

Sierra Service Project

2013 Annual Report



www.sierraserviceproject.org

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Summer Program Activities

SSP got its start in 1975 when a small number of youth and a few adventurous adults gathered in Big Pine, California, to repair homes, worship and enjoy each other's company. Much has changed since those early days! In this year's summer program, 1,888 youth and adult volunteers spent time at six different project sites located in California, Oregon and Arizona. Together, these hard working volunteers completed 119 repair projects, learned about the communities in which they served, and grew together in their faith and social skills.

Staff and Staff Training

This year's staff consisted of 42 individuals, 19 of whom were first-time SSP employees. Unfortunately, two employees resigned during the summer. We were able to replace one of them with a veteran staffer and covered the remaining gap with some short-term fill-ins. Training took place at St. Mark's United Methodist Church in Sacramento over an intense ten-day period and followed much the same pattern as last year. This year, Megan Taylor took charge of cook training, while three Site Directors and two experienced volunteers led construction training.

Operations

Rick Eaton, Meghan Osborn and Megan Taylor once again oversaw summer operations. Meghan Osborn was on call throughout the summer for finance and vehicle related calls, while Rick and Megan rotated after-hours coverage for site issues and emergencies. All three were able to make site visits this summer, and all sites were visited at least once by a central staff person.

Debrief

Once again, Point Pleasant United Methodist Church hosted our end-of-summer gathering. Over 3-1/2 days, we were able to do exit interviews with all staffers, review the summer's activities and make recommendations for next year. Those recommendations are all documented within this report.



Youth in LA paint building on Central Avenue.

Assessments

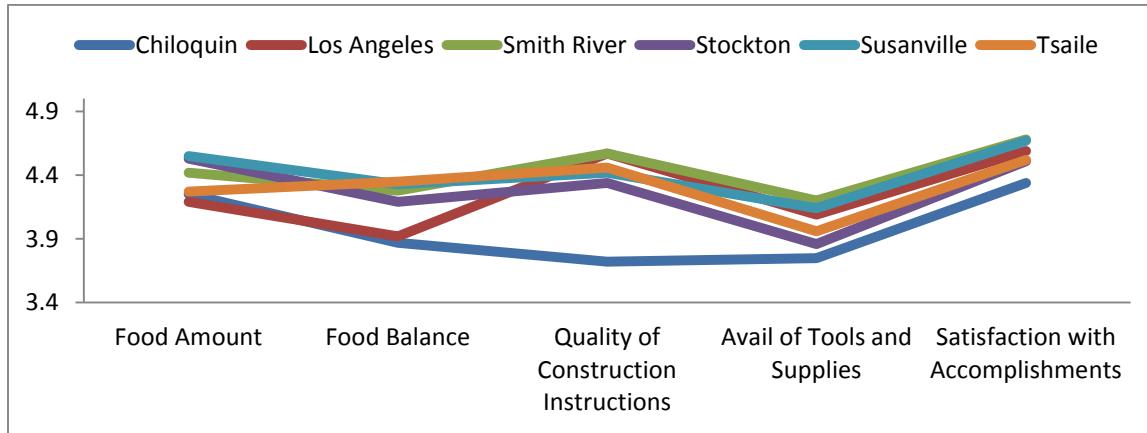
One of the tools that SSP uses to assess the quality and effectiveness of its activities is the end-of-week evaluation that each participant fills out. This survey has been largely unchanged for several years, which provides us the opportunity to do year-to-year comparisons.

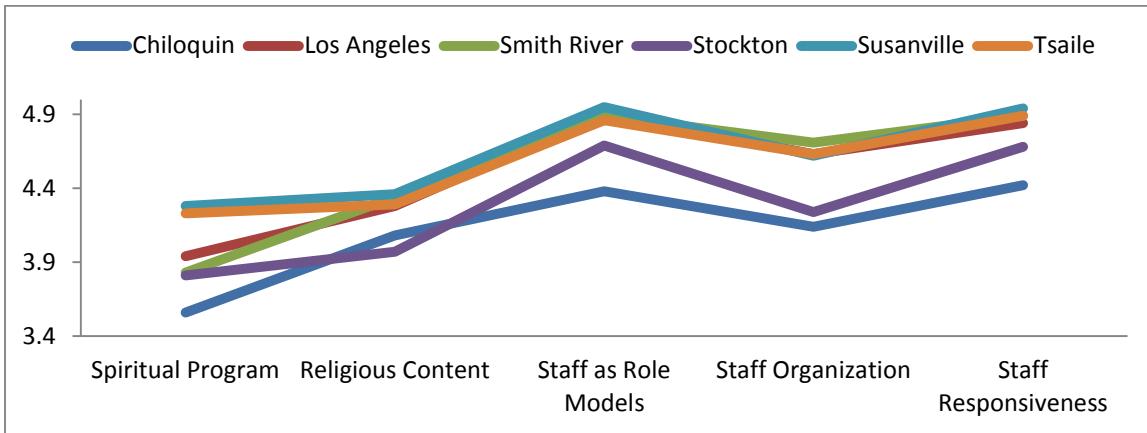
2013 Site Scores: Senior High (SH)

The following table shows overall site scores in the ten categories that we survey at the end of each week. These scores are for **senior high school** only. Junior high results are shown on Page 5.

	Chiloquin	Los Angeles	Smith River	Stockton (3 SH weeks)	Susanville (3 SH weeks)	Tsaile (Navajo Nation)	All Sites 2013	All Sites 2012	2012 to 2013 change
Food Amount	4.25	4.19	4.42	4.53	4.55	4.27	4.34	4.36	-0.02
Food Balance	3.87	3.92	4.28	4.19	4.33	4.35	4.14	4.01	+0.13
Quality of Construction Instructions	3.72	4.57	4.57	4.34	4.42	4.46	4.33	4.24	+0.09
Avail of Tools and Supplies	3.75	4.09	4.20	3.86	4.14	3.96	4.00	3.83	+0.17
Satisfaction with Accomplishments	4.34	4.59	4.68	4.51	4.67	4.52	4.54	4.46	+0.08
Spiritual Program	3.56	3.94	3.83	3.81	4.28	4.23	3.92	4.11	-0.19
Religious Content	4.08	4.28	4.34	3.97	4.36	4.29	4.23	4.47	-0.24
Staff as Role Models	4.38	4.90	4.89	4.69	4.95	4.86	4.76	4.82	-0.06
Staff Organization	4.14	4.63	4.71	4.24	4.62	4.63	4.51	4.55	-0.04
Staff Responsiveness	4.42	4.84	4.89	4.68	4.94	4.89	4.77	4.77	0

These results reflect some serious challenges this summer at the Chiloquin site. The Home Repair Coordinator at that site resigned suddenly in the middle of the summer and they were without a seventh staff member for a week. This impacted the team's morale as well as their ability to run their construction program. This effect is seen fairly clearly in the charts below.

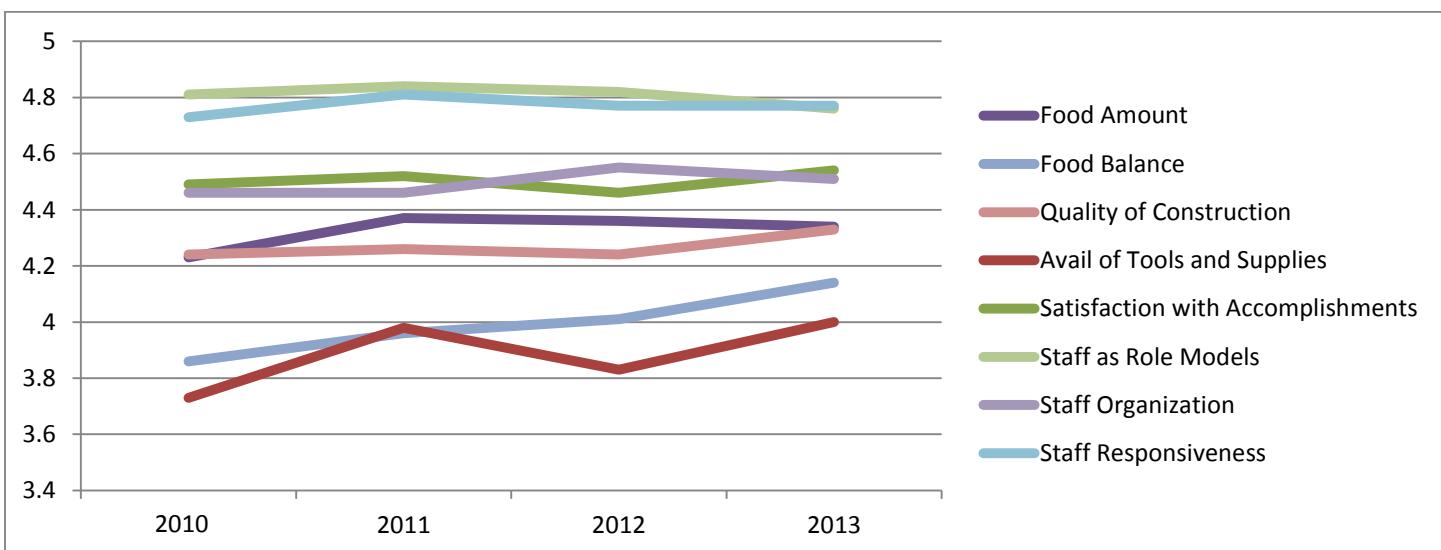




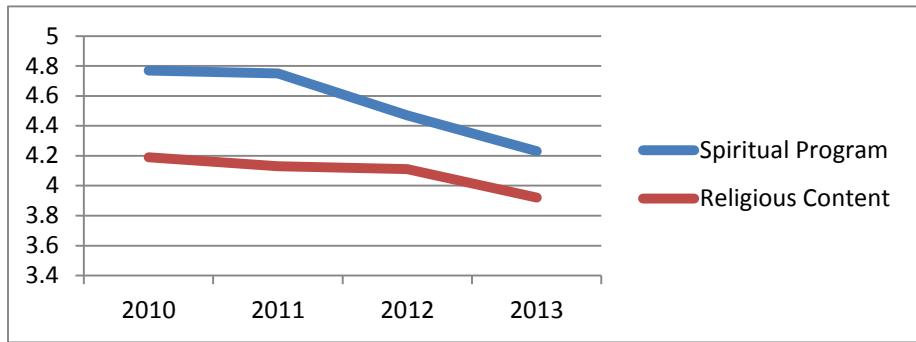
The Multiyear Trend is Mixed

	All Sites 2013	All Sites 2012	All Sites 2011	All Sites 2010
Food Amount	4.34	4.36	4.37	4.23
Food Balance	4.14	4.01	3.96	3.86
Quality of Construction Instructions	4.33	4.24	4.26	4.24
Avail of Tools and Supplies	4.00	3.83	3.98	3.73
Satisfaction with Accomplishments	4.54	4.46	4.52	4.49
Spiritual Program	3.92	4.11	4.13	4.19
Religious Content	4.23	4.47	4.75	4.77
Staff as Role Models	4.76	4.82	4.84	4.81
Staff Organization	4.51	4.55	4.46	4.46
Staff Responsiveness	4.77	4.77	4.81	4.73

The trend over the past four years is either up slightly or stable for all surveyed categories except those related to the spiritual program. The food balance score reflects the standardization and increased investment in the food program, and particularly the changes made this past year. The improvements in construction scores probably reflect improved construction training and the investment we have made in tools and equipment.



As shown on the right, the two categories related to spiritual programming have declined significantly over the past four years. We do not know the reasons for this. This is particularly troubling because we have invested additional time and energy in training our Spiritual Life Coordinators and have utilized some experienced outside leaders to help create a standardized program foundation. This could reflect dissatisfaction with some of the changes introduced to the “traditional” spiritual program or it could have other causes. We intend to add additional questions to next year’s evaluation to try to identify the particular areas of strength and weakness.



Survey Changes Planned For Next Year

We plan to add additional questions to next year’s evaluation to give us more detailed insight into each of the program areas. We will retain all of the existing questions so that we can still make comparison with previous years.

2013 Site Scores: Junior High

We use a slightly different evaluation form for our junior high program. The summarized results are shown in the table below.

	Susanville (JH only)	Coarsegold (JH only)	All Junior High Sites 2013	All Junior High Sites 2012	2012 to 2013 change
Food Amount	4.51	4.71	4.61	4.65	-0.04
Food Quality	4.73	4.78	4.76	4.56	+0.20
Quality of Construction Instructions	4.29	4.37	4.33	4.44	-0.11
Avail of Tools and Supplies	4.35	4.40	4.38	4.27	+0.11
Satisfaction with Accomplishments	4.70	4.66	4.68	4.62	+0.06
Energizers	4.27	3.95	4.11	4.28	-0.17
Water Fun	4.72	4.91	4.82	4.33	+0.49
Spiritual Content	4.33	4.25	4.29	4.28	+0.01
Slide Show	4.81	4.79	4.80		
Staff as Role Models	4.93	4.95	4.94	4.93	+0.01
Staff Organization	4.60	4.62	4.61	4.61	0
Staff Responsiveness	4.82	4.91	4.87	4.85	+0.02

This data indicates that participants continue to be very satisfied with this program. Construction-related scores are higher overall for the junior high program than for the high school program, even for the Construction Instruction area, which showed a year-to-year drop. This is probably because the junior high program, with a shorter workday, a shorter workweek, and a smaller number of participants, is easier for the construction team to manage. (We also had a four-person construction team in Coarsegold.) Staff-related scores continue to be outstanding. It is nice to see that SSP-prepared food received nearly as high scores as Camp Oakhurst's professionally prepared meals.

Chiloquin, Oregon



Chiloquin, Oregon, was a last-minute addition to the summer's roster of project locations and proved to be an outstanding choice. Our staff and volunteer groups were warmly welcomed by the community, the local United Methodist Church, and the local school. Volunteers stayed at the school, while meals were prepared and served at the United Methodist Church's parsonage, located about one-half mile away. The separation of cooking and eating from all of the other activities created some challenges.

Chiloquin is the poorest town in Oregon's poorest county. About half of its 734 residents are members of the Klamath Tribes. Our assistance to the community was open to all residents, but we only worked on the homes of non-tribal members. We also worked on the church's parsonage, on some community buildings and at the local junior and senior high school.

The Staff

Site Director: Andy Fuesler

Spiritual Life Coordinator: Hana Richardson

Cooks: Mallory Blaylock and Jessica Henderson

Construction Team: Alex Hernandez (first three weeks), Sophia Larriva, Jacob White and Katie Keema (final week)

Participants

A total of 327 people from twenty-six different groups participated in Chiloquin this summer. Of these, seventy were adults and 257 were youth.

Program

Chiloquin's spiritual program followed the "Just Love, Just Serve" theme and utilized daily sub-themes to explore love, service and justice. During most weeks, a community member came to talk about the history of the three tribes that make up the Klamath Tribes and their history of dispossession by the Oregon and US governments. The experience was enriched by the presence of a number of community members throughout the summer who assisted the staff in solving problems and interacting with the volunteers.



Work Project Summary

Volunteer teams completed twenty-four projects this summer and spent \$9,476 on construction materials. This included five painting projects, three wheelchair ramps, four stairs and two decks. In addition to working on homes, teams worked on the high school, a park's bathrooms and the local United Methodist church's parsonage.

Budget Summary

The site spent only 83 percent of its material budget, in part due to taking painting projects for the city and the school for which paint was supplied. Food spending was slightly over budget.

Evaluation Results

Feedback was negatively impacted by the loss of the Home Repair Coordinator and the subsequent additional work and stress on the staff. We know from experience that off-site kitchens are more difficult to manage. Both of these factors played a role in the below-average evaluation scores.



	Site Average	All Sites 2013
Food Amount	4.25	4.34
Food Balance	3.87	4.14
Quality of Construction Instructions	3.72	4.33
Avail of Tools and Supplies	3.75	4.00
Satisfaction with Accomplishments	4.34	4.54
Spiritual Program	3.56	3.92
Religious Content	4.08	4.23
Staff as Role Models	4.38	4.76
Staff Organization	4.14	4.51
Staff Responsiveness	4.42	4.77

Challenges and Responses

Challenge: The kitchen's appliances were old and inadequate.

Response: Early in the summer, we purchased a new stove and refrigerator for the site, and brought up a chest freezer from Sacramento.

Challenge: The main sleeping and program area is one-half mile away from the kitchen.

Recommendation: Investigate making use of the United Methodist Church as a project base. The church has informally offered SSP this in exchange for a long-term commitment and an annual payment. The church is limited in size and would require both some upgrades and probably capping the number of participants at about 50.

Recommendation for Next Year

Chiloquin is an ideal place for SSP to work for many years to come. It offers us the opportunity to "put down roots" in a rural community in much the same way that we have done in South Los Angeles. It may even provide us, in the future, a venue for non-summer projects. The relationship with the local United Methodist Church may lead to a semi-permanent facility there. All of these options will be explored before next summer.

South Los Angeles, California

For the second year, our South Los Angeles program was based out of the Rakestraw Center, part of the Wesley United Methodist Church. Although the Center is not spacious, it is very adequate for SSP's purposes and provides a secure base of operations. At the start of the summer, we installed a new high-capacity and high-efficiency hot water heater that largely solved the problem of providing hot showers for 50+ participants. One of the team's two cooks resigned at the start of the summer, but the LA team dealt admirably with this challenge. A former staffer was able to work for two weeks, and she was replaced by Dedrick McCord, who transferred to the team from the Stockton site halfway through the summer.



The Staff

Site Director: Laura Rambikur

Spiritual Life Coordinator: Michael Homan

Cooks: Laura Sieling (full summer), Courtney Ridgely (two weeks) and Dedrick McCord (three weeks)

Construction Team: Lexy Wellott, Rebecca Mion, Michael Mulder

Participants

Twenty-three groups participated in our Los Angeles program this year, bringing 234 youth and fifty-nine adults for a total of 293 participants.

Program

The site's spiritual program followed the summer's theme of "Just Love, Just Serve" and made use of the ample resources within South Los Angeles to explore ideas of justice, how to serve others and how to use the anger and outrage caused by injustice as a motivator for constructive action. Wednesdays were once again devoted to full-group service projects (alley cleanup) and educational visits to service organizations. Teams visited Homeboy Industries, A Place Called Home, Union Rescue Mission, and Central City Community Outreach.



Work Project Summary

LA project volunteers completed seventeen work projects this summer. Only one project was on a private home. Four major projects were done in cooperation with the Coalition for Responsible Community Development (CRCD), which paid for the materials for these projects. The largest of these was the Central Avenue beautification efforts, where we painted a small business' facade and built planter boxes. We also did work at El Santo Niño, All People's Community Center, Compton Junior Posse, the Vermont Square Community Gardens, St. John's United Methodist Church and Wesley United Methodist Church. The final project undertaken was the construction a large set of stairs at a post-addiction transitional living home operated by Essence of Light, a local nonprofit. In total, \$7,769 was spent on building materials.

Budget Summary

Because of the number of projects done with CRCD (which supplied the materials), only two-thirds of the material budget was spent. Food spending was slightly under budget.

Evaluation Results

Participant feedback was strongly positive throughout the summer. In general, scores tracked and were slightly higher than the summer averages. The only exception to this was in the food area.

	Site Average	All Sites 2013	LA 2012
Food Amount	4.19	4.34	4.14
Food Balance	3.92	4.14	3.86
Quality of Construction Instructions	4.57	4.33	4.36
Avail of Tools and Supplies	4.09	4.00	4.03
Satisfaction with Accomplishments	4.59	4.54	4.56
Spiritual Program	3.94	3.92	4.09
Religious Content	4.28	4.23	4.40
Staff as Role Models	4.90	4.76	4.85
Staff Organization	4.63	4.51	4.57
Staff Responsiveness	4.80	4.77	4.80

Recommendation for Next Year

The South Los Angeles program continues to be a strong part of SSP's service offerings. We will continue to reach out to and work with new groups and develop new service opportunities in order to keep the experience new and fresh for all volunteers. We will continue to work with the California-Pacific Annual Conference and the Wesley United Methodist Church to ensure that the Rakestraw Center is well maintained and continues to be available to us.



Smith River, California



It has been over twenty years since Sierra Service Project served in the small community of Smith River, located on the cold California coast just twelve miles south of Brookings, Oregon. Smith River is home to the Smith River Rancheria. However, we worked with all facets of the community this summer, not just with members of the tribe.

The local United Methodist Church hosted our project. The church opened its doors and turned over the entire facility to us in an incredible show of hospitality and generosity. Volunteers slept at the church, we prepared food in the kitchen and did program in the fellowship hall or sanctuary. For showers, volunteers used the local Baptist Church. We rented port-a-potties to supplement the church's bathrooms, rented a dumpster and parked our trailer on the church grounds.

The Staff

Site Director: Evan Griffiths

Spiritual Life Coordinator: Allison Kielhold

Cooks: Molly Morales and Liliana Jacobs

Construction Team: Emily Ellis, Drew Izzo and David Gorman

Participants

Twenty-six groups participated in the summer's program, bringing 262 youth and sixty-five adults for a total of 327 volunteers.

Program

The site's program followed the "Just Love – Just Serve" theme. Community speakers were difficult to find initially due to lack of contact and community with the Smith River Rancheria. However, individuals were recruited from the church and the community to fill this gap, and this was well received. The coastal landscape provided a beautiful backdrop for the Thursday night outdoor reflective activity.



Work Project Summary

SSP completed twenty-eight projects in Smith River. In addition to working on private homes, teams painted the local community hall, did work at the Smith River United Methodist Church, and did some painting at the Rowdy Creek Fish Hatchery. Nine of the projects were painting projects. Two were wheelchair ramps.

Budget Summary

\$11,648 was spent on construction materials, which was ninety-three percent of budget. Food spending was right on target.

Challenges and Responses

Challenge: It is surprisingly cold in Smith River and groups arrive without proper cold-weather clothing.

Response: The importance of warm clothing was communicated several times to all groups.

Recommendation: SSP will purchase used sweaters and coats before returning to Smith River next year.

Challenge: The Crescent City Building Department wants SSP to obtain building permits for all

of its work within the City.

Recommendation: We will set up a meeting with the City to discuss this and work out an accommodation that will enable us to efficiently serve its residents.

Challenge: The tribe does not have a high need for home repair services.

Response: SSP needs to continue to reach out to the entire community of Smith River, Fort Dick and Crescent City to solicit intakes.

Evaluation Results

The site's evaluation results were slightly above average in nearly all categories.

	Site Average	All Sites 2013
Food Amount	4.42	4.34
Food Balance	4.28	4.14
Quality of Construction Instructions	4.57	4.33
Avail of Tools and Supplies	4.20	4.00
Satisfaction with Accomplishments	4.68	4.54
Spiritual Program	3.83	3.92
Religious Content	4.34	4.23
Staff as Role Models	4.89	4.76
Staff Organization	4.71	4.51
Staff Responsiveness	4.89	4.77

Recommendation for Next Year

Smith River is a great community for SSP to work in. There is need, the community is welcoming, and the cool weather is a popular attraction with church groups.



Stockton, California

SSP piloted a three-week program this summer in the diverse and troubled city of Stockton, located in the heart of California's Central Valley. This provided to be a very successful and incredibly rewarding experience and we look forward to returning to Stockton for many years to come.

Our program was housed at Central United Methodist Church, which opened its facility to our staff and volunteers, donated huge quantities of food, and provided us with many contacts within the City. The University of the Pacific provided showers at no cost.

The Staff

Site Director: Bri Dennison

Spiritual Life Coordinator: Wendy Gorman

Cooks: Dedrick McCord (joined the LA team after the third week) and Maggie Hibert (worked first four weeks of summer only)

Construction Team: Daisy Winner, Colin Griffiths and Tanner Ruegg



This team, less Dedrick and Maggie, spent the second half of its summer in Coarsegold.

Participants

Fourteen groups participated in this pilot project, bringing thirty-three adults and 131 youth for a total of 164 individuals. Given that this was a non-traditional, pilot program and Stockton's reputation for crime, we considered this to be an excellent response.

Program

Stockton's spiritual program was based upon the standard "Just Love, Just Serve" theme and pulled heavily from the local community. Guests and outside speakers were plentiful and frequent throughout the summer, including the mayor, several city council members, church members, and community activists. The entire day Wednesday was spent exploring the local communities, with visits to the Buddhist Temple, Boggs Tract Community Farm, and Little Manila.



Work Project Summary

About half of SSP's work in Stockton this summer was at Boggs Tract Community Farm, a project of Puentes Americas, a Stockton-based nonprofit. Puentes promotes the empowerment of people to grow and utilize their own food resources through the development of urban farms, and the Boggs Tract Community Farm is their premier demonstration project. SSP had volunteers at Boggs Tract during our entire time in Stockton. Our volunteers did a variety of tasks, including erecting a shade structure for the farm's chickens, mudding a straw-bale food storage building, creating and planting garden beds, and harvesting fresh produce. Working at Boggs Tract was a very popular activity and the personnel at Puentes were fantastic to work with.

We also worked in the Stockton's Taft neighborhood, where our work was facilitated by the director of the local county community center. We completed six different projects on five private homes, including building three wheelchair ramps, two fences and one set of stairs.

Budget Summary (includes Coarsegold spending)

Because of all of the work done on Boggs Tract Community Farm, the team only spent \$5,903 of its \$10,209 materials budget. (This budget also included Coarsegold.) Food spending was also significantly under budget because of significant donations of produce and eggs by local church members.

Challenges and Responses

Challenge: Our tool trailer was broken into and tools were stolen.

Recommendation: Either park our trailer in a more secure location at the church or rent a 20' cargo container for the summer.

Challenge: The church's Fellowship Hall is not air-conditioned and gets very hot during the summer.

Recommendation: Purchase portable AC units and run them during the evening and night.

Evaluation Results

The site's evaluation results are close to the average in most categories.

	Site Average (three weeks only)	All Sites 2013
Food Amount	4.53	4.34
Food Balance	4.19	4.14
Quality of Construction Instructions	4.34	4.33
Avail of Tools and Supplies	3.86	4.00
Satisfaction with Accomplishments	4.51	4.54
Spiritual Program	3.81	3.92
Religious Content	3.97	4.23
Staff as Role Models	4.69	4.76
Staff Organization	4.24	4.51
Staff Responsiveness	4.68	4.77

Recommendation for Next Year

SSP should definitely return to Stockton. Our presence was appreciated by many different elements of the community. There are extraordinary learning and service opportunities there that SSP has only begun to explore.



Coarsegold, California

The team that began the summer in the Stockton urban environment finished in the Oakhurst and Coarsegold area just south of Yosemite National Park. Staff and volunteers were housed at Camp Oakhurst, the local Christian camp that hosted us last year. Camp Oakhurst was once again an excellent facility for SSP. Because of serious internal turmoil within the Chukchansi Tribe, we served nontribal community members during the three weeks we were in the area.

Participants

One hundred forty volunteers served in Coarsegold this summer, including thirty-six adult counselors and 104 junior high youth.



Program

The spiritual program in Coarsegold explored the "Just Love, Just Serve" theme in a way that was appropriate to junior high age youth. Topics included humility, affection and affirmation, and action-taking. The idea of justice was introduced in the context of super heroes! In total, Coarsegold was well received by youth and adults.

Work Project Summary

Six projects were completed in Coarsegold this summer, including one wheelchair ramp repair, two painting projects, an awning, stairs and a deck.

Challenges and Responses

Challenge: The Chukchansi Tribe was unresponsive and non-communicative.

Response: SSP will not work in this area again until there is a stable and functional tribal community.

Recommendation for Next Year

The consensus is that SSP should not return to this area.

Evaluation Results

	Coarsegold JH 2013	All Sites JH	Coarsegold JH 2012
Food Amount	4.71	4.61	4.65
Food Balance	4.78	4.76	4.46
Quality of Construction Instructions	4.37	4.33	4.48
Avail of Tools and Supplies	4.40	4.38	4.22
Satisfaction with Accomplishments	4.66	4.68	4.73
Spiritual Program	3.95	4.11	
Religious Content	4.91	4.82	4.31
Energizers	4.25	4.29	4.16
Water Fun	4.79	4.80	4.48
Staff as Role Models	4.95	4.94	4.94
Staff Organization	4.62	4.61	4.58
Staff Responsiveness	4.91	4.87	4.85

Tsaile, Arizona

SSP returned this summer to Tsaile, Arizona, and the Dinè College after an absence of several years. This is a beautiful part of the Navajo Nation and accommodations in the College's dormitories are very adequate.

The Staff

Site Director: Pascal Domicone

Spiritual Life Coordinator: Kristin Reksc

Cooks: Hannah Halpern and Gavin Schroter

Construction Team: Jessie Fossenkemper, Camille Gonzalez and Alex Knaak



Participants

With 340 participants, Tsaile was SSP's highest-attended site. These volunteers, consisting of 267 youth and seventy-three adults, came from twenty-two different church groups.

Program

The spiritual program, led by SLC Kristen Reksc, was based on the standard "Just Love, Just Serve" theme. Each day explored a different aspect of the theme, culminating in Thursday's night's "Taking Action" theme and Friday's "Taking It Home" focus.

Work Project Summary

Eighteen work projects were completed in Tsaile this summer. Ten of these were on homes, including four painting jobs, three storage sheds, one wheelchair ramp and several stairs and decks. In addition, teams painted the local chapter house and Baptist church. They did work (mostly painting) at the Dinè College and spent time working on the college's Land Grant Farm.

Budget Summary

The site spent virtually its entire materials budget and overspent its food budget by about \$800.

Evaluation Results

Evaluation results were very good for the Tsaile site.

	Site Average	All Sites
Food Amount	4.27	4.34
Food Balance	4.35	4.14
Quality of Construction Instructions	4.46	4.33
Avail of Tools and Supplies	3.96	4.00
Satisfaction with Accomplishments	4.52	4.54
Spiritual Program	4.23	3.92
Religious Content	4.29	4.23
Staff as Role Models	4.86	4.76
Staff Organization	4.63	4.51
Staff Responsiveness	4.89	4.77

Challenges and Responses

Challenge: Intakes were scarce, particularly in the beginning of the summer. There was no adequate outreach or publicity about the program prior to the team's arrival.

Recommendation: Work with both the Wheatfields and the Lukachukai Chapters to solicit work. Communicate with the chapter coordinators more closely and further in advance than we did this year.

Challenge: The food budget was significantly overspent.

Response: Analyze spending to determine if this was due to higher cost of food in the area or other factors. Adjust the budget next year if appropriate.

Challenge: The College charged us \$5,000 for the use of the dorms.

Response: Coordinate a joint request from the chapter houses for donated use of the facilities.

Recommendation for Next Year

There is lots of work in this part of the Navajo Nation and the accommodations at the Dinè College are very nice. We recommend that we return if we can get the cost of the facilities donated and if we can work with both of the local chapter houses.

Susanville, California

SSP returned in 2013 for the third year in a row to the city of Susanville. As in prior years, our work was sponsored by the Susanville Indian Rancheria and most of the work performed was on behalf of tribal members. Relations with the tribe and community were excellent. We made use of the tribal gym and kitchen as in prior years. During the first three weeks of summer, the site hosted SSP's junior high program, switching to high school for the second half.

The Staff

Site Director: Robbie Frederiksen

Spiritual Life Coordinator: Janet Acree

Cooks: Amy Wen and Melani Carroll

Construction Team: Grace Whitmore, Nick Stanton and Chris Kintner



Participants

In total, 297 persons from twenty-nine different groups participated. Of these, sixteen groups, ninety-nine youth and twenty-eight adults participated in the junior high program. Senior high participation consisted of thirteen groups, 138 youth and thirty-five adults.

Program

The Susanville Spiritual Life Coordinator developed a program around the standard "Just Love, Just Serve" theme and sequence. There were some differences between the junior and senior high programs, but generally it was very similar. During the three weeks of high school project, the team made the decision to devote all of Wednesday to educational activities and service work with Crossroads Ministries, a local prison ministry in Susanville. Volunteers also learned about the impact of the prison industry on Susanville by watching and discussing the film "Prison Town, USA".

Work Project Summary

Sixteen projects were completed in Susanville this summer. Teams did work at the tribe's Cradle Valley Campground, painted a part of the Susanville United Methodist Church, and painted the front of the Crossroads Ministries building in downtown Susanville. This last project gave a great deal of visibility to our work in Susanville. The rest of the projects were on private homes and included painting, a wheelchair ramp, and several fences, sheds, decks and stairs.

Budget Summary

Both construction materials and food spending were slightly under budget for the summer.

Recommendation for Next Year

Since this is the third consecutive year that SSP has worked in Susanville, and because we have significantly exhausted the current needs that tribal residents have for home improvement, it is probably best that SSP takes a hiatus from working in Susanville. However, the community has lots to offer: a very welcoming United Methodist church, a potentially strong partnership in Crossroads Ministries, as well as work needed outside of the tribal community.



Evaluation Results – Junior High

Junior evaluations were excellent in Susanville. This site is well suited for the junior high program, and our team there was led by Robbie Frederiksen, who is very experienced with the junior high program.

	Susanville JH 2013	All Sites JH
Food Amount	4.51	4.61
Food Balance	4.73	4.76
Quality of Construction Instructions	4.29	4.33
Avail of Tools and Supplies	4.35	4.38
Satisfaction with Accomplishments	4.70	4.68
Spiritual Program	4.27	4.11
Religious Content	4.72	4.82
Energizers	4.33	4.29
Water Fun	4.81	4.80
Staff as Role Models	4.93	4.94
Staff Organization	4.60	4.61
Staff Responsiveness	4.82	4.87



Evaluation Results – High School

Like junior high, high school evaluation scores were outstanding and significantly above the summer's average.

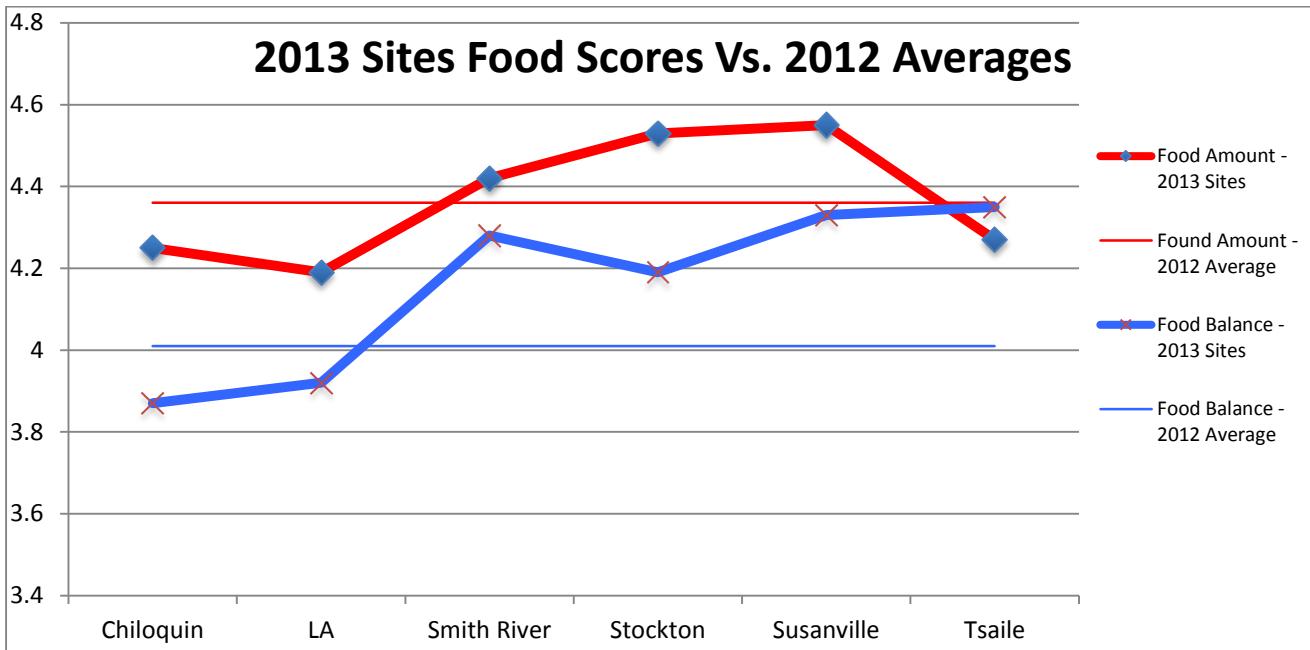
	Susanville Average 2013	All Sites HS 2013	Susanville Average 2012
Food Amount	4.55	4.34	4.44
Food Balance	4.33	4.14	4.03
Quality of Construction Instructions	4.42	4.33	3.92
Avail of Tools and Supplies	4.14	4.00	3.54
Satisfaction with Accomplishments	4.67	4.54	4.38
Spiritual Program	4.28	3.92	4.22
Religious Content	4.36	4.23	4.57
Staff as Role Models	4.95	4.76	4.94
Staff Organization	4.62	4.51	4.59
Staff Responsiveness	4.94	4.77	4.83

Food Program Summary

Overview

This summer, SSP implemented a new meal plan with a heightened emphasis on fresh fruits and vegetables and basic, unprocessed ingredients. The new approach was the result of several months of effort by Megan Taylor, Director of Programs. As part of these changes, we increased the food budget from \$22 to \$27 per person. Megan also rewrote the cook's training curriculum to align it better with the new meal plan, and personally ran this year's training sessions. Special attention was paid to providing menu solutions for people on gluten-free diets and with other food allergies.

These changes were very well received. We received numerous written and verbal comments about the quality of the food. Evaluation scores show that while 'Food Amount' scores were very close to last year, 'Food Balance' scores increased significantly.



Central Purchasing

As in the past three summers, we purchased a significant amount of food in Sacramento and distributed these to the staff teams before they left Sacramento. This year, central purchases accounted for \$4,596, approximately 14% of total food spending.

Donations

This year, we received a donation of very high quality food products from Bob's Red Mill of Portland, Oregon. The value of the gift was over \$2,000! Bob's provided us with rice, beans, oats and gluten-free baking mixes. We used these throughout the summer and have some leftover that will be used throughout the next year. We also continued to make use of donations of dehydrated potatoes from Non-Pareil Potatoes in Blackfoot, Idaho, thanks to the generosity of Chris and Kathy Abend. Finally, Farmer John's executive Howard Griffiths and his wife Jill again donated several different meat products to the Los Angeles cook team. Church members in Stockton donated at least \$1,000 worth of eggs and produce to that program.

SiteManager

SiteManager was once again used to record all food purchases and to record weekly food inventories. The combination of these two processes enables us to get an accurate view of food consumption on a week-by-week basis. In order to simplify the process for the cooks, we limited to inventoried items to high value items and non-perishable items bought in larger quantities. This still gave us an accurate view of ongoing consumption while limiting the data entry required of the cooks.

Budget Summary

With 1,888 registered participants and a budgeted cost/person/week of \$27, the total food budget for all sites was set at \$51,783. The cook teams spent a total of \$50,898, slightly less than the budgeted amount. Actual spending per person across all sites was \$26.95. The equivalent figure for 2012 was \$23.94, showing that we spent on average about \$3 more per person this year than last year.

Challenges and Responses

Challenge: We continue to receive complaints about the size of initial food servings and, to a lesser extent, about not having enough food.

Response: This is complicated issue. Teams continue to underspend their food budgets, indicating that the problem is not that we are not budgeting enough, but perhaps that the fear of exceeding budgets is causing people to skimp on quantities.

Challenge: We receive complaints – verified by central staff members – about messiness and unhygienic conditions in our kitchens.

Response: We re-emphasized the importance of maintaining consistently well-organized, neat and clean kitchens throughout the summer. We intend to emphasize this aspect of the cooks' responsibilities more during next year's cook training.

Spending and Evaluation Results by Site

The table below shows food budgets, spending, costs and evaluation scores by site. The average per person spending on food was \$26.95, very close to the amount budgeted. This spending data is from our SiteManager system and includes the value of food that was donated to us during the summer as well as the value of starting inventories. For this reason, the total of food spending reported here is about \$3,000 more than reported on the summer expense summary on page 23.

In general, teams did quite a good job of making use of the food budget that they were given. As in past years, there is no clear correlation between individual site spending and the food balance score. There does appear to be a correlation between food spending and food amount scores, at least for those sites with similar retail food costs and access. Despite the differences in scores between sites, we are confident that the year-to-year increase in food scores is the result of higher budgets, better training and a better meal plan.

It appears that the high food costs in Smith River and Tsaile are a result of limited shopping options in those communities, while the relatively lower costs in Stockton reflect the donated food we received there.

	Chiloquin	Los Angeles	Smith River	Stockton	Susanville	Tsaile (Navajo Nation)
Food Budget	\$9,015	\$8,135	\$9,538	\$7,379	\$8,260	\$9,456
Food Spending	\$9,177	\$7,724	\$9,440	\$6,329	\$7,974	\$10,254
Participants	327	293	327	304	297	340
Cost/Person/Week	\$27.06	\$25.90	\$28.35	\$20.47	\$26.05	\$29.71
Food Amount	4.25	4.19	4.42	4.53	4.55	4.27
Food Balance	3.87	3.92	4.28	4.19	4.33	4.35

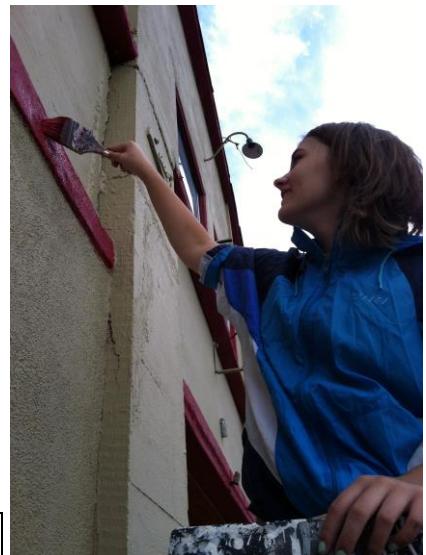
Construction Program Summary

This summer 1,888 youth and adult volunteers completed 119 repair projects. Construction spending was \$42,000. As in prior years, we continue to devote our efforts to a mix of projects for homeowners and work for community-based organizations.

There were eight-three projects completed for homeowners, which accounted for eight-two percent of our total material spending, but only 70% of total volunteer days. We also completed 24 “community-based” projects, for which SSP paid the materials cost and the beneficiary was a community organization, such as a church, school, or community facility.

In addition, twelve projects were done in partnership with organizations that provided most or all of the material cost. An example of this was our work in Los Angeles with the Coalition for Responsible Community Development (CRCD) on the Central Avenue Beautification Project. We devoted 14 percent of our volunteer days but only 3 percent of our material budget to this work.

Type of Project	Number of Projects	Total Material Cost	Percent of Total Cost	Percent of Total Volunteer Days (7554)	Cost per person per day
Homeowners	83	\$34,599	82%	70%	\$6.61
Community Based	24	\$6,319	15%	16%	\$4.33
Partnership	12	\$1,082	3%	14%	\$1.20
Total	119	\$42,000			\$5.56



The chart below shows the mix of projects completed this summer. We continue to have to manage the mix of projects to stay within our overall construction budget. As this data shows, there is a significant difference between the cost of painting projects and lumber-based projects like wheelchair ramps, stairs, decks, sheds and fences. One of the recommendations coming out of the summer is to increase our construction materials budget to enable us to take on more of these types of projects, particularly roofing projects.

Project Types	Number	Total Materials	Volunteer Days	Volunteer Days as % of Total	Cost per person per day
Paint Exterior	31	\$7,496	2,504	33%	\$2.99
Other	27	\$2,564	1,095	14%	\$2.34
Stair	17	\$5,748	792	10%	\$7.26
Wheelchair Ramp	11	\$10,496	1,195	16%	\$8.78
Paint Interior	8	\$762	282	4%	\$2.70
Shed	6	\$5,173	585	8%	\$8.84
Deck	6	\$3,316	372	5%	\$8.91
Fence	5	\$2,158	285	4%	\$7.57
Awning	4	\$2,295	268	4%	\$8.56
Roofing Roll	3	\$1,991	176	2%	\$11.31

Central Purchases

Purchasing some materials in Sacramento prior to the start of the summer was again an important part of our cost management activities. This summer, we purchased \$4,743 worth of materials from Lowe's, Home Depot and Ace prior to the start of the summer. This accounted for about 10 percent of total construction purchases.



Tool Inventory and Investment

In the fall of 2012, the SSP staff and volunteers did a complete and exhaustive inventory of all tools in five of our six tool trailers. The trailers were emptied and cleaned. All tools were sorted, inspected and, as appropriate, repaired, sharpened or discarded! Shelving was labeled in a logical and standardized manner, and all the trailers were restocked. This resulted in safe, organized and efficient trailers. The resulting inventory gave us the information we needed to make targeted purchases of those tools which were lacking. \$5,105 was spent on new tool purchases prior to and during the summer.

Training and Manuals

Megan Taylor updated the construction training materials and manuals. As in prior years, all construction staff members were required to take and pass an online course prior to their arrival at staff training. Three experienced Site Directors led the construction training sessions. They were assisted by two experienced volunteers.

Safety Presentations

The traditional skit-based safety training ("Do It To It") was retired this year and replaced by a station-based, serious, hands-on tool training. Volunteers received a demonstration of the proper use of power tools and in many cases were able to practice using the tools. This added time to the Monday morning schedule, but was viewed as a very worthwhile investment.

Partnerships

Some of the most unique projects that SSP completes are in partnership with local organizations. Sometimes materials are provided saving us money, but these experiences always prove to create strong relationships with the local community we are serving in. The highlights of this summer's partnerships include:

- Coalition for Responsible Community Development (CRCD), a South Los Angeles community development organization, continues to be a great partner for SSP. We spent nearly 400 volunteer days working on the Central Avenue Beautification Project, where we painted a storefront and built planter boxes and completed two other projects.
- Boggs Tract Community Farm is a sustainable urban agricultural effort in Stockton where teams serving in Stockton worked each week. Our volunteers did a variety of tasks there, including harvesting produce and building garden beds. About half of our volunteer days in Stockton were spent at Boggs Tract.
- At the Diné College in Tsaile, Arizona, our volunteers contributed to work at the local Land Grant Farm.
- In Susanville, our volunteers painted the large exterior of the building that houses Crossroads Ministries, a Christian operation that aids people leaving prison and experiencing other challenges. SSP paid for the paint for this project and the rental of scaffolding, and gained great exposure in the community due to the fact that the building is on Susanville's main street.
- In Chiloquin, we painted and helped with other projects at the local junior and senior high school, painted the trim at City Hall, and painted the bathrooms at the community park.



Spending and Evaluation Results by Site

	Chiloquin	Los Angeles	Smith River	Stockton & Coarsegold	Susanville	Tsaile (Navajo Nation)
Construction Material Budget	\$12,685	\$11,188	\$12,530	\$10,299	\$10,209	\$12,686
Construction Material Spending	\$9,476	\$7,769	\$11,648	\$5,903	\$9,654	\$12,414
Participants	327	293	327	304	297	340
Projects	24	17	28		16	10
				JH SH	JH SH	
Quality of Construction Instructions	3.72	4.57	4.57	4.37 4.34	4.29 4.42	4.46
Availability of Tools and Supplies	3.75	4.09	4.20	4.40 3.86	4.35 4.14	3.96
Satisfaction with Accomplishments	4.34	4.59	4.68	4.66 4.51	4.70 4.67	4.52

Unaccounted For Construction Materials

There is a discrepancy between the value of total materials purchased and the value of materials recorded as delivered to projects. This is the result of incomplete reporting of deliveries and, to a lesser extent, the lost or damaged materials. We are going to work next summer to narrow this gap by emphasizing the importance of prompt recording of all deliveries, making it easier to record deliveries by developing a mobile version of SiteManager, and monitoring the discrepancy during the summer.

Recommendations for Next Year

General recommendations include the following:

1. Increase the materials budget to enable completion of more expensive construction projects and fewer painting projects.
2. Create a mobile version of SiteManager to make it easier for timely entry of material deliveries.

Summer Expense Summary

Expenses

For the second year in a row, summer expenses were significantly lower than expected. As of September 24, 2013, there is a potential outstanding vehicle damage expense of not more than \$2,500. Other than this, all significant summer expenses are included in the report below.

- Food costs were under budget due to food donations and lower-than-planned final enrollment.
- Material costs were under budget because of lower-than-planned final enrollment and because of the partnership projects that we undertook for which we did not have to purchase materials.
- For the second year in a row, we were prepared for gas prices to be higher than what we actually experienced.
- We have had two vehicle damage claims this year, one of which is not reflected in this report. This could increase our vehicle expense total by up to \$2,500.
- When we take into account that we only worked in Coarsegold for one-half of the summer, our facility rental costs have risen this year. We believe this is a trend that will continue in the future.
- Payroll related expenses are lower than due because of two factors. The first is that we received a \$2,500 refund on our 2012 Idaho worker's compensation insurance. The second has to do with the allocation of insurance costs between our summer programs and our year-round administrative staff. The allocation will be adjusted for next year.

Summer Program Expenses 2013				
	May - Sept	Budget	Over/(Under)	% of Budget
Operating Expense				
Salaries	134,248	134,800	(552)	100%
Payroll Related Expense	14,265	18,586	(4,321)	77%
Travel Expenses	3,407	4,326	(919)	79%
Vehicle Expenses	45,943	50,973	(5,030)	90%
Operating Total	197,863	208,685	(10,822)	95%
Other Operating				
Building Materials	49,449	61,216	(11,767)	81%
Worship & Study	750	1,243	(493)	60%
Tools	1,179	1,200	(21)	98%
Site Start Up	960	2607	(1,647)	37%
Food & Kitchen	47,089	51,651	(4,562)	91%
Site Equipment	960	2,400	(1,440)	40%
Facility Rental	24,775	21,010	3,765	118%
Other Operating	125,162	141,327	(16,165)	89%
Other Administrative				
Office Supplies & Expense	2,425	2,549	(124)	95%
Telecommunications	757	427	330	177%
Other Administrative				
T-Shirts	13,331	13,622	(291)	98%
Total Expense	\$339,538	\$366,610	(27,072)	93%

Revenue

We budgeted for an enrollment total of 1,913 participants with an expected income of \$710,858; however our actual paid enrollment was 1,888. This generated \$702,793 in participant fees; each participant on average generated \$372 in actual revenue as opposed to our participant fee of \$360 per person. Overall, revenue is under budget by \$8,065.

Summer Summary and Recommendations

Summary

The summer of 2013 was a very solid success. Our debrief process at the end of the summer, the analysis of evaluation scores and informal comments confirm this. Of course, reviewing the summer also reveals a number of areas where we can do better. Some of those recommendations and conclusions are captured here.

Site Recommendations for 2014

SSP's experiences in Smith River, Stockton and Chiloquin were all very, very successful. The welcome we received from these communities was outstanding, there is plenty of good quality work needed that SSP can tackle, there are ample partnerships available in the community for us to take advantage of, and facilities are available!

Changes in Food and Construction Program

The significant changes made to the food program this year, including increasing the food budget, were very well received. Many suggestions were received for making additional improvements and these will be incorporated into next year's food program. The food program also benefited from an investment of over \$1,600 in new equipment such as food processors, cast iron pans and high-quality knives. We hope to invest \$5,000 in upgraded kitchen equipment in 2014.

The construction program clearly benefited from the purchase of additional tools, the central purchase of materials and the organization of the tool trailers. The major challenge for the construction program continues to be to provide better training in the limited time that we have available. In addition, we recommend that, if possible, the budget for construction materials be increased. We also hope to take more advantage of donations and discounts from vendors.

Standardized Spiritual Life Program

The standardized spiritual program was very well received by the staff this year, although some of the changes were met by resistance from veteran youth volunteers. In addition, evaluation scores for this aspect of the SSP experience have fallen for several years. In 2014, we will once again utilize a team of veteran SLCs and outside experts to craft a standard program. We will also expand our survey to try to get more information about the impact of this aspect of SSP on our volunteers. Finally, we plan to purchase a set of standard program supplies and materials for each project site next year.

Lightning Protocol

This year, we introduced a protocol to guide our precautions during very hot weather. This worked very well and was put to immediate use at the beginning of the summer. It is clear that we need the same type of protocol for dealing with lightning storms. We will research this and develop one before next summer.

SiteManager

SiteManager continues to be a valuable tool. Several suggestions for enhancements were made during debrief. The most significant of these suggestions is for the development of a mobile version.

Enrollment

Total **summer participation** in 2013 was 1,436 youth and 385 adult counselors for a total of 1,821 individuals. These individuals represented 123 different churches and 159 different participating teams (some churches sent more than one team). As in the past, United Methodist Churches comprised the largest share of participants, and the mix among denominations was much like previous years. The chart below shows the distribution of participants among the various denominations and between junior high and senior high groups. Summer enrollment rebounded last year's low enrollment of 1,640, but has not recovered to the all-time high enrollment of 2,071 in 2010. Most of the additional enrollment this year came from United Methodist groups.

Denomination		Junior High	Senior High	Total Participants	Groups	Churches
Episcopal		30	139	169	12	10
Presbyterian		3	40	43	4	3
UCC		22	8	30	3	3
Lutheran		0	22	22	2	2
Non-Denominational			7	7	1	1
United Methodist	Conference					
	California Pacific	112	648	760	63	48
	California Nevada	91	438	529	52	36
	Desert Southwest	0	146	146	11	11
	Oregon Idaho	0	60	60	4	4
	Pacific Northwest	9	15	24	4	3
	Rocky Mountain		31	31	2	2
Total United Methodist		212	1,338	1,550	136	104
Grand Total		267	1,554	1,821	158	123

New Church Participation

Thirty-nine churches participated in the summer program for the first time this year (or the first time in several years). Some of these churches had previously participated in the Weekend of Service program. These churches brought with them a total of 468 participants.

Weekend of Service Enrollment

SSP's Weekend of Service Program took place this year in Sacramento, Portland and South Los Angeles. In total, 236 volunteers participated in one of eight different sessions. This was double the number of participants we had in 2012. Somewhat surprisingly, Portland was the most popular location, with 108 participants, followed by Sacramento with eighty-three and Los Angeles with forty-five. Thirty participants traveled from California to Oregon for a Weekend of Service.

Weekend of Service Enrollment					
Denomination		Total Participants	Groups	Churches	
UCC		21	2	2	
Episcopal		46	3	3	
Non-Denominational		12	1	1	
United Methodist	Conference				
	California Pacific	33	4		4
	California Nevada	63	7		7
	Oregon Idaho	31	3		3
	Pacific Northwest	30	3		3
Total United Methodist		157	17		17
Grand Total		236	23		23

Alternative Break

Nine groups participated in Alternative Break sessions this year. Two of the sessions took place in Portland and the rest occurred in South Los Angeles. The mix of groups was diverse, consisting of four college groups, two high school groups, two adult groups, and one intergenerational team. Of the nine teams, two were secular.



Other Programs: Weekends of Service

South Los Angeles

South Los Angeles is our newest site to host the Weekend of Service program. Like our other activities in South Los Angeles, the sessions took place at Wesley United Methodist Church and their Rakestraw Center, and we continued to utilize a network of community resources to provide service and educational activities. Two different sessions took place and a total of five groups participated.



Sacramento

We hosted four sessions in Sacramento this year, all of which were run out of the Oak Park United Methodist Church. We continue to be indebted to our gracious hosts there. Volunteers worked extensively with St. Matthew's Episcopal Church, Sacramento Valley Conservancy's project at Camp Pollock, Soil Born Farms' school garden projects, and with local homeowners.



Portland

Portland and Vernonia were the locations for two Weekend of Service sessions involving a total of one hundred and eight participants. This was our most active location this year, and we drew churches from western Washington, the Portland area and as far away as Northern California. Work in Portland was done at Dignity Village, Wisdom of the Elders and the Northeast Emergency Food Program. In Vernonia volunteers worked at the Vernonia Pioneer Museum, American Legion Hall and for local homeowners.

Alternative Spring Breaks

In 2013, SSP continued to host Alternative Break groups in South Los Angeles and began hosting them in Portland as well. The Portland option was taken advantage of by two United Methodist college fellowship groups, one from Washington State University and the other from Central Washington University. Both groups worked both in Portland and in the nearby rural community of Vernonia.

Seven groups came to South Los Angeles to experience service, learning and worship there. We hosted two non-religious college groups, two adult teams, two high school groups, and an intergenerational team.

All of these experiences were very well received. Our regional coordinators, who were hired primarily to coordinate the Weekend of Service programs, have been able to successfully incorporate this additional program in their activities.



Nicaragua with Seeds of Learning

This year, SSP developed a partnership with another nonprofit organization, Seeds of Learning, and sent one team of young adults to learn and serve with Seeds of Learning in Tipitapa, Nicaragua. Seeds of Learning's mission is to improve educational opportunities for the poor in rural Central America, and has a twenty-year history of sending volunteer teams there to build and renovate school facilities.

The Sierra Service Project team consisted of two seasoned leaders: Joanne Poff and Jeremy Wells. They accompanied eleven young adults, all of whom were either seniors in high school or college students. The team stayed at a small retreat center in Tipitapa,



Nicaragua and worked on the construction of a new school building in a nearby community. On the weekend, they visited Managua and participated in National Day celebrations there. All in all, the team had an incredible experience and were very impressed with the leadership provided by Seeds of Learning and their overall organization. Sierra Service Project is sending two teams to serve in Nicaragua in partnership with Seeds of Learning in 2013.

Outreach

SSP's outreach efforts are intended to build awareness for the programs that we offer, primarily among the mainline Protestant churches in the western United States. To this end, our activities were concentrated in three areas:

1. **Website.** We continue to maintain an up-to-date, easy-to-read and informative website. The website contains information for new church leaders who are unfamiliar with SSP as well as information for registered groups.
2. **Regular announcement in denominational and regional e-newsletters.** We have published a regular stream of short articles and announcements about SSP program offers timed to coincide with the registration periods for the highlighted programs. The intent with these announcements is to generate interest and drive interested leaders to visit our website or contact the office.
3. **Mass mailings.** A major outreach mailing was done in the late summer of 2012 to promote the summer programs, the Weekends of Service, and our Central America program. This took the form of a postcard sent to 3,157 addresses.
4. **Personal Outreach.** The Board's Outreach Committee was active during the year. In November, board members made calls to churches in their localities who had received the outreach postcard, and had not participated in SSP. Board members also called veteran SSP churches in January who had not yet signed up.
5. **Events and Conferences.** Two summer kick-off events took place in May in an effort to reach out to our donors and supporters and to test the feasibility of doing events like this. A free "meet up" was held at a church in San Diego and tickets were sold for an evening party/reception that took place at a winery outside of Sacramento. Attendance was modest at both events, but the work and cost involved was also fairly modest. Finally, the Executive Director attended a campus ministry conference in Colorado where he was able to talk with campus ministers about Sierra Service Project.



Weekends of Service: Year-round service opportunities in Portland, Sacramento and South Los Angeles



Summer Program: Week-long service experiences at five rural locations across the West and in South Los Angeles



Study and Serve in Central America: Guatemala and Nicaragua trips for High School Youth and Young Adults

Board of Directors

The Board of Directors met four times during the year, three in person and one via a teleconference. The Board's committees were active and made important contributions throughout the year.

Katie Goetz, Hannah Floren, Chloe Parker and Nathan Sandford finished their terms of board service at the end of the fiscal year.

Board member and officers for the 2013 fiscal year were:

Kathy Sanders Platnick	President
Dennis Sandstrom	Vice President, Chair of Personnel Committee
Rev. Alissa Bertsch Johnson	Secretary
Deb Davidson	Chair of Finance Committee and Treasurer
Dennis Pedersen	Chair of Nominations and Governance Committee
Steve Rodekohr	Chair of Outreach Committee
Larry Butler	Director
Duane Buys	Director
Hannah Floren	Director (Youth)
Katie Goetz	Director
Rick Malec	Director Chair of Resource Development Team
Chloe Parker	Director (Youth)
Dr. Stephanie Craig Rushing	Director
Nathan Sandford	Director (Youth)
Toua Yang	Director



Fundraising

Fundraising results for 2013 were outstanding and the best ever in SSP's history. Overall, contributions to our general budget increased 25 percent. In addition, we received nearly \$60,000 in designated donations to our scholarship fund and our endowment. This success is the result of several things. Perhaps most important is an increase in giving and donation development activity on the part of the Board of Directors. A second important reason was the creation of our 12xSSP recurring donor program, which has brought in new and mostly young donors. Finally, we ran a successful matching donation campaign in the Fall of 2013.

Category	2012	2013	Change
Board	\$12,758	\$21,461	+68%
Individual	\$44,519	\$59,849	+34%
Churches and Denominations	\$11,103	\$8,995	-19%
Foundations, Businesses and Tribes	\$35,550	\$38,713	+9%
Other	\$815	\$1,496	+84%
Total Cash	\$104,745	\$130,514	+25%
In Kind Donations			
Facilities	\$40,676	\$57,750	
Other	\$19,019	\$3,011	
Total Unrestricted	\$59,695	\$60,761	
Scholarship Fund			
Endowment Fund		\$20,000	
Total Restricted Donations		\$58,128	

Grants were received from the following organizations:

Robert Grimm Family Foundation	\$35,000
Vista UMC	\$20,000
Wells Fargo Bank Foundation	\$15,000
Palo Alto First UMC	\$7,500
Chukchansi Indian Housing Authority	\$6,671
Enterprise Holdings Foundation	\$5,000
Cambria Healthcare	\$1,000
Pacific Palisades Methodist Memorial Fund	\$1,000
Other	\$2,542

Financial Results

Sierra Service Project was audited by the independent firm Fritzsche Associates, Inc in January, 2014. The auditors found no problems with our financial statements and controls, and determined that our financial statements fairly and accurately reflect the financial position of the Sierra Service Project.

Copies of key financial statements taken from the audit report are show on the following pages. Copies of the entire audit report are also available.



SIERRA SERVICE PROJECT
STATEMENT OF FINANCIAL POSITION
SEPTEMBER 30, 2013

Assets

Current assets:

Cash and equivalents	\$ 194,078
Accounts receivable	2,417
Inventory	5,748
Prepaid assets	<u>7,276</u>
Total current assets	209,519
Property and equipment, at cost less accumulated depreciation of \$59,945	41,067
Cash - permanently restricted	<u>65,125</u>
Total assets	<u>\$ 315,711</u>

Liabilities and Net Assets

Current liabilities:

Accounts payable	\$ 3,389
Accrued expenses	<u>27,407</u>
Total current liabilities	30,796
Net assets:	
Unrestricted	188,485
Temporarily restricted	31,305
Permanently restricted	<u>65,125</u>
Total net assets	<u>284,915</u>
Total liabilities and net assets	<u>\$ 315,711</u>

The accompanying notes are an integral part of these financial statements.

SIERRA SERVICE PROJECT
STATEMENT OF ACTIVITIES
YEAR ENDED SEPTEMBER 30, 2013

	Unrestricted	Temporarily Restricted	Permanently Restricted	Total
Support and revenue:				
Participation fees	\$ 791,413	-	-	\$ 791,413
Donations	190,079	\$ 38,128	\$ 20,000	248,207
Interest revenue	233	-	-	233
Other revenue	1,496	-	-	1,496
Net assets released from restrictions	<u>20,528</u>	<u>(20,528)</u>	-	-
 Total support and revenue	 <u>1,003,749</u>	 <u>17,600</u>	 <u>20,000</u>	 <u>1,041,349</u>
 Expenses:				
Program services	783,536	-	-	783,536
Management and general	135,491	-	-	135,491
Development	<u>40,511</u>	<u>-</u>	<u>-</u>	<u>40,511</u>
 Total expenses	 <u>959,538</u>	 <u>-</u>	 <u>-</u>	 <u>959,538</u>
Change in net assets from operations	44,211	17,600	20,000	81,811
Net assets, beginning of year	<u>144,274</u>	<u>13,705</u>	<u>45,125</u>	<u>203,104</u>
Net assets, end of year	<u>\$ 188,485</u>	<u>\$ 31,305</u>	<u>\$ 65,125</u>	<u>\$ 284,915</u>

The accompanying notes are an integral part of these financial statements.

SIERRA SERVICE PROJECT
STATEMENT OF FUNCTIONAL EXPENSES
YEAR ENDED SEPTEMBER 30, 2013

	Program Services	Management and General	Development	Total Expenses
Salaries & wages	\$ 254,066	\$ 65,557	\$ 21,878	\$ 341,501
Payroll taxes	18,725	4,832	1,612	25,169
Employee benefits	25,324	6,534	2,181	34,039
Workers compensation insurance	18,291	4,720	1,575	24,586
Other payroll expenses	8,328	2,149	717	11,194
Total personnel costs	324,734	83,792	27,963	436,489
Building materials & tools	66,648	-	-	66,648
Depreciation	8,573	-	-	8,573
Donated facilities	57,750	-	-	57,750
Facility & equipment rentals	31,177	814	-	31,991
Food & kitchen supplies	59,508	25	440	59,973
Fuel	23,602	35	-	23,637
Insurance	23,303	2,837	-	26,140
International program expense	28,821	-	-	28,821
Licenses & permits	360	-	-	360
Miscellaneous	4,648	153	80	4,881
Office supplies	12,108	3,921	1,620	17,649
Postage & delivery	3,326	12	2,312	5,650
Printing	684	252	1,460	2,396
Professional fees	-	10,350	-	10,350
Publicity	474	-	5,927	6,401
Rent & utilities	6,519	19,251	-	25,770
Scholarship awards	20,528	-	-	20,528
Site start-up	13,122	-	-	13,122
Tee shirts	16,900	-	671	17,571
Telephone & communication	1,730	6,013	-	7,743
Transportation	14,315	3,993	-	18,308
Travel & meals	9,492	3,473	38	13,003
Vehicle maintenance & repair	25,722	-	-	25,722
Vehicle rental	28,687	570	-	29,257
Worship & study	805	-	-	805
Totals	\$ 783,536	\$ 135,491	\$ 40,511	\$ 959,538

The accompanying notes are an integral part of these financial statements.

**SIERRA SERVICE PROJECT
STATEMENT OF CASH FLOWS
YEAR ENDED SEPTEMBER 30, 2013**

Cash flows from operating activities:

Change in net assets	\$ 81,811
Adjustments to reconcile increase in net assets	
to net cash provided by operating activities:	
Depreciation	8,573
Donation of fixed asset	(3,000)
Loss on disposal of fixed assets	2,417
Contributions restricted for long-term investment	(20,000)
Increase in accounts receivable	(2,417)
Increase in prepaid expenses	(2,259)
Decrease in inventory	4,477
Decrease in accounts payable	(9,324)
Increase in accrued expenses	<u>13,025</u>
Net cash provided by operating activities	<u>73,303</u>

Net increase in cash	73,303
Cash and equivalents, beginning of year	<u>120,775</u>
Cash and equivalents, end of year	<u>\$ 194,078</u>

Supplemental disclosure of cash flow information:

Non-cash vehicle donation	<u>\$ 3,000</u>
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The accompanying notes are an integral part of these financial statements.