from earthquakes, floods, nuclear power threats, and even terrorism with attractions like Disneyland, Knott's Berry Farm, Angels Stadium and The Pond, and Camp Pendleton in our backyard.

There are many organizations dedicated to disaster preparedness, response and recovery including our local government, American Red Cross, and Salvation Army. These groups utilize pre-trained volunteers and serve a critical role in the responding to immediate needs. But, even with the successful growth of local Citizen Corps programs, recent disasters such as the Loma Prieta earthquake, Hurricane Katrina, 2007 Orange County wildfires and 2011 mudslides have demonstrated that hundreds to thousands of unaffiliated and untrained volunteers will converge at incident sites, hindering the coordinated efforts of these response agencies.

California Volunteers is tasked by the State of California to manage disaster volunteers, in coordination with the California Emergency Management Agency (Cal EMA). It turns to Volunteer Centers throughout the state to manage these volunteers during disaster situations. OneOC is the volunteer management agency in Orange County designated to recruit, interview, and refer volunteers to government and nonprofit agencies during disasters. This effort requires an active day to day planning and preparedness effort to successfully manage spontaneous volunteers and disaster volunteering opportunities as they arise.

OneOC has a strong track record of serving as a comprehensive, all hazards Emergency Volunteer

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Center (EVC) through an effective organizational structure that focuses on mobilization, coordination and referral of spontaneous volunteers. As the lead for Orange County's EVC program, OneOC believes it is essential to support Orange County's nonprofits and community organizations in responding to and recovering from local disasters and emergencies themselves. Part of this effort includes training volunteers to go out and perform disaster preparedness trainings for these agencies. The RSVP volunteers recruited under this Focus Area will perform this service with the goal of reaching out to the 3,181 nonprofits throughout Orange County. They will also be trained to support and staff our EVC when a disaster does hit - giving them the guidance to run the EVC, manage and place spontaneous volunteers and keep track of the reporting needed to be effective.

In addition to preparing our nonprofits for disaster, our RSVP volunteers will focus on helping individual residents with their own emergency plans. This will include community trainings, home inspections, and disaster preparedness audits.

OneOC anticipates placing up to 120 RSVP members in Disaster-related service opportunities.

HEALTHY FUTURES: In 2012, there were approximately 380,100 individuals 65 years of age and older living in OC. Comparing this number to 2010, there has already been a 5% increase in the older population, and the number is only projected to rise, and at a quicker pace. By the year 2025, it is projected the County's older population could be as high as 800,000. OC is bracing for what senior advocates are calling the "Silver Tsunami." This dramatic increase in our aging neighbors, friends and family members will impact our community significantly. Poverty levels are steadily rising among seniors and one-third of the older adult population are now struggling with a disability. The needs of our older adults are becoming increasingly urgent.

OneOC has a number of legacy RSVP volunteer stations focused on meeting outputs related to Healthy Futures. For example, RSVP members currently serve with Meals-on-Wheels, delivering food and engaging in personal interaction with elderly and disabled individuals who might not otherwise benefit from a nutritious hot meal and social interaction each day.

At a new OneOC partner agency, Volunteer Action for Aging (VAA - part of SCAN Health Plan), RSVP members will participate in friendly visitor and phone-a-friend programs, as well as supporting

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episodic volunteer events that engage other older adults, many of whom would otherwise not have opportunity to volunteer in the community. These activities include Letters to Troops, VAA's annual Serve Day and other community projects.

OneOC anticipates placing up to 70 RSVP members in Healthy Futures service opportunities.

VETERANS AND MILITARY FAMILIES: There are approximately 160,000 veterans currently living in Orange County, making it the third largest veteran population in California. According to recent data, Veterans seeking services are 45% white, 30% Hispanic, 20% African American and 5% Asian. While there are many resources available to veterans living in Orange County (such as through the Long Beach VA), it is the vibrant nonprofit industry that works the hardest to ensure veterans in all parts of the county have access to affordable housing, job opportunities, and benefits owed to them by government institutions. Through the efforts of these nonprofits, veterans are finally beginning to understand just how many resources are available to them in Orange County.

OneOC is a participant in the Veteran Leader Corps (VLC) AmeriCorps program in partnership with Points of Light. Through VLC, we are supporting community solutions to address eight critical needs facing veterans and their families (employment, K-12 and higher education, behavioral health, housing, financial/legal issues, family strength, reintegration and volunteerism). RSVP members will be engaged as part of the solution to address these reintegration challenges faced by our veterans.

In addition, OneOC RSVP members may serve with Goodwill's Enduring Independence Veterans Program to provide job readiness and placement services. RSVP members will also serve with Veterans First, the only non-profit in Orange County that works to provide services exclusively to our region's homeless and at-risk veterans. Veterans First provides a multitude of services including housing, meals, life coaching counselling, life skills, access to mental health counselling, benefit counselling, transportation, as well as job training and employment placement assistance.

OneOC anticipates placing up to 40 RSVP members in service opportunities benefiting Veterans and Military Families.

CAPACITY-BUILDING: OneOC is one of the nation's leaders in the Service Enterprise movement,

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which provides education and practical support to nonprofits and public agencies as they build a vision and infrastructure to effectively engage volunteers at all organizational levels to achieve their mission. As an original grantee of CaliforniaVolunteers' CNCS Volunteer Generation Fund grant funding, OneOC's leadership has played a central role in the development and initial implementation of the Service Enterprise Initiative. Service Enterprise development is now a core service of OneOC, and to date, OneOC has helped more than 50 organizations achieve Service Enterprise status - many of which will serve as volunteer stations for our recalibrated RSVP program.

With these significant credentials, OneOC is poised to further this work through an innovative strategy built on established success. A current RSVP member, Fran Newman (an 80 year old former school teacher) has partnered with OneOC to develop a model of hands-on Service Enterprise development. Fran and OneOC have developed a system through which a volunteer can go into an organization which needs volunteer management support, and effectively and efficiently help that organization identify volunteer needs, create volunteer position descriptions, and set up volunteer management systems. Through OneOC's revised RSVP program, we propose to replicate this strategy with nonprofits that are not yet Service Enterprises in order to bring them to that status. Fran has agreed to lead this initiative, overseeing a team of RSVP members who will execute the system she helped create. As these organizations build their volunteer engagement infrastructure, additional RSVP members may be assigned to serve with them long-term in a variety of capacities. Across all RSVP member Focus Areas and Community Priorities, priority will be given to placing RSVP members in opportunities requiring higher-level skills.

OneOC anticipates placing up to 30 RSVP members in Capacity-Building service opportunities.

COMMUNITY PRIORITIES

Many of OneOC's current RSVP members do not fit into a defined Focus Area. Some, but not all, will be retained in the Community Priorities category. OneOC has developed an online reporting system for its volunteer stations and volunteers, significantly reducing the time and resources necessary to manage non-Focus Area volunteer stations. Essentially, at these volunteer stations, the primary interaction with OneOC staff will be periodic site visits, reviewing reports, following up on any concerns or questions, and supplying volunteers with lifetime achievement recognition materials.

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Historically OneOC's community priorities focused heavily on placing RSVP members with local police stations. While this reality still exists, many of the police stations where these RSVP members are placed are ready to manage these volunteers on their own. RSVP will continue to support only those police stations requiring specific support, and will graduate remaining stations.

RSVP members are also currently placed in non-Focus Area related service opportunities with senior centers, hospital auxiliaries, libraries, a fire department and several nonprofits. Over the coming six months, OneOC will be assessing these partnerships to determine which yield the highest community benefit, while ensuring excellent service opportunities for RSVP members. Selected volunteer stations will be retained under the Community Priorities category. Graduating stations may continue to have a relationship with OneOC, but will be supported outside the RSVP structure and funding

OneOC anticipates placing up to a maximum of 240 RSVP members in Community Priorities service opportunities.

Recruitment and Development

CREATING HIGH-QUALITY VOLUNTEER ASSIGNMENTS

OneOC has as its mission to "accelerate nonprofit success" - as such we are firmly committed to ensuring our RSVP members are engaged in high-quality volunteer assignments for maximum impact. Moving into the next phase of our RSVP program, our priority will be to place RSVP members in opportunities requiring significant skills relevant to their placement (skills-based volunteering). As part of our orientation, we will be integrating a training module for RSVP members engaged in skills-based volunteering to ensure they have the context and direction they need to be successful.

In addition, OneOC will give priority to placing RSVP members with certified Service Enterprises - organizations which have gone through a rigorous review and training program to ensure they have excellent volunteer engagement strategies and management practices. To date, we have identified, trained and certified more than 50 Service Enterprises within Orange County thanks to CNCS' Volunteer Generation Fund supported Service Enterprise Initiative.

By placing RSVP members according to CNCS-defined Focus Areas, through our updated priorities and programmatic strategy, RSVP members will have access to higher-impact nonprofits and service

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opportunities. All OneOC RSVP volunteers will have the opportunity to share their abilities and experiences to improve not only their communities but also themselves through service.

TRAINING

All new RSVP members receive a welcome packet and will be required to participate in one of our monthly orientation trainings. During these orientations, RSVP members learn about the history of RSVP, eligibility requirements, reporting volunteer hours, recognition and other benefits, how to report accidents, responsibilities of RSVP members, volunteer stations and OneOC, and other key information. They will also receive information about current volunteer opportunities and personalized placement services offered by OneOC.

Additionally, RSVP members will receive specialized training relevant to their assignments at their volunteer stations. Some examples of this can be found earlier in this document, including learning to deliver the CalPREP curriculum to support college readiness among high-need students, and training to actively participate disaster preparedness and response services.

An over-arching strategy to support the personal and professional development of RSVP members will be an annual OC Symposium on Health and Civic Engagement for Older Adults - a full day conference for RSVP members and potential members. This Symposium will serve multiple purposes: recruitment; recognition; training; and providing value-add services for current and prospective RSVP members related to healthcare and quality of life. Participants will engage in plenary sessions and workshops on engaging topics such as the benefits of volunteering, relevant health and wellness issues. Special awards such as RSVP Volunteer of the Year, President's Volunteer Service Awards, and other recognition will be presented at this event during a special lunch time ceremony. Attendees will also benefit from health care and other services offered by event sponsors having booths at the event.

OneOC provides an annual training for RSVP supervising stations, and offers trainings through our Training Service division to the community at large, including RSVP stations, on a weekly basis.

It is anticipated this event will attract high-quality speakers as well as significant corporate and foundation sponsorships, which will help meet the required match for this grant. OneOC will target one of the many retirement communities in Orange County as a host and sponsor for this event. It is

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anticipated this integrated strategy will not only yield excellent outcomes for the RSVP members, it will also attract expanded engagement with current and potential RSVP partners.

COMMUNITY DEMOGRAPHICS AND RECRUITMENT

The statistics provided earlier regarding the rapidly expanding older adult population in OC holds a significant silver lining: the opportunity to recruit older adults to serve the community.

The population of OC is 43% Non-Hispanic White; 34% Hispanic or Latino; 20% Asian/Pacific Islander; 2% African-American; 1% American Indian & Alaska Native; and 3.2% reporting 2 or more races. 30.5% were foreign born. 45.2% speak a language other than English in the home. By contrast, OneOC's current RSVP volunteer base is overwhelmingly White. Due to this significant discrepancy, it is imperative the OneOC RSVP program be increasingly culturally competent and laser-focused on recruiting volunteers from among ethnic and cultural communities, particularly Latino, to ensure appropriate volunteers are delivering critical services to these diverse populations. OneOC will also ensure our staff and core volunteers have access to cultural competency training, and will utilize the principles learned throughout the RSVP program.

OneOC will outreach to relevant community groups that engage older adults from various ethnic and cultural groups such as community and faith organizations; older adults within the LGBT community through organizations such as OC LGBT Pride and the UC Irvine LGBT Resource Center; service clubs; Veterans groups via OneOC's Veterans Corps and other Veteran-serving programs; retirement communities; senior centers; and other groups engaging older adults. Special emphasis will be placed on recruiting bilingual volunteers.

OneOC is also planning the launch of a new Corporate Ambassadors program, through which RSVP members will recruit business people who are retiring soon from the many companies with which OneOC has a strong relationship. Current RSVP volunteer and Advisory Council member Phil Orland will be leading this effort. Phil has also been involved in OneOC's Service Enterprise Initiative activities and has an excellent understanding of the importance of strong volunteer engagement infrastructure and skills-based volunteering.

Additionally, OneOC will leverage its strong relationship with the OC Register and other local media

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outlets to promote RSVP via print, radio and electronic media. OneOC will also post RSVP opportunities via its own website, social media, various programs, Days of Service, and other outlets.

RETENTION AND RECOGNITION

OneOC places a premium on RSVP member retention, support and recognition. All RSVP members receive a quarterly e-newsletter including best practices, news and research on volunteerism, new "Around Town" and "Save the Date" columns, promoting local community activities and national initiatives. Additionally, OneOC distributes an annual RSVP member and station satisfaction survey.

President's Volunteer Service Awards (PVSA) are given out annually. In 2013, over 100 current RSVP volunteers had reached 4,000 plus hours, receiving their Lifetime Achievement Award, including: 11 with 15,000 plus hours served, 12 with 10,000-14,999 hours served, and 85 with 4,000-9,999 hours served. In 2014 OneOC honored 13 new RSVP "Call to Service" members for serving 4,000 or more hours in the program and more than 100 attendees those volunteers who have 10, 15 or 20+ years of service. This tradition of celebrating milestones with our RSVP members will remain an integral part of our program.

OneOC will be moving its annual recognition event to be integrated into the new OC Symposium on Health and Civic Engagement for Older Adults. Volunteers achieving Lifetime Achievement Awards, President's Volunteer Service Awards and other honors will be presented with their awards at this event.

OneOC also partners with local newspapers in the community including the Orange County Register to publish press releases, articles and public service announcements recognizing our RSVP volunteers. Top RSVP volunteers also receive special recognition at OneOC's county-wide Spirit of Volunteerism Awards luncheon held in the Spring. We also often nominate our RSVP members for local city and county awards nominations, such as Senator Lou Correa's "seniors making a difference awards" and Senator Mimi Rodger "Spirit of Service" award.

Program Management

MANAGEMENT OF VOLUNTEER STATIONS

OneOC is dedicated to ensuring that RSVP stations comply with the program's regulations. A key factor in OneOC's plan to ensure appropriate management of the volunteer stations is the

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implementation of clear communication with stations about their role, responsibilities, and impact on the volunteers' service efforts and their service to the community. OneOC provides the stations with a New Station Orientation, in which the stations receive, review, and consent to RSVP procedures and policies, station responsibilities, and volunteer rights as designated in the "Station Handbook," "Memorandum of Understanding" and the "Checklist for Accessibility & Safety Statement." Through the review and acceptance of the documents during Orientation, the RSVP stations have the opportunity to gain confidence in their role in the program and understand both their responsibilities and that of OneOC, as the RSVP sponsoring organization. A valuable resource for the RSVP stations, the Station Handbook is used to orient and train the volunteer coordinator and other staff members at each station about their role and responsibility as a station in the national senior program. In addition to receiving the Station Handbook, each station receives and agrees to a Memorandum of Understanding, which details additional responsibilities, including procedures in volunteer recruitment, training, supervision, and reporting, as well as policies and regulations. RSVP stations also learn, through the Memorandum of Understanding, OneOC's responsibilities as their supervisory organization. Lastly, the Checklist of Accessibility & Safety Statement emphasizes the importance for the stations to accommodate all volunteers, regardless of their specific needs. By providing clear expectations for each station, OneOC ensures that volunteer satisfaction remains high and serves to meet the station's need to maximize their impact in the community.

In addition, OneOC offers a variety of free workshops on effective volunteer engagement for all RSVP volunteer stations. They also receive a quarterly newsletter on volunteer management best practices and the latest news and research on volunteerism.

ASSURING VOLUNTEERS ARE PERFORMING ASSIGNED DUTIES

OneOC understands that volunteers donate their time when they believe in the service that they provide. In turn, for many organizations, especially for the majority of RSVP stations, volunteer service is the backbone of the organization's functionality and impact on the community. Thus, OneOC's goal is to ensure both volunteers and stations are content with their placement. To achieve this goal, OneOC works with RSVP volunteers and the volunteer coordinators at stations to verify volunteers are performing their assigned service activities. Especially as OneOC's RSVP program adopts new priorities, we will work with new and existing volunteer stations to identify volunteer responsibilities and ensure they are in accordance with stated priorities and will achieve outputs and

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outcomes outlined in this grant application.

As designated in the Volunteer and Stations Handbooks, it is imperative for volunteers to record and report their contributed service hours. These hours are essential as they are used as statistics to demonstrate the impact stations are making. By verifying and reporting volunteer hours, stations demonstrate they understand and are committed to compliance with the program and federal regulations. OneOC verifies volunteer hours are compiled in order for insurance benefits to be valid, as well as to track the service trajectory of each volunteer to provide the appropriate acknowledgement they deserve. OneOC's RSVP staff makes sure timesheet completion procedures are covered at Orientation, time sheets are submitted on a monthly-basis, and follow-up procedures with any station and volunteers who require assistance with hour verification processes are carried out. As part of OneOC's plan to measure and increase volunteer and station satisfaction, and therefore, positive impact of their services, OneOC also implements a system of evaluation that ultimately gives insight into the engagement of volunteers in their assigned activities. OneOC issues surveys to both RSVP volunteers and stations. Through these surveys, volunteers and stations give insight into what program areas work best and which ones need improvement in order for them to remain engaged in their service and supervisory roles. Additionally, through this insight, OneOC learns about additional support stations might need to retain their status as RSVP stations, and how to support and recognize volunteers.

MEETING CURRENT COMMUNITY NEEDS

As part of the preparation process for this new round of RSVP funding, OneOC has taken a close look at current community needs and is proposing significant realignment of our RSVP program priorities. Part of this process will include moving some current volunteers to new stations more closely aligned with the new RSVP priorities. Volunteers will be given the option to stay with their current placement or move to a new one; if they choose to move to a new placement, they will receive appropriate training to ensure they are fully equipped for success.

This shift in priorities will also result in the graduation of some historical stations, especially those not closely aligned with CNCS Focus Areas. Careful consideration is being undertaken to ensure minimal disruption to these current stations; many of them are nearly self-managed at this point and may retain current volunteers as they as programs graduate from the RSVP family. Most of these

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organizations will retain a relationship with OneOC outside the RSVP infrastructure.

ONEOC'S TRACK RECORD IN PRIMARY FOCUS AREA: EDUCATION

OneOC has been partnering with educational organizations for more than 40 years through its various volunteer programming. We were the regional lead for CNCS-funded Service-Learning programming until funding ceased in 2011. Through our Service-Learning programs we partnered with schools across Orange County offering this teaching and learning strategy that integrated meaningful community service with instruction and reflection to enrich the learning experience, teach civic responsibility, and strengthen communities. For youth, teachers, administrators, community members, and parents, Service-Learning offered a dynamic path toward more engaging classroom and service experiences.

Most recently, we have experienced significant success in our first full school year with the CalPREP program, exceeding expected outputs and gathering metrics. While the RSVP program specifically has not had a strong focus on education, the RSVP Director oversees all volunteer programs and will apply her expertise to ensure successful outputs and outcomes for RSVP's educational programming.

COMPLIANCE WITH RSVP FEDERAL REGULATIONS

OneOC has a solid plan and infrastructure in place to ensure management of volunteer stations in compliance with RSVP program regulations, including preventing or identifying prohibited activities. All stations must have a current signed agreement on file with OneOC before receiving RSVP member placements. Stations must also participate in training, which includes a review of the responsibilities of the station and those of OneOC; prohibited activities; volunteer management practices and protocols; and other RSVP regulations.

In addition to station handbooks, volunteer handbooks and the station MOU, which outline all the materials required to keep us in compliance with our grant, OneOC has created a matrix check list allowing us to easily track which documents are pending or need to be collected. We also conduct random internal audits on our station and volunteer files to assure that all information has been accurately entered into Volunteer Report for constant reporting and that nothing has been misplaced. All RSVP members must include their age on their RSVP application to ensure their eligibility.

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OneOC's RSVP Advisory Council meets three times per year, and includes representatives from the community at large such as experts on aging, an elder law attorney, and RSVP members. We are currently recruiting additional volunteers to serve on the Council. RSVP staff also participate on this Council as support personnel. The Advisory Council regularly discusses potential changes in program priorities, challenges faced, upcoming events and other matters.

Organizational Capability

PROGRAMMATIC AND FISCAL OVERSIGHT

The management of the project budget, composed of both grant dollars and in-kind matches are reviewed on a monthly basis by OneOC staff including the Program Director, Bookkeeper, Finance Director and the COO to assure accuracy and fiscal responsibility. RSVP is supplied with monthly closing statements by OneOC's finance department that reflects all transactions within that reporting time. On a semi-annual basis, an overall review of project outcomes is conducted as part of OneOC's operational plan monitoring with the COO, who is the direct supervisor of the RSVP Director.

STAFF POSITIONS

The RSVP program's staff and support services are as follows:

RSVP Director - Ursula Walsh is responsible for the overall program meeting fiscal and programmatic deliverables. She oversees the project's strategic planning process, program development, volunteer development and outreach. She is OneOC's primary "expert" on program management and has worked in the nonprofit field for over 20 years, most recently at the executive level. She has a passion for "Service as a Solution" as well as strong experience with program development, staff and volunteer development and fiscal management.

RSVP Program Coordinators - Maria Lemus conducts program outreach and presentations for recruitment purposes. Maria is also the Disaster Lead for our Disaster Program. She was an AmeriCorps member 2011 and VIP leader in 2012, the latter year with OneOC. Cindy Braun is the primary contact for volunteer coordinators at RSVP stations, and has oversight of the database and filing systems. Cindy has extensive experience working in the nonprofit sector, serving through various roles within community-based nonprofits where she has provided direction and support in the areas of grant management, project management, volunteer recruitment and management, special event planning and community outreach, and technical support. Both Maria and Cindy have

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particularly strong commitment to the program and specifically to engaging older adults in service.

Administrative Support - The RSVP administrative support team is responsible for assisting with data entry of member hours, collating our new member "Welcome Packets" of information, assisting with mailings to RSVP members, and other miscellaneous administrative duties as required. The team possesses excellent professional qualifications, is computer proficient and has excellent customer service skills. This team also manages and supervises a group of volunteers who are trained to provide some of the services mentioned.

Finance Staff - The OneOC finance department is responsible for fiscal management of the program as it relates to accounts payables and receivables. The financial director and the bookkeeper are responsible for submitting the quarterly Department of Management Systems FFR report and the bi-annual Corporation's Financial Status report. This department produces monthly and quarterly reports that keep the RSVP director informed of the program's fiscal status. The finance department also ensures all fiscal documentation related to the grant is accurately tracked and recorded.

Chief Operating Officer - The RSVP director reports to this senior officer. The COO assists with strategic planning, problem-solving, and is responsible for assuring that the RSVP director is meeting programmatic and financial goals. This position is also instrumental in assuring the integration of the RSVP program into organization-wide planning and messaging.

INTERNAL POLICIES AND MANAGEMENT OF CAPITAL ASSETS

OneOC has an environment that stresses the importance of communication and enforcement of integrity and ethical values, commitment to competence, participation of those charged with governance, management's philosophy and style, organizational structure, assignment of authority and responsibility, human resource policies and practices. We are also committed to risk assessment process and its key controls, including: documentation and communication of financial reporting objectives, proper application of accounting principles, practices for the identification of risks within the entire organization as well as its extended relationships, mechanisms to anticipate, identify, and react to changes, process of evaluating and mitigating risk, development of fraud risk assessment and monitoring process.

Narratives

Our internal control communication process and its key controls include a process of identifying, capturing, and using information at all levels of the entity to support the achievement of financial reporting objectives, communication between management and those charged with governance so both have relevant information to fulfill their roles with respect to governance and to financial reporting objectives, communication between top management and all personnel on the importance of both internal control over financial reporting and individual control responsibilities, effectiveness of communicating information upstream, external communication. The monitoring process includes financial reporting through ongoing monitoring, independent evaluations, and remediation of identified deficiencies. We have highly developed cash management procedures which include bank reconciliation and petty cash management. OneOC also carefully guards against misappropriation including authorized check signers, and processes for opening bank statements; applying for and tracking grants; opening mail; preparing deposits; management of online donations, credit card payments, and in-kind donations. We also have clearly identified processes for payment of invoices and payroll processing.

OneOC maintains an inventory of property and equipment, and a process for recording purchases, leases, sales, gains and losses.

FINANCIAL MANAGEMENT CAPACITY AND PAST EXPERIENCE IN MANAGING FEDERAL GRANTS

OneOC has an exemplary financial management system as outlined in the previous section. Additionally, OneOC has managed the RSVP federal grant for over 34 years, as well as various federal program grants (ranging from 1 to 4 year cycles) annually totaling anywhere from \$20,000 to more than \$800,000. Currently, OneOC also manages multiple AmeriCorps grants totaling in excess of \$500,000, as well as the RSVP program grant.

Other

N/A

PNS Amendment (if applicable)

N/A