

SACRAMENTO SERVICE PLAN

A Blueprint to Increase Civic Engagement



Kevin Johnson, Mayor



Table of Contents

- MESSAGE FROM THE MAYOR..... 2
- EXECUTIVE SUMMARY..... 3
- INTRODUCTION 4
 - Volunteer Sacramento..... 5
 - Serve America Act 5
 - Cities of Service 5
- WHAT IS SERVICE?..... 7
 - A Tradition of Service 9
 - The Additional Value of Service 12
 - Responding to Local Needs 13
- SERVICE IN SACRAMENTO..... 14
 - Methodology..... 14
 - The Service System 14
 - How Sacramentans Serve 17
- GOALS AND STRATEGIES 18
 - Help More Sacramentans Connect
to Service Opportunities More Easily 18
 - Create or Elevate Volunteer Opportunities
that Address the City’s Most Urgent Needs..... 19
 - Create More Meaningful Opportunities
for Young People to Serve 22
 - Measure Progress against Clear Goals;
Create Accountability for Results..... 23
- ACKNOWLEDGEMENTS..... 25
- APPENDICES..... 27



“ My hope is that we can spark a new day of activism and service in our City amongst every citizen. It’s going to take people working together not just for their own benefit, but also for the good of the whole community.”

- Mayor Kevin Johnson

Message from the Mayor

Two life-changing principles were hammered home during my formative years growing up in Sacramento.

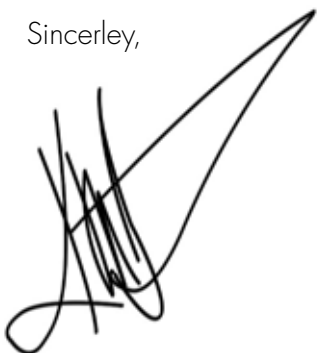
First was the idea of working hard and going the extra mile in everything I pursued. I knew that if I wanted to achieve a goal, I needed to do more than the average person. I needed to push hard, study hard, and never forget the importance of repetitive practice.

Second was the principle that I should give back to both my community and my country. Growing up, my grandfather told me a good person can't sit on the sideline. He taught me that my greatest reward and contribution as an individual would be measured by my service and how others could benefit from my actions.

Both concepts became an integral part of everything I did and pursued. In following these principles, I've had the great fortune of achieving a number of goals important to me: I graduated from the University of California at Berkeley; played in the National Basketball Association for 13 years; founded a non-profit community-development organization focused on turning my hometown's inner-city communities into centers of hope and possibility; and I was elected the Mayor of Sacramento.

As Mayor, I launched Volunteer Sacramento as my first priority initiative to promote service and volunteerism in Sacramento. This plan outlines an innovative set of initiatives that aim to achieve two overarching goals: making our city the most caring city in the nation, and setting a new standard for how cities can tap the power of their people to tackle our most pressing challenges. I hope it inspires you to get off the sideline and become more engaged in your local community.

Sincerely,

A handwritten signature in black ink, appearing to be the name 'M. L. ...' with a long, sweeping flourish extending upwards and to the right.

Executive Summary

Sacramento Service Plan

A Blueprint to Increase Civic Engagement

In his January 2009 inaugural address, Mayor Kevin Johnson challenged all Sacramentans to volunteer and serve the community. In March 2009, he launched Volunteer Sacramento as his first policy initiative. Volunteer Sacramento aims to make Sacramento the most caring city in the nation through service. It strives to unleash the spirit of service throughout the Sacramento Region by encouraging and empowering Sacramentans of every age to contribute to the health and well-being of their neighbors and their neighborhoods. Volunteer Sacramento will set a new standard for community involvement in tackling the city's toughest problems, and it will promote service as a core part of what it means to be a citizen of the most caring city in the nation. The priority initiatives included in this plan build on the long tradition of volunteerism in Sacramento that contribute so much to the life and health of our City. Like all Cities of Service, Volunteer Sacramento focuses on "Impact Volunteering"- volunteer strategies that target community needs, use best practices, and set clear outcomes and measures to gauge progress.

Volunteer Sacramento initiatives fall into four (4) categories:

1

Help more Sacramentans connect
to service opportunities more easily

2

Create or elevate volunteer opportunities
that address the City's most urgent needs

3

Create more meaningful opportunities
for young people to serve

4

Measure progress against clear goals;
create accountability for results

Sacramento Blueprint for Change

WHAT WE DISCOVERED CHALLENGES	WHAT WE WANT TO ACCOMPLISH GOALS & STRATEGY	WHAT WE'LL MEASURE IMPACT
It is not as easy as it should be for Sacramentans to find meaningful service opportunities	Help more Sacramentans connect to service opportunities more easily	Participation
The City can do a better job of communicating its needs and priorities, enabling more organizations to channel volunteers strategically	Create or elevate volunteer opportunities that address the City's priority needs	Impact on priority need areas
Service is flourishing in many school communities and interest is high among youth, but not every young person is given a chance to serve	Create more meaningful opportunities for young people to serve	Number of young Sacramentans engaged in service
While service is highly valued by participants and organizations, its impact is not always measured	Measure progress against clear goals; create accountability for results	Full range of Volunteer Sacramento metrics – participation, impact and capacity

FULL SET OF VOLUNTEER SACRAMENTO INITIATIVES AT A GLANCE

Initiatives to help more Sacramentans connect to service opportunities more easily

- New Website
- Technology in Service
- Promote Self-Directed Service

Impact service initiatives that address the City's most urgent needs

- Public Safety – Sacramento Ready
- Education – Sacramento Parents STAND UP
- Homelessness – Nomadic Winter Sheltering Program
- Environment – Sacramento Green Corps

Initiatives that provide more meaningful opportunities for young people to serve

- Mayor's Internship and Fellowship Program
- City Year
- Mayor's High School and College Challenges

Initiatives to measure progress against clear goals; create accountability for results

- Chief Service Officer
- Recognition Program

Volunteer Sacramento

Service has been an integral component of Mayor Kevin Johnson's Administration since being elected to office in November 2008. At his inauguration in January 2009, Mayor Johnson challenged Sacramentans to be active participants in bringing about the change the City and its citizens rightfully deserve, "The theme for this evening is 'Together We Can'...my hope is that today we can spark a new day of activism and service to our City amongst every citizen. I am ready, and I know you are too. And that's what it's going to take – people working together not just for their own benefit, but also for the good of the whole community."

Shortly thereafter, Mayor Johnson launched "Volunteer Sacramento", his first policy initiative, to encourage service and volunteerism across the City. With the intent of making Sacramento the number one city in California for volunteering, he challenged all residents to give ten hours of service by the end of the year or a total of 500,000 service hours. Citizens responded and logged more than 1.7 million hours of service. For 2010, Mayor Johnson has challenged citizens to give 3 million hours of service, making Sacramento one of the most caring cities in the nation.

Serve America Act

In April 2009, President Obama signed the Edward M. Kennedy Serve America Act ("The Serve America Act"), historic legislation dramatically expanding federal support for service. The Serve America Act provides tens of thousands of additional



Americans the opportunity to spend a year serving their communities through national service programs. International service opportunities are being improved and expanded. Around the nation, all volunteers are encouraged to roll up their sleeves and address their community's most pressing challenges. The goal is substantial: to engage more than 100 million people in service by the year 2020.

Cities of Service

Founded in New York City on September 10, 2009 by 17 mayors from cities around the nation, including Mayor Johnson, Cities of Service is a bipartisan coalition of mayors who have committed to work together to lead a multi-year effort to expand impact volunteerism. The coalition has rapidly grown since its inception and now includes more than 100 mayors, representing more than 47 million Americans across the nation.



American cities face serious challenges and many mayors want to take advantage of every resource available to them – including the time and energy of public-spirited residents — to address those challenges. But in cities across America today, citizen service is often an underutilized or inefficiently utilized strategy by municipal governments. Cities of Service supports mayors to leverage citizen service strategies, addressing local needs and making government more effective.

In January 2010, *Cities of Service Leadership Grants* were awarded to ten cities: Chicago, Detroit, Los Angeles, Nashville, Newark, Omaha, Philadelphia, Sacramento, Savannah, and Seattle. Funded by the Rockefeller Foundation, the grants were used to hire Chief Service Officers. A second round of grants, this time funded by the Rockefeller Foundation and Bloomberg Philanthropies, were announced in June 2010. The recipients were: Atlanta, Austin, Baltimore, Baton Rouge, Chula Vista, Houston, Little Rock, Orlando, Pittsburgh, and Richmond.

This plan is the product of an extensive assessment and consultation process that engaged hundreds of local service experts, nonprofit organizations, schools, colleges, private-sector partners, and public agencies. It examines the current service landscape and its challenges and offers a multi-pronged strategy to strengthen service in Sacramento.

What is Service?¹

Service describes a wide range of activities performed for the public good by an individual or a group, and public service refers to the work done by those who pursue a career in government or at nonprofit organizations. Some serve via the military or by dedicating a year of their lives to a national or international service program. Volunteering refers to a variety of activities performed without monetary payment in support of local organizations and individuals.

Service-learning, according to the National Service-Learning Clearinghouse, is a teaching and learning strategy that integrates meaningful community service with instruction and reflection to enrich the learning experience, teach civic responsibility, and strengthen communities. In the past several years, service-learning has become more popular in both K-12 institutions and at colleges and universities. It teaches the next generation of Americans the importance of participating in civic life.

WE SERVE TODAY IN MANY WAYS

	DESCRIPTION	EXAMPLES
VOLUNTEER SERVICE INCLUDING:	Service completed by those who give their time freely to benefit another person, organization or cause	Mentoring Answering a crisis hotline
Employer based volunteering	Service organized by or through an employer for employees, often to contribute to the community in which the employer is based	Adopting a street Painting a school
Faith based volunteering	Service organized by an institution of faith	Running an overnight shelter Coordinating a coat drive
Nonprofit based volunteering	Service organized by a nonprofit organization that provides structured opportunities for individuals and groups to contribute to community	Tutoring Serving food at a soup kitchen
School based service learning	In-school service programs that teach students to volunteer and value civic participation	Collecting lightly used books and toys for a family homeless shelter
Self directed volunteering	Service initiated by an individual or group of individuals outside of an event or program managed by a nonprofit organization or public agency	Cooking dinner for an elderly neighbor Coordinating a group to beautify a street Picking up litter
PUBLIC SERVICE	Service completed by government employees at the local, state, or federal levels and by nonprofit employees to promote the safety and well being of citizens	Police officers, firefighters and teachers Legislators Diplomats Community health care providers
MILITARY SERVICE	Service completed by individuals through the armed forces to protect the freedoms and interests of the American people	Army, Air Force, Marines, National Guard Members
NATIONAL SERVICE	Service completed by individuals who receive stipends and, in some cases, educational awards for volunteering to spend a year or more working in a community context	AmeriCorps City Year Peace Corps Senior Corps Teach for America

While most volunteering occurs through an organization, it also can be less formal. This “self-directed service” happens when an individual serves outside of an event or program managed by a nonprofit organization or public agency. These are the good deeds people do in their everyday lives, from helping an elderly neighbor bring home a bag of groceries to shoveling snow from a neighbor’s sidewalk.

A Tradition of Service

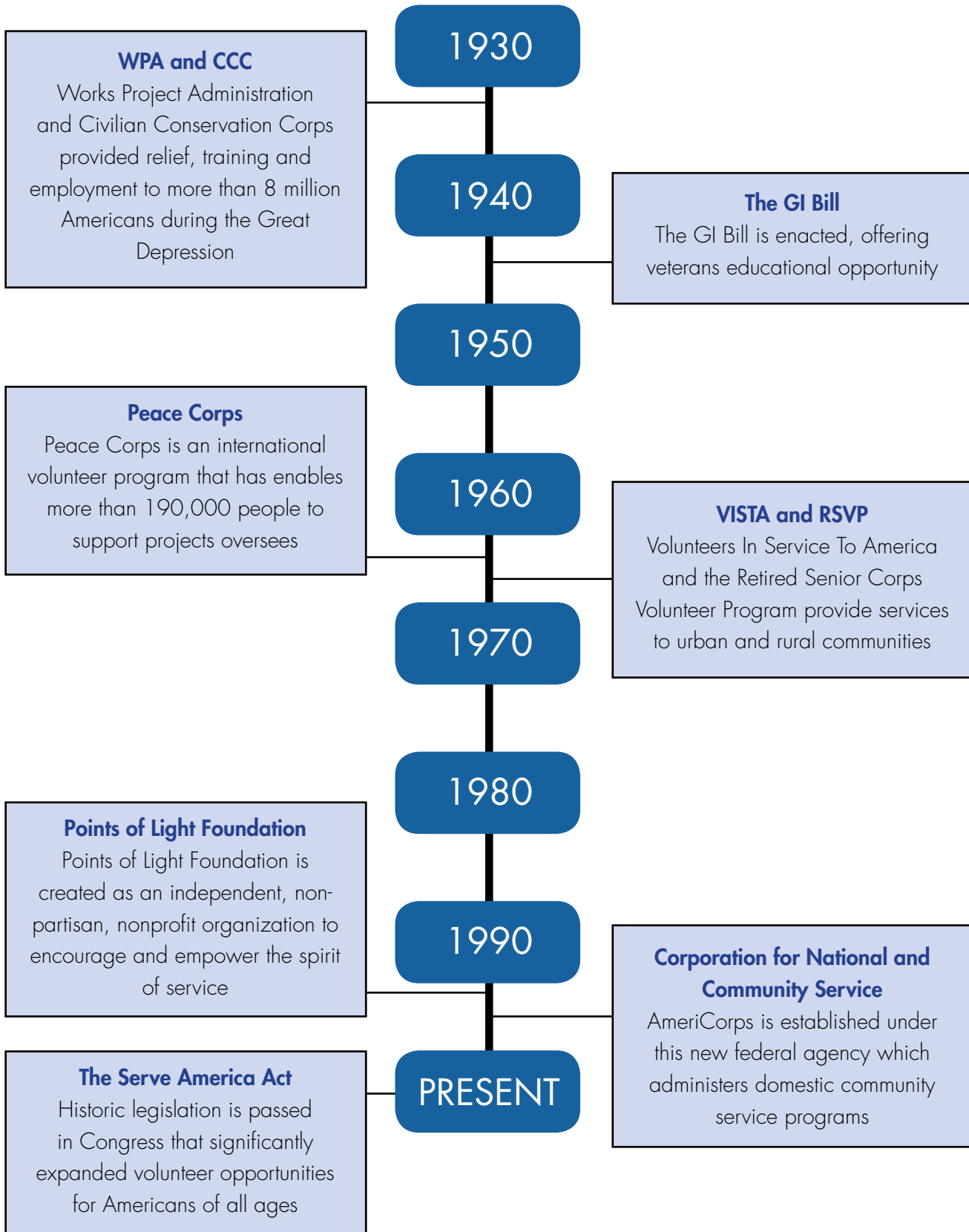
Throughout our country’s history, Americans have fostered and maintained an ethic of service and volunteerism, assisting each other in myriad ways: tutoring students, aiding the elderly, helping the homeless, providing financial assistance and empowerment to those in need, and supporting places of worship. The Federal government has been a powerful organizing force for service, inspiring individuals to volunteer and to serve their country. The government also has initiated several national service programs – AmeriCorps, AmeriCorps*VISTA, Peace Corps, Senior Corps, and Learn and Serve America – recognizing the benefit to both communities and individual volunteers.

As the capital of California, Sacramento is a true city of service, with many residents dedicating themselves both personally and professionally to service. Many Sacramentans pursue careers in public service, both in government and in local nonprofit organizations. Sacramento also boasts thousands of volunteers and, during its history, has produced exceptional organizations to improve health, aid families in crisis, and enrich communities.

Sacramento’s devotion to service is as old as the city itself. Originating in Sacramento, the Pony Express began its 1980-mile mail delivery service in 1860 and founded many leading public health campaigns and pioneering social welfare organizations. Early settlers, farmers and community members built the levy system that still protects the City of Sacramento to this day.

Federal programs have historically played an important role in volunteerism

The following programs highlight some of the largest federal investments²





The Additional Value of Service³

Research shows that service matters in some unexpected ways. Volunteering is associated with stronger communities, measurable health benefits, individual academic achievement, community participation and civic engagement, and opportunities for professional development⁴. Moreover, by supporting their neighborhoods, volunteers are estimated to contribute anywhere from \$150 to \$300 billion in services and time to the national economy⁵.

Health Rewards

Volunteering is associated with better health outcomes. Much of the research focuses on the power of volunteering for seniors⁶, but the experience has benefits across the age spectrum. In recent years, research has shown that volunteers are 30% less likely to report poor health⁷. Studies have also shown that volunteers have a 44% lower mortality rate than those who do not volunteer⁸. This may be because volunteers are healthier in the first place or perhaps that the social networks created through volunteerism have positive effects on emotional and physical well being.

Youth Achievement

Youth involved in service programs develop stronger social and personal skills, and do better and are more engaged in school than children and teenagers who do not serve⁹. Participation in service-learning also leads to a reduction in risky behaviors. A nationwide study of service-learning programs at 25 sites found that risk of course failure, school suspension, or teen pregnancy was 40% lower than the control group¹⁰. Surveys of youth also find that participation in service-learning has a positive relationship to an interest in politics, current events, and community¹¹. The National Research Council reports that service-learning appears to be one of the most effective strategies for improving academic learning and youth engagement.

Civic Engagement

Service experience prepares youth and adults to become active citizens. Through volunteer experience, people learn more about the challenges that their communities face and become more likely to take leadership roles in finding solutions¹². Another study found individuals who had participated in service programs in high school were more likely to be engaged in community organizations as adults¹³.

Professional Development

Volunteering and service also provide unique professional opportunities for working-age adults. In one survey, more than four out of five respondents found that volunteering enhanced problem-solving and decision-making skills¹⁴. In another survey, nearly 25% of volunteers reported that they volunteered to make new professional contacts¹⁵. Volunteering also provides opportunities to gain leadership experience and can be a creative outlet to relieve stress¹⁶. Community service can also help individuals explore new career opportunities. Employers recognize these benefits, and often rely on service initiatives to improve teamwork and morale.

Responding to Local Needs

A key strategy of the Johnson Administration's approach is to make sure service efforts target the city's greatest needs. The two key focus areas for the City of Sacramento's service agenda are: targeting resources to the city's priority need areas and strengthening the local infrastructure.

While there are many additional areas in which volunteerism is needed and can be of tremendous value to the city, the areas listed above will receive particular focus and attention. Volunteer Sacramento will continue to promote and support all forms of civic engagement and make it easier for Sacramento residents to connect to service opportunities.

Impact Volunteering

Sacramento's service strategy will be active, deliberate, and focused on outcomes. All Cities of Service strategies are characterized by a commitment to "impact volunteering." Impact volunteer strategies are those that:

1. Identify priorities and use volunteers to target a community's critical needs,
2. Use best practices to maximize results and program sustainability, and
3. Set clear outcomes and measures to gauge progress.

Volunteer Sacramento will be consistent with high expectations of customer service and accountability, engaging citizens in new and innovative ways that will have a real and measurable impact on city needs. Ideally this citywide effort also will serve as a model to be replicated in other California municipalities.

Service in Sacramento

In order to develop a series of meaningful, relevant initiatives to increase service in Sacramento, the Johnson Administration partnered with California State University, Sacramento to survey organizations that use volunteers, experts in the service arena, and Sacramentans themselves. These efforts revealed a tremendous commitment to service in Sacramento today.

Methodology

The outreach and assessment process included:

- 1.** Focus groups with representatives from service organizations and organizations that use volunteers and expert interviews with local leaders;
- 2.** Data collection from nonprofit organizations that use volunteers, schools and colleges, and city agencies;
- 3.** Community dialogues with local associations and consortia of service leaders; and
- 4.** Convening of lead and supporting stakeholders.

The Service System

Organizations that Use or Manage Volunteers

Organizations ranging from nonprofits to public schools to City agencies to places of worship use volunteers for a variety of functions. Volunteers are used by some of these organizations to strengthen operations and administration – from preparing fundraising mailings to serving on a board of directors. Many others use volunteers for service delivery to serve their constituents and achieve their missions.



Sacramento also benefits from a number of service intermediaries. Groups such as Hands on Sacramento, which is part of the national Hands On Network, and the Volunteer Center of Sacramento work to recruit and train volunteers and connect them to high-impact service opportunities. These service intermediaries aim to deliver a quality customer service experience to the volunteer and relieve the beneficiary organization of the need to recruit and train volunteers on its own. Other national and local organizations do similar work, with some filling the critical position of delivering highly skilled professionals to nonprofits for long-term pro bono services. The City of Sacramento welcomes volunteers to help provide services and programs to its citizens. The City Volunteer Program is committed to maintaining a close relationship between the community volunteers and the City government. The City's volunteer program provides a broad source of expertise, talent, and manpower for City programs as well as an avenue for citizens to participate in their local government. The citizens also benefit by gaining a greater understanding and appreciation for their local government while strengthening the community's bond. Over 3,000 volunteers are active each month in helping city agencies achieve their missions. The Mayor's Office will set high expectations for city employees to volunteer and lead by example.

Schools, Colleges and Universities

Volunteer service to K-12 schools is thriving in Sacramento, and service within these school communities — vis-à-vis service-learning programs in particular — appear to be gaining momentum. Some schools in Sacramento require students to perform a certain number of hours of service-learning between grades 9 and 12 in order to graduate. Afternoon hours are a prime opportunity for volunteer activities for students, as well. A range of after-school service programs such as the Police Department's Police Activities League and the Department of Parks and Recreation's Sacramento START program reach over 5,000 youth daily at 63 sites across the city. The Mayor's Office will encourage local public school districts to pursue every opportunity to support service-learning as a graduation requirement.

Sacramento benefits tremendously from a strong, civically engaged university community that covers a broad spectrum. The region is home to some great universities and community colleges, with a wide range of well-respected and highly reputable institutions in between.

Fortunately, local colleges and universities already include service and service-learning programs, including:

- California State University, Sacramento
- Los Rios Community College District
- University of California, Davis

The combined student body of Sacramento's higher education institutions totals about 170,000 young people, and the academic leadership at these institutions has expressed strong interest in expanding the commitment to service. Volunteer Sacramento will continue to work with colleges and universities to harness the idealism, enthusiasm, and energy of young people committed to living in a world where citizen service is a common expectation.

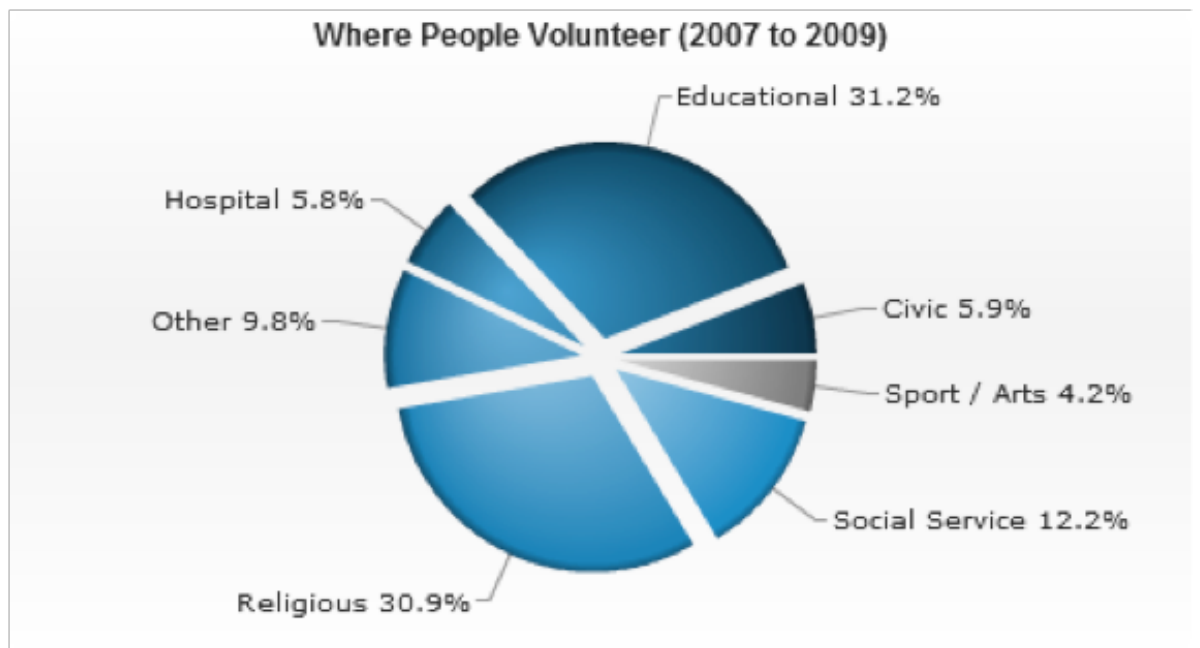
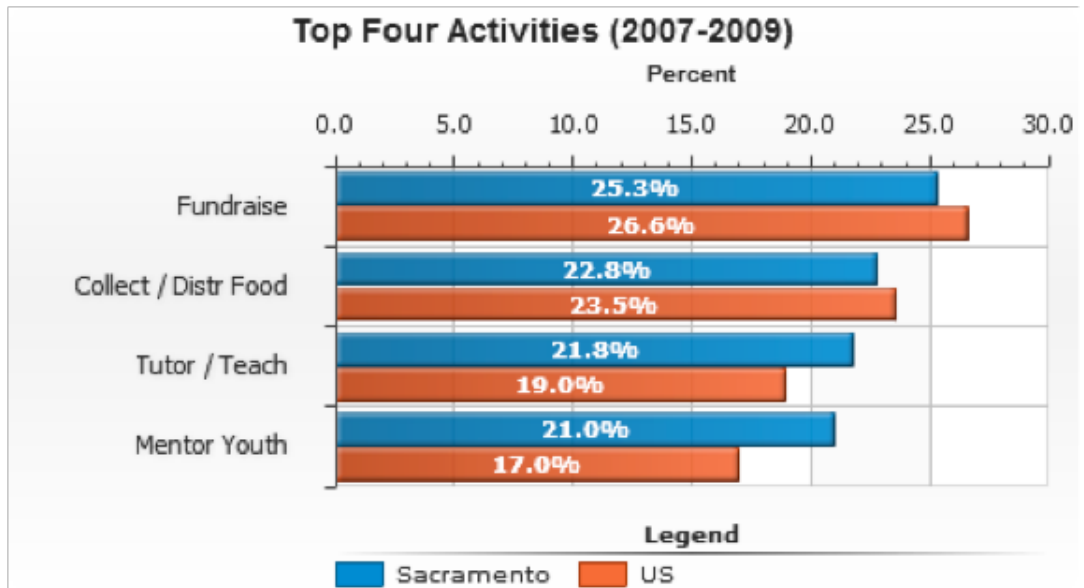


National & Stipend Organizations

Some national service initiatives have a strong presence in Sacramento – and are key partners with the City in addressing some of its greatest challenges. The AmeriCorps*National Civilian Community Corps, a full-time, team-based, residential program for men and women ages 18–24, has one of its five campuses located in Sacramento. Senior Corps has upwards of 2,000 national service participants in Sacramento, Learn and Serve America is represented by the Regional Service-Learning Network and engages thousands of students in service-learning activities and AmeriCorps has over 100 members engaged in service.

How Sacramentans Serve

The Corporation for National and Community Service annually releases the Volunteering in America Report and provides the following information. Statistics were collected within the Sacramento Metropolitan Statistical Area (MSA). Major cities in this MSA include Sacramento, CA; Arden, CA; Arcade, CA; and Roseville, CA



Goals and Strategies

Building on the city's long tradition of civic engagement and volunteerism, Volunteer Sacramento aims to unleash the spirit of service within the city and greater Metropolitan Sacramento Area by encouraging and empowering Sacramentans of every age to contribute to the health and well-being of their neighbors, and their neighborhoods. Volunteer Sacramento will set a new standard for community involvement in tackling the toughest problems, and it will promote service as a core part of what it means to be a citizen of the capital of California.

The Sacramento Service Plan has four (4) main goals, which are outlined on the following pages. They are responsive both to the President's call for increased service in America and the challenges identified during the assessment process of the local service landscape. Overall, Volunteer Sacramento strives to log 500,000 service hours in each of the four priority need areas and an additional 1 million hours of service in other unmet human need areas, for a total of 3 million service hours.

Help more Sacramentans connect to service opportunities more easily

Sacramento should be the easiest city in America in which to volunteer. The initiatives outlined below are designed to encourage more Sacramentans to participate in service opportunities, and to make it easier for them to do so. While every indicator suggests that interest in volunteerism appears to be higher than in the past, these initiatives aim to create interest that is sustained over time. In addition, the City will use technology to highlight opportunities and connect volunteers.

New Website

The new website – volunteersac.com – was developed by the Mayor's Office to serve as a one-stop shop for volunteers to locate and access one-time or on-going volunteer opportunities. It will include enhanced search and matching capabilities, promote opportunities that address our greatest needs, and encourage individuals and community groups to engage in self-directed service efforts.

Technology in Service

Technology can bring meaningful volunteer opportunities to more people and allow people to engage more easily. While some social networking and crowd sourcing capabilities have been incorporated into VolunteerSac.com, Volunteer Sacramento will look for additional partnerships that utilize technologies to enable Sacramentans to more easily engage and contribute their time and talent where the City needs them most.

Promoting Self-Directed Service

Self-directed service – service that occurs outside of structured programs run by public agencies or nonprofit organizations – is commonplace, critical, and often goes unnoticed. It is also an important way to expand volunteer capacity in Sacramento without increasing costs for organizations that use volunteers. Volunteer Sacramento will implement strategies that encourage self-directed service and recognize the many ways it can benefit neighbors, quality of life, or struggling organizations. An interactive feature on volunteersac.com will highlight interesting examples of self-directed service, and Sacramentans will be encouraged to share their own stories online.

Create or elevate volunteer opportunities that address the City's most urgent needs

While Volunteer Sacramento will celebrate all volunteerism and the many ways Sacramentans give back, a key component of the Mayor's approach is to drive volunteer activity to those issues or places where the City's needs are greatest. Efforts will target emerging or existing needs in public safety, education, homelessness and the environment. Impact Service Projects are the initiatives that will be elevated by the Volunteer Sacramento campaign to deliver the energy, talent, and time of willing Sacramentans to the causes that need them the most.

Public Safety – Sacramento Ready

The Office of the Mayor, in partnership with the Capital Region American Red Cross, will manage a sustained preparedness marketing campaign to disseminate messages, employ social change concepts, guide residents to become prepared,

spread the preparedness philosophy throughout the Sacramento Area and increase the total number of volunteers. The initiative will: 1) present the Sacramento Ready “How To” approach to influencers, residents and organizations in the 6 channels of delivery (schools, governments, businesses, communities, faith organizations and non-profits) and motivate them to institute it within their networks, 2) develop preparedness model programs to be replicated throughout larger Sacramento Region, 3) provide training opportunities ranging from free 30-60 minute personal preparedness training to the more advanced CPR and First Aid certified courses where fees may apply, and 4) collaborate with Community Emergency Response Teams (CERTs) using a three-tiered approach to escalate engagement and force multiply the total number of volunteers trained.

Education – Sacramento Parents STAND UP

The Office of the Mayor, in partnership with Stand Up, is conducting a pilot program to recruit parent volunteers from targeted school communities and connect them with the Sacramento Unified School District’s volunteer program. The program will provide parents with attendance and performance tracking sheets for students and train them to log hours, record student attendance and record student grades. Sacramento Parents STAND UP will analyze attendance, behavior and grade data after one month and then on a quarterly basis. Based on the results of this pilot, Volunteer Sacramento may seek to expand this program to additional schools and school districts.

Homelessness – Nomadic Winter Sheltering Program

The Office of the Mayor, in partnership with Sacramento Steps Forward, will work with SafeGround Sacramento to recruit volunteers and facilities to shelter homeless persons when space is not available on bad weather nights. The initiative will reach out to congregations to encourage them to open their doors to people who are homeless during bad weather months, with the goal of expanding the current pool of 5 churches to a total of 20-25. Each congregation will be asked to consider offering a week of shelter including one meal and morning coffee. Those congregations whose facilities aren’t available or adequate will be encouraged to recruit volunteers willing to assist with filling the gaps (serving meals and supervising overnight stays).



Environment – Sacramento Green Corps

The Sacramento Green Corps will provide meaningful opportunities for volunteers to contribute in a way that both positively impacts Sacramento’s environment and teaches aspects of what it means to be a good steward of the environment. Project leaders will be trained to execute specific green projects using a three-tiered approach that escalates engagement. The initiative will also provide pathways into employment through green job training.

Create more meaningful opportunities for young people to serve

A sustained culture of service can be created by developing programs that will encourage young Sacramentans to think about volunteering as a core part of what it means to live in the capital region of California. Building on the great programs already in place in schools, the initiatives below are designed to create a culture of service and to make sure that in Sacramento, all children are taught the value of service and have access to meaningful service activities.

Mayor’s Internship and Fellowship Program

The Mayor’s Internship and Fellowship Program is an initiative to help talented students gain public sector experience and make a positive impact in the Sacramento community. The program’s mission is to inspire future leaders to make public service integral to their personal and professional goals. The program creates unique and formative experiences centered around three areas: Leadership (build advocacy, project management, communication, and ethical leadership skills), Learning (integrate quickly into a dynamic work environment to “learn by doing,”) and Service (Cultivate a lifelong sense of civic duty, service learning and volunteerism).

City Year

City Year unites young people of all backgrounds for a year of full-time service, giving them the skills and opportunities to change the world. City Year corps members will help to improve student attendance, behavior and course performance to keep students on track for graduation. City Year corps members will participate in physical service projects as part of a team dedicated to engaging citizens in physical service projects in the community. The Mayor’s Office recently secured an exploratory grant to begin the process of bringing City Year to Sacramento.

High School and College Challenge

The nearly 170,000 college and university students and 100,000 public school students in the Sacramento Area are a critical asset in the drive to expand service citywide, especially because the tradition to serve is long-established on many local campuses. The city will continue to partner with area high schools and campuses to expand organized and self-directed student volunteerism, particularly in response to emerging citywide needs.

Measure progress against clear goals; create accountability for results

The success of Volunteer Sacramento requires that the impact of the different initiatives outlined in this blueprint are carefully managed and tracked. All the initiatives outlined above have specific metrics that will be monitored over the next year to measure the impact of each initiative. Volunteer Sacramento is committed to sustaining increased levels of service through a strong management structure and recognition program.

Chief Service Officer

Volunteer Sacramento is led by a Chief Service Officer. Sacramento is one of only twenty-one cities across the nation to have this position. The Chief Service Officer will be responsible for partnering with agencies and organizations to implement and evaluate new approaches to increase impact volunteerism in Sacramento. Volunteer Sacramento initiatives will be funded by both public and private commitments.

Recognition Program

In celebration of volunteer efforts throughout the city, Volunteer Sacramento will continue to promote service and recognize the exceptional contributions of all parties involved with the city's service initiatives.



Acknowledgements

Special thanks to The Rockefeller Foundation, Bloomberg Philanthropies, NYC Service, AT&T, Walmart, and Kaiser Permanente for their founding support; McKinsey & Company for their guidance and R&R Advertising for their expertise.

ENDNOTES

1. NYC Service: A Blueprint to Increase Civic Engagement, available at www.nyc.gov/service.
2. NYC Service: A Blueprint to Increase Civic Engagement, available at www.nyc.gov/service.
3. NYC Service: A Blueprint to Increase Civic Engagement, available at www.nyc.gov/service.
4. For a review of research on the benefits of volunteering, see Wilson, John. "Volunteering." *The Annual Review of Sociology*, Vol. 26: 215-240. 2000.
5. The Independent Sector provides an hourly estimate of volunteer contributions. Annual hourly estimates are provided by the Corporation for National and Community Service. (\$150 billion) and the Johns Hopkins Nonprofit Center Project (\$280 billion).
6. For an overview of the health impacts of volunteering, see Corporation for National and Community Service, Office of Research and Policy Development. *The Health Benefits of Volunteering: A Review of Recent Research*. Washington, D.C. 2007.
7. Luoh, M-C. and Herzog, A.R. "Individual Consequences of Volunteer and Paid Work in Old Age: Health and Morality." *Journal of Health and Social Behavior*, 43(4): 490-509. 2002.
8. Oman, D. Thoresen, C.A. and McMahon, K. "Volunteerism and morality among the community dwelling elderly." *Journal of Health and Psychology*, 4(3): 301-316. 1999.

9. For a review of research, see 2007. Corporation for National and Community Service, Office of Research and Policy Development. Issue Brief: The Impact of Service-Learning: A Review of Current Research. Washington, D.C.

10. Allen, Joseph P., Susan Philliber, Scott Herrling, and Gabriel P. Kuperminc. "Preventing Teen Pregnancy and Academic Failure: Experiential Evaluation of Developmentally Based Approach." *Child Developments*, 68(4): 729-742. 1997.

11. Corporation for National and Community Service. "Educating for Active Citizenship: Service-Learning, School-Based Service, and Youth Civic Engagement." Youth Helping America. Washington D.C. March, 2006.

12. Billing, S.H. "Support for K-12 service-learning practice: a brief review of the research." *Educational Horizons*, 80(4): 184-189. 2002.

13. Youniss J., McLellan, I.A., & Yates, M. "What We Know About Engendering Civic Identity." *American Behavioral Scientist*, 40: 620-631. 1997.

14. Findings provided by the 2005 Deloitte Volunteer IMPACT Survey, available online at <http://www.deloitte.com>.

15. Hodgkinson V. and Witzman M. *Giving and Volunteering in the United States*. Independent Sector. Washington, D.C. 1996.

16. Points of Light Foundation and Center for Corporate Citizenship, Boston College. *Measuring Employee Volunteer Programs: The Human Resources Model*. 2005.

Appendices

Appendix A

INITIATIVES OVERVIEW

GOAL 1:

HELP MORE SACRAMENTANS CONNECT
TO SERVICE OPPORTUNITIES MORE EASILY

INITIATIVE: New Website

DESCRIPTION: Launch a new and improved volunteersac.com website with increased functionality and search capabilities to promote volunteer opportunities

OWNER: Chief Service Officer

PARTNER(S): Hands on Sacramento, Volunteer Center of Sacramento, Department of Human Resources, Nonprofit Resource Center, CaliforniaVolunteers, RR Advertising

METRICS: Number of unique visitors to volunteersac.com

TIMING: First phase redesign complete September 2010. Second phase redesign complete December 2010

INITIATIVE: Technology in Service

DESCRIPTION: Develop partnerships that utilize technologies to enable Sacramentans to more easily engage and contribute their time and talent

OWNER: Chief Service Officer

PARTNER(S): RR Advertising, Looking for other technology partners

METRICS: Number of unique visitors to volunteersac.com

TIMING: October 2010

INITIATIVE: Promoting Self Directed Service

DESCRIPTION: Encourage Sacramentans to engage in self-directed acts of service outside of structured programs

OWNER: Chief Service Officer

PARTNER(S): RR Advertising, Looking for other media partners

METRICS: Increase in self-directed volunteering

TIMING: October 2010

GOAL 2:

CREATE OR ELEVATE VOLUNTEER OPPORTUNITIES THAT ADDRESS THE CITY'S MOST URGENT NEEDS – IMPACT SERVICE PROJECTS (ISPs)

INITIATIVE: Public Safety – Sacramento Ready

DESCRIPTION: Increase citizen education and emergency preparedness efforts and train CERT members who will train more volunteers

OWNER: American Red Cross Capital Region Chapter

PARTNER(S): Sac City/County Office of Emergency Services, Sac Unified School District, VOAD, CERT, Salvation Army

METRICS: Increase in citizen preparedness, Number of unique volunteers trained, Number of service hours

TIMING: October 2010

INITIATIVE: Education – Sacramento Parents STAND UP

DESCRIPTION: Engage parents in the three lowest performing schools to volunteer in and advocate for their schools

OWNER: STAND UP

PARTNER(S): Sac Unified School District, Youth Development Network, Parent Teacher Associations, Seeking other partners

METRICS: Student attendance rates, Student grades, Number of service hours

TIMING: November 2010

INITIATIVE: Homelessness – Nomadic Sheltering Program

DESCRIPTION: Recruit volunteers to expand the capacity of faith network to serve homeless individuals during the winter

OWNER: Sacramento Steps Forward

PARTNER(S): Sac County Dept of Human Assistance, Safe Ground, Community Services Planning Council, Homeless Connects, Faith & Families, Veterans of Foreign War, Volunteers of America, Seeking other partners

METRICS: Number of bed nights, Amount of supplies and equipment donated, Number of service hours

TIMING: October 2010

INITIATIVE: Environment – Sacramento Green Corps

DESCRIPTION: Train project leaders to execute specific green projects using a three-tiered approach that escalates engagement

OWNER: Greenwise Sacramento

PARTNER(S): Sac City Dept of Parks and Recreation, Sac Regional CC, Valley Vision, Ubuntu Green, Habitat for Humanity, Soil Born Farms, Seeking other partners

METRICS: Number of roofs painted, Tons of recycling collected, Tons of trash collected, Number of service hours

TIMING: January 2011

GOAL 3:

CREATE MORE MEANINGFUL OPPORTUNITIES
FOR YOUNG PEOPLE TO SERVE

INITIATIVE: Mayor's Internship and Fellowship Program

DESCRIPTION: Help talented students gain public sector experience and make a positive impact in the Sacramento

OWNER: Chief of Staff

PARTNER(S): Local universities and colleges

METRICS: Number of projects completed, Number of service hours

TIMING: September 2010

INITIATIVE: Mayor's High School and College Challenge

DESCRIPTION: Partner with area high schools and campuses to expand organized and self-directed student volunteerism, particularly in response to emerging citywide needs.

OWNER: Chief Service Officer

PARTNER(S): Local high schools, colleges and universities

METRICS: Number of projects completed, Contributions to impact service project metrics, Number of service hours

TIMING: October 2010

INITIATIVE: City Year

DESCRIPTION: City Year corps members will help to improve student attendance, behavior and course performance to keep students on track for graduation.

OWNER: Mayor's Advisor

PARTNER(S): Local school districts, community partners, business partners

METRICS: Student attendance rates, Student behavioral referrals, Student grades, Number of service hours

TIMING: September 2011

GOAL 4:

MEASURE PROGRESS AGAINST CLEAR GOALS;
CREATE ACCOUNTABILITY FOR RESULTS

INITIATIVE: Chief Service Officer

DESCRIPTION: Volunteer Sacramento is led by a Chief Service Officer

OWNER: Office of the Mayor

PARTNER(S): Local, state, national service leaders

METRICS: Deliver on Volunteer Sacramento goals and metrics

TIMING: May 2010

INITIATIVE: Recognition Program

DESCRIPTION: Launch recognition programs to recognize outstanding contributions in volunteerism and service

OWNER: Chief Service Officer

PARTNER(S): Corporation for National and Community Service, Extra Mile America, Seeking other partners

METRICS: Number of people recognized

TIMING: January 2011

Appendix B

ORGANIZATIONS THAT PROVIDED INFORMATION AND GUIDANCE

2-1-1 Sacramento (county)
3-1-1 - Sac City
AARP
Alternative Sentencing Program (ASP)
American Red Cross Capital Region Chapter
AmeriCorps
Area 4 Agency on Aging (A4AA)
Asian Community Center (ACC) of Sac Valley
Asian Resources
AT&T
BloodSource
Boys and Girls Clubs of Greater Sacramento
CaliforniaVolunteers
Calif Commission on Aging
Calif Conservation Corps (CCC)
Calif Dept of Aging
Calif Dept of Education
Calif Dept of Veterans Affairs
Calif Food Bank Sac - Calif Emergency Foodlink
Calif Gang Violence Prevention Services
Calif Highway Patrol
Calif State Parks
California State University, Sacramento
Capitol Area Indian Resources, Inc (CAIR)
Capitol City Adventist Community Services
CASA (Court Appointed Special Advocates)
Catholic Charities - Diocese of Sac
Catholic Social Service of Sac
Chamber of Commerce - Calif
Citizens Commission on Human Rights (CCHR)
Citrus Heights History and Arts Commission
Citrus Heights Neighborhood Enhancement
Citrus Heights Police Department
Citrus Heights Senior Citizens Club -
Sunrise Rec and Park Dist
Citrus Heights State Preschool
City of Citrus Heights
City of Elk Grove
City of Folsom
City of Galt
City of Placerville
City of Rancho Cordova
City of Roseville
City of Sac Animal Care Services
City of Sac Dept of Human Resources
City of Sac Solid Waste Services
City of West Sacramento
Citywide Economic Development -
Neighborhood Corridors
City-Wide Volunteer Program
Community Services Planning Council
Cordova Recreation and Park District (CRPD)
Corporation for National and Community Service
Directors of Volunteers in Agencies (DOVIA)
Effie Yeaw Nature Center - Sac Co Regional Parks
El Dorado Co Community Health Center
El Dorado Co Dept of Child Support
El Dorado Co Dept of Human Services
El Dorado Union High School District
Elk Grove Food Bank Services
Elk Grove Police Department
Elk Grove Unified School District (EGUSD)
Elk Grove USD
Emergency Food Closet (SSIP)
Extra Mile America
First Baptist Church of Elk Grove - Counseling Svcs
First Baptist Church of North Sacramento
First Covenant Youth
Faith & Families
Folsom Parks and Recreation Dept
Foster Grandparent Program - SCDHA
Friends of the Sac Public Library
Girl Scouts
Goodwill Industries
Greenwise Sacramento
Habitat for Humanity, Inc.
Hands on Sacramento
Home Aid
Homeless Connects
HOPE Counseling Center
Hope House Ministries
Human Services Coordinating Council (HSCC)
Hunger Coalition
Junior League of Sac, Inc
Kaiser Permanente
KidsFirst
KVIE
Linking Education and Economic Development (LEED) - Sac
Los Rios Community College District
Lutheran Social Services
Mather Community Campus - SCDHA
Mather Community Campus Family Site - (SAEHC)
NeighborWorks HomeOwnership Ctr - Sac Region
Nonprofit Resource Center
Oak Park Community Center
Oak Park Neighborhood Multiservice Center

PRIDE Industries
 RR Advertising
 Retired Senior Volunteer Program (RSVP)
 Robertson Community Center
 Robla School District
 Rotary Club of Fair Oaks
 Rotary Club of Sac
 Sac Area Emergency Housing Center (SAEHC)
 Sac Citadel Corps Center - Salvation Army
 Sac City Dept of Human Resources
 Sac City Elder Craftsman
 Sac City Emergency Services Office
 Sac City Manager
 Sac City Neighborhood Services Dept
 Sac City Parks and Recreation
 Sac City Police Department
 Sac City Police Dept - Volunteers in Policing
 Sac City Unified School District
 Sac Clothes Closet - Sac Food Bank & Family Services
 Sac City/Co Office of Emergency Services
 Sac Co Dept of Health and Human Svcs (SCDHHS)
 Sac Co Dept of Human Assistance
 Sac Co Emergency Medical Services Agency
 Sac Co Environmental Management Dept
 Sac Co Regional Parks
 Sac Co Therapeutic Recreation Services (TRS)
 Sac Co Veterans Service Office
 Sac Co Volunteer Referral Line
 Sac Co Waste Management & Recycling
 Sac Convention & Visitors Bureau
 Sac Convention Center Complex
 Sac Fire Department
 Sac Food Bank & Family Services - Main Office
 Sac High School
 Sac Housing and Redevelopment Agency
 Sac Job Corps Center
 Sac Mayor/City Council Office
 Sac Metropolitan Fire District
 Sac Municipal Utility District (SMUD)
 Sac Mutual Housing Association (SMHA)
 Sac Natural Foods Co-op
 Sac Public Library
 Sac Region Community Foundation
 Sac Regional Conservation Corps (SRCC)
 Sac Regional Corporate Volunteer Council
 Sac Self Help Housing
 Sac Society for the Prevention of Cruelty to Animals
 Sac START
 Sac Works One-Stop Career Centers
 Sac Youth Commission, The
 Saca Community Learning Center
 Sacramento Regional VOAD
 Sacramento Steps Forward
 Sacramento Zoo
 Safe Ground
 Salvation Army
 Senior Citizens Services
 Senior Corps
 SeniorNet
 Seniors First
 Senior Gleaners
 Seniors Helping Seniors
 Shriners Hospitals for Children - Northern Calif
 Sierra Arden Neighborhood Food Closet
 Sierra Health Foundation
 SMUD
 Soil Born Farms
 Society for the Blind
 South Area Food Closet - SouthPointe Christian Center
 South Natomas Community Center
 SRVOAD - Catholic Cemeteries - Diocese of Sacramento
 SRVOAD - Sheriff's Amateur Radio Program
 SRVOAD - United Methodist Church of Rancho Cordova
 SRVOAD - UW Disaster Action Team
 St. HOPE Academy
 St. John's Shelter Program for Women and Children
 St. Lawrence Catholic Church - Sharing God's Bounty
 St. Matthew's Food Closet
 St. Vincent de Paul Society
 STAND UP for Education
 Student & Family Support Services - SCUSD
 Student Services Section - SCUSD
 Tax Counseling for the Elderly (TCE)
 Taxpayer Advocate Service - US Internal Revenue Svc
 Twin Rivers Unified School District (K - 12)
 Ubuntu Green
 United Way Calif Capital Region
 University of California, Davis
 Valley Vision
 Veterans Affairs Dept
 Veterans of Foreign War
 Veterans Employment and Trng Svcs - US Dept of Labor
 Voluntary Legal Services Program
 Volunteer Center of Sacramento
 Volunteer Consortium
 Volunteer Income Tax Assistance Program - IRS
 Volunteer Program - Sac Food Bank & Family Services
 Volunteer Services - SCDHA
 Volunteers of America (VOA)
 Walmart
 Youth Development Network

Appendix C

VOLUNTEER SACRAMENTO ADVISORY BOARD MEMBER COMPOSITION

Celia J. Esquivel, American Association of Retired Persons (AARP) California

Ms. Esquivel is the Associate State Director of AARP California. For 50 years, AARP has had one mission: making life better for older Americans. AARP is a nonprofit, nonpartisan membership organization for people age 50 and over. AARP is dedicated to enhancing quality of life for all as we age and leads positive social change by delivering value to members through information, advocacy and service. She will represent an individual with experience in promoting the involvement of older adults in service and volunteerism.

Nancy Findeisen, Community Services Planning Council

Ms. Findeisen is the CEO of the Community Services Planning Council. The mission of the Community Services Planning Council is to help people turn ideas into community action through information, planning, civic engagement and advocacy for human needs in the Sacramento Region. Programs of the Community Services Planning Council include Hands On Sacramento and the Sacramento Regional Emergency Food and Shelter Board. She will represent community-based agencies.

Mayor Gina Garbolino, City of Roseville

The Honorable Gina Garbolino is the Mayor of the City of Roseville. The City of Roseville, like Sacramento, is a member of the Cities of Service Coalition. Organizations within the city are looking at innovative solutions to priority need areas, such as homelessness. The Mayor will represent regional municipalities and local government.

Dana Gonzalez, Mayor's Office

Ms. Gonzalez serves as a senior advisor to Mayor Johnson on a number of priority issue areas, including the arts, education, homelessness, the environment and volunteerism. She will represent Mayor Johnson.

Frank Kennedy, Volunteer Center of Sacramento

Mr. Kennedy serves as the Executive Director of the Volunteer Center of Sacramento. Founded in 1962, the center's mission is to strengthen the Sacramento community by connecting volunteers with opportunities to serve. The volunteer center connects community volunteers to important causes like the humane treatment of animals, the fight against hunger, and mentoring children. He will represent a volunteer center.

Ann Lucas, Nonprofit Resource Center

Ms. Lucas is the Executive Director of the Nonprofit Resource Center. The mission of the Nonprofit Resource Center is to enhance the resources and improve the management of nonprofit organizations, primarily within California's northern Central Valley and Sierra Nevada regions. She will represent nonprofit organizations.

Sheila Macias, California State University Sacramento (CSUS)

Ms. Macias is the Administrative Director for Sacramento State's Community Engagement Center. The Community Engagement Center's mission is to facilitate learning and engagement by linking campus and community for mutual benefit. The Center builds and promotes community engagement through thoughtful collaboration and partnerships with campus and community organizations. She will represent institutions of higher education.

Amelia Neufeld, Walmart

Ms. Neufeld is Public Affairs & Government Relations Manager for Walmart. Through financial contributions, in-kind donations and volunteerism, Walmart and the Walmart Foundation support initiatives focused on enhancing opportunities in four main focus areas: education, workforce development, environmental sustainability, and health and wellness. She will represent the business community and Walmart, one of Volunteer Sacramento's sponsors.

Nancy Olson, CaliforniaVolunteers

Ms. Olson is the Assistant Director of Volunteer Action for CaliforniaVolunteers. CaliforniaVolunteers is the state office that manages programs and initiatives aimed at increasing the number of Californians engaged in service and volunteering. Nancy leads innovative programs, such as the California Volunteer Matching Network (CVMN), the Business Partners Program, and a variety of other statewide volunteering and nonprofit capacity-building programs. She will represent the Office of the Governor and the state service commission.

Mary Lynn Perry, City of Sacramento Department of Human Resources

Ms. Perry is the Volunteer Coordinator of the Sacramento Citywide Volunteer Program. The Volunteer Program provides a broad source of expertise, talent, and manpower for City programs as well as an avenue for citizens to participate in their local government. She will represent the City of Sacramento's Department of Human Resources.

Maureen Price, Boys & Girls Clubs of Greater Sacramento

Ms. Price serves as the CEO of the Boys and Girls Clubs of Greater Sacramento. For more than 100 years Boys & Girls Clubs have been serving children across America. The Boys and Girls Clubs of Greater Sacramento's mission is to inspire and enable all young people, especially those who need them most, to reach their full potential as productive, caring, responsible citizens.

Tim Ray, AT&T

Mr. Ray is AT&T's Executive Director for External Affairs for Northern California. The AT&T Foundation is the philanthropic arm of the corporation and is committed to providing grants that improve education and advance community participation. AT&T has six strategic focus areas: community, governance, sustainable products and services, workforce, environment, and innovation. He will represent the business community and AT&T, one of Volunteer Sacramento's sponsors.

Kristin Vandersluis, Kaiser Permanente

Ms. Vandersluis is the Community and Government Relations Manager at Kaiser Permanente. Kaiser's mission is to provide quality care for their members and their families, and to contribute to the well-being of communities. Community focuses include health care advocacy, diversity, environmental stewardship, and the elimination of health disparities. She will represent the business community and Kaiser Permanente, one of Volunteer Sacramento's sponsors.





Sponsored by:



KAISER PERMANENTE®



at&t

Walmart 

