

PART I - FACE SHEET

APPLICATION FOR FEDERAL ASSISTANCE		1. TYPE OF SUBMISSION: Application <input checked="" type="checkbox"/> Non-Construction														
Modified Standard Form 424 (Rev.02/07 to confirm to the Corporation's eGrants System)																
2a. DATE SUBMITTED TO CORPORATION FOR NATIONAL AND COMMUNITY SERVICE (CNCS): 10/17/12	3. DATE RECEIVED BY STATE:	STATE APPLICATION IDENTIFIER:														
2b. APPLICATION ID: 13SR142780	4. DATE RECEIVED BY FEDERAL AGENCY: 10/17/12	FEDERAL IDENTIFIER:														
5. APPLICATION INFORMATION																
LEGAL NAME: East Valley Adult Resources DUNS NUMBER: 099370371	NAME AND CONTACT INFORMATION FOR PROJECT DIRECTOR OR OTHER PERSON TO BE CONTACTED ON MATTERS INVOLVING THIS APPLICATION (give area codes): NAME: Gene H. Van Den Bosch															
ADDRESS (give street address, city, state, zip code and county): 45 W. University Suite A Mesa AZ 85201 - 5831 County: Maricopa	TELEPHONE NUMBER: (480) 775-1466 FAX NUMBER: (480) 898-7306 INTERNET E-MAIL ADDRESS: gvandenbosch@evadultresources.org															
6. EMPLOYER IDENTIFICATION NUMBER (EIN): 942596075	7. TYPE OF APPLICANT: 7a. Non-Profit 7b. Community-Based Organization															
8. TYPE OF APPLICATION (Check appropriate box). <input checked="" type="checkbox"/> NEW <input type="checkbox"/> NEW/PREVIOUS GRANTEE <input type="checkbox"/> CONTINUATION <input type="checkbox"/> AMENDMENT If Amendment, enter appropriate letter(s) in box(es): <input type="text"/> <input type="text"/> A. AUGMENTATION B. BUDGET REVISION C. NO COST EXTENSION D. OTHER (specify below):	9. NAME OF FEDERAL AGENCY: Corporation for National and Community Service															
10a. CATALOG OF FEDERAL DOMESTIC ASSISTANCE NUMBER: 94.002 10b. TITLE: Retired and Senior Volunteer Program	11.a. DESCRIPTIVE TITLE OF APPLICANT'S PROJECT: East Valley RSVP															
12. AREAS AFFECTED BY PROJECT (List Cities, Counties, States, etc): ARIZONA Opportunity # 2 - Cities and Towns located in Eastern Maricopa County of Arizona including Chandler, Gilbert, Guadalupe, Mesa, Queen Creek and Tempe	11.b. CNCS PROGRAM INITIATIVE (IF ANY):															
13. PROPOSED PROJECT: START DATE: 04/01/13 END DATE: 03/31/16	14. CONGRESSIONAL DISTRICT OF: a.Applicant <input type="text" value="AZ 006"/> b.Program <input type="text" value="AZ 006"/>															
15. ESTIMATED FUNDING: Year #: 1	16. IS APPLICATION SUBJECT TO REVIEW BY STATE EXECUTIVE ORDER 12372 PROCESS? <input type="checkbox"/> YES. THIS PREAPPLICATION/APPLICATION WAS MADE AVAILABLE TO THE STATE EXECUTIVE ORDER 12372 PROCESS FOR REVIEW ON: DATE: <input checked="" type="checkbox"/> NO. PROGRAM IS NOT COVERED BY E.O. 12372															
<table border="1" style="width: 100%; border-collapse: collapse; font-size: small;"> <tr> <td style="width: 15%;">a. FEDERAL</td> <td style="text-align: right;">\$ 124,902.00</td> </tr> <tr> <td>b. APPLICANT</td> <td style="text-align: right;">\$ 54,815.00</td> </tr> <tr> <td>c. STATE</td> <td style="text-align: right;">\$ 0.00</td> </tr> <tr> <td>d. LOCAL</td> <td style="text-align: right;">\$ 54,815.00</td> </tr> <tr> <td>e. OTHER</td> <td style="text-align: right;">\$ 0.00</td> </tr> <tr> <td>f. PROGRAM INCOME</td> <td style="text-align: right;">\$ 0.00</td> </tr> <tr> <td>g. TOTAL</td> <td style="text-align: right;">\$ 179,717.00</td> </tr> </table>	a. FEDERAL	\$ 124,902.00	b. APPLICANT	\$ 54,815.00	c. STATE	\$ 0.00	d. LOCAL	\$ 54,815.00	e. OTHER	\$ 0.00	f. PROGRAM INCOME	\$ 0.00	g. TOTAL	\$ 179,717.00	17. IS THE APPLICANT DELINQUENT ON ANY FEDERAL DEBT? <input type="checkbox"/> YES if "Yes," attach an explanation. <input checked="" type="checkbox"/> NO	
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f. PROGRAM INCOME	\$ 0.00															
g. TOTAL	\$ 179,717.00															
18. TO THE BEST OF MY KNOWLEDGE AND BELIEF, ALL DATA IN THIS APPLICATION/PREAPPLICATION ARE TRUE AND CORRECT, THE DOCUMENT HAS BEEN DULY AUTHORIZED BY THE GOVERNING BODY OF THE APPLICANT AND THE APPLICANT WILL COMPLY WITH THE ATTACHED ASSURANCES IF THE ASSISTANCE IS AWARDED.																
a. TYPED NAME OF AUTHORIZED REPRESENTATIVE: Gene H. Van Den Bosch	b. TITLE:	c. TELEPHONE NUMBER: (480) 775-1466														
d. SIGNATURE OF AUTHORIZED REPRESENTATIVE:		e. DATE SIGNED: 10/17/12														

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Executive Summary

East Valley Adult Resources (EVAR) has sponsored the East Valley RSVP for the last twelve years and it has grown to cover Arizona's eastern Maricopa, Gila, and Pinal counties which face critical human needs and human services challenges. These counties are diverse with urban, rural and Indian Communities and therefore require creative ways in providing RSVP volunteers. The overall budget is projected to be \$179,717 with \$124,902 through the Corporation for National and Community Service and \$54,815 in local matching funds.

The goal of East Valley RSVP (RSVP) is to utilize programs, staff, and volunteers to support participating, human needs organizations, early childhood education programs, senior centers and veteran service systems to align, collaborate and grow as a result of volunteer service for the sake of their beneficiaries and communities. The expected outcome for the organization/program beneficiaries will be at the end of a twelve month performance period improved/enhanced quality of life quality, encouraging a strong sense of well-being, promoting dignity, avoiding premature institutionalization as a result of program offerings.

An estimated 356 East Valley RSVP volunteers will assist 55 Arizona organizations/worksites, such as Banner Hospice, Paz De Cristo, Maricopa County Head Start, CASA, and Time Out, Inc. with meal service, meal delivery and food distribution, low-income housing, emotional respite and social interaction, community education to enhance law enforcement objectives. Grant priorities will include: 1) Healthy Futures (primary focus area), 2) Education, and 3) Veterans and Military Families with work plans for Senior Centers and Human needs.

Strengthening Communities

Arizona's Maricopa, Gila, and Pinal counties face critical human needs and human services

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challenges. One of the most critical needs facing our communities is related to healthy futures for those "aging in place" and/or homebound. Over the past three years new challenges have faced human service providers increasing the need for RSVP volunteers who can positively impact the community.

The following narrative will include: 1) a description of the critical need based on East Valley RSVP (RSVP) needs assessments, 2) a description of the service area, the counties and communities served, 3) the related challenging environmental factors affecting the communities, 4) our current volunteer stations focused on healthy futures for the "aging in place" and homebound in the communities, and 4) recommendations showing how RSVP will manage providers of healthy futures services for those who are "aging in place" and homebound.

The Older Americans Act funds comprehensive support services for adults age 60 years plus and older adults with developmental disabilities and their older family caregivers. These aging service providers include senior centers, nutrition sites, home-delivered meals, homemaker services, transportation, and case manager coordination. RSVP volunteers will continue to support the critically needed services to a steady and strong degree. Thus, the critical community need for comprehensive support services and our ability to provide volunteer support through RSVP leads to our selection of Healthy Futures: Aging in Place as RSVP's primary focus area.

RSVP under the sponsorship of East Valley Adult Resources, Inc. (EVAR) has expanded its programmatic scope beyond Arizona's eastern Maricopa County to include Gila and Pinal counties. Throughout the expansion, RSVP and EVAR have achieved a favorable reputation in the urban and rural communities served through recruitment, orientation, and support of competent and dependable

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volunteers.

RSVP relies upon the most recent community based needs assessments from the Valley of the Sun, Mesa, Casa Grande, and the United Ways of Pinal and Gila Counties; the Maricopa Association of Governments (MAG); the United States Veterans Administration (VA) to identify critical community needs. Our own recent needs assessment included scores of interviews with Arizona's leaders in the public and private sectors -- including directors of senior centers; the association representing non-profit long-term care facilities; hospice and terminal illness services; nonprofit organizations addressing mental and physical disabilities; Arizona's three universities, veteran center directors at several community college veteran-supportive offices; Arizona Department for Veterans' Services; veteran-service organizations and non-profit members of the United Arizona Veterans; and representatives of early childhood and tutoring programs such as Head Start and Boys and Girls Clubs. RSVP's needs assessment included an online literature search for relevant data, trends, challenges, and best practices.

SERVICE AREA DESCRIPTION

East Valley RSVP's service area includes three central Arizona counties: Gila and Pinal counties, and the eastern portion of Maricopa County.

The eastern portion of Maricopa County is primary urban with a significant urban-rural interface. Known as the "East Valley," this metro-region is comprised of suburban "edge-cities" as well as several suburban towns and unincorporated areas. According to the US Census Bureau, the 2011 population of Maricopa County was 3.8 million, with the population of eastern Maricopa County calculated to be 1,100,000. Primary (eastern) communities include the Salt River Pima Maricopa Indian Community and the Gila River Indian Community; as well as the cities of Mesa; Chandler; parts of Phoenix; and

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Tempe; plus several suburban towns, i.e., Gilbert, and other Census-designated communities.

Mesa is the largest community of eastern Maricopa County with a population of 439,041 is the largest suburb in the United States and 38th largest City in the United States. Mesa is also the home to thousands of veterans. With the opening of Falcon Field and Williams Field in the early 1940s, military personnel moved to the Mesa area. Upon retirement, many returned either as seasonal residents or as permanent residents.

The age distribution for Mesa is 24.45% who are 55 and older and 13.3% who are 65 or older. The per capita income for the city is \$19,601. About 6.2% of families and 8.9% of the population is below the poverty line, including 10.7% of those under age 18 and 7.1% of persons age 65 or over.

Mesa RSVP volunteers are engaged in 1) the meals on wheels program for older adults and the homebound at Mesa Active Adult Center, 2) home management education and mentoring for the homebound at Assistance for Independent Living (AIL), and 3) food collection and distribution for the homeless and others with critical food needs.

Tempe is a suburb of Phoenix and a center of education and commerce in its own right. With a population of 161,719 in 2010, it hosts the headquarters and executive offices for two Fortune 500 companies and several large Arizona corporations. It is also home to the largest campus of Arizona State University with its 2011 enrollment of 72,254 students - including approximately 1,400 student veterans.

There were 63,602 households out of which 24.4% had children under the age of 18 living with them, and 4.6% had someone living alone who was 65 years of age or older. 7.2% of Tempe's population is 65 years of age or older. According to the 2010 U.S. Census, the percentage of persons aged 55 and over in Tempe was 22.7% or 36,710 residents. About 7.5% of families and 14.3% of the population had incomes below the poverty line, including 5.1% of persons age 65 or over. Tempe's RSVP volunteers

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are engaged in revitalizing housing and non-profit facilities for low-income seniors, disabled, and veterans.

Gilbert is a town southeast of Phoenix, with a population of 208,453. Gilbert is the most populous incorporated town in the United States. Gilbert has made a rapid transformation from an agriculture-based community to an economically diverse suburban center. In the last two decades, the town has grown at a high rate, increasing in population from 5,717 in 1980 to 208,453 according to a 2010 Census Bureau estimate. Gilbert has evolved into a highly educated and affluent community supporting high-wage jobs in life science and health services, high technology, clean and renewable energy, and corporate and regional headquarters/offices in advanced business services.

Age data for Gilbert was 5.30% over 65. According to the U.S. Census, the percentage of persons aged 55 and over in Gilbert in 2010 was 10.97% or 22,827 residents. The per capita income was \$24,795 on average; with 9.5% of families below the Poverty Level. Gilbert's RSVP Volunteer Stations are engaged at Banner Hospice and at Mercy-Gilbert Medical Center. RSVP volunteers at the Banner Hospice station are persons with a deep belief in what they do. The volunteers are part of the hospice team (nurse, social worker, certified nursing assistants, chaplains, office staff) who help meet the needs of the patient, family, and caregivers. RSVP volunteers help patients and their families with social interaction, emotional support, respite care, improvement in quality of life, errands, light meal preparation, bereavement support, and letter writing.

The management of the Maricopa region will be the responsibility of the RSVP Director, who will be responsible for site visits/co-management as well as helping to develop and assess performance measures on a regular basis along with the stations to further develop relevant program parameters.

Gila County is a rural county northeast of Maricopa County with a population of 53,597. With many

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retired and senior people moving to this county, 32% (17,151) of the population is age 55 or older. The U.S. Forest Service owns 56% of the land in Gila County, with another 38% of the land owned by the Apache tribes. U.S. Census figures from 2010 list the following population figures for Gila County's primary communities: the Fort Apache Indian Reservation (Tonto Apache Tribe, population 102; White Mountain Apache Tribe, population 9,385) the San Carlos Indian Reservation (San Carlos Apache Tribe, population 9,385); the cities of Globe (7,157), Hayden (< 2,000), Miami (< 2,000), Payson (15,301), Star Valley (22,025), and Winkelman (less than 2,000), plus several smaller Census-designated communities such as Pine.

In Globe, RSVP activities related to healthy future in Gila County include RSVP volunteers providing hot home-delivered meals to the homebound from the Globe Senior Center. In Payson, RSVP volunteers are engaged in food collection and distribution for the homebound at Time Out, Inc. RSVP has assigned a Gila County RSVP Coordinator who lives in Gila County, allowing easy accessibility for volunteers and work-station management and eases management of the work-site.

Pinal County is a rural county south and southeast of Maricopa County with a population of 71,396. County communities include the Ak-Chin Indian Community (population 575), the Gila River Indian Community (population 14,000), the San Carlos Apache Indian Reservation, and parts of the Tohono O'odham Nation as well as the cities of Apache Junction, Casa Grande, Coolidge, Eloy, and Maricopa, several towns and Census-designated communities. According to the 2010 U.S. Census, members of the tribal communities comprise 20% of Pinal County's population and lists the County as the second fastest growing county in the nation with many retired and senior people moving to the county. Recent Census data reveals 19.8% Pinal County's population is age 55 or older.

In Apache Junction, our RSVP volunteers are engaged in: 1) food distribution for the homebound and 2) TRIAD, a program to reduce criminal victimization of older persons and improve quality of life for

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older adults as well as to educate and involve the community in implementing solutions, and enhance delivery of law enforcement services to the elderly. In other parts of Pinal County volunteers are engaged in food collection and distribution for older adults, the homebound, and others with critical food needs at local community food banks.

The specific assignment of a Pinal County RSVP Coordinator to serve Pinal County allows a bond to form with work-station personnel and allows the coordinator a specific understanding of the region and someone who is readily accessible to workstation management and volunteers if questions or issues arise.

CHALLENGES

Arizona's Gila, Pinal, and Maricopa Counties face critical human needs and human service challenges. Associated issues are complicated and they reach across traditional boundaries and jurisdictions. These challenges are in many ways similar in the multitude of other human service areas in the United States. As described in a Report from the 2010 Human Services Summit at Harvard University, the intentions of the "old" human needs, education, and veteran service systems were to deliver benefits or services for which people were eligible. According to the report, the intentions were a "fatal flaw" for the systems. In the past, the service systems focused on transactions and did not effectively work across organizations using shared resources in a collaborative manner to grow program capacity. Today, a consensus exists between the public sector and its supportive private sector on the need for a collaborative approach toward addressing complex critical community needs.

Within each of these three counties' communities, the critical community needs related to healthy futures are varied and diverse and include the social and wellness needs of seniors attempting to age in place; health and nutrition needs related to mental health; physical disabilities; hospice and terminal

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illness; food security; or mentoring and management for the homebound. Within the two and one half counties RSVP serves human service programs addressing these complex and critical needs are working within a set of three challenging environmental factors:

Increased demand: Within the RSVP service area, more people are in need of human services.

According to the US Department of Agriculture, demand for services has run parallel to the rate of unemployment, putting pressure on food assistance and temporary aid programs. Long term, demographic shifts such as aging baby boomers and structural unemployment will place additional pressure on the entire system.

Intensifying Human Service Cases: Human needs service providers report client challenges are becoming more complex with cases involving multi-need families who receive services from more than one agency or program. Often the root causes of family challenges cut across traditional program or jurisdictional lines and communities -- putting a premium on integrated, cross-boundary solutions; however, integrated, cross-boundary solutions are rarely seen in our service area.

Dwindling resources: As the State cuts back on social services, nonprofit organizations are forced to fill in the gap. Arizona's \$8.6 billion FY2013 budget contains spending cuts to social services of \$50.4 million from the Arizona's social-service agencies. In addition Cities and United Ways have cut back funding levels due to budgetary and donation rates. Combined, these factors threaten the social well-being, community health, economic development and individual equity within the communities of our service area. Human service programs have always "done more with less", but challenging environmental factors are now at such a critical point that without some innovations and new ways of delivering more effective and efficient services -- these programs risk an "inability to deliver services."

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Whether doing more with less, or increasing capacity in areas such as volunteer recruitment and coordination, grant-writing, strategic planning, or collaboration development, the human services community within our service area face a "capacity challenge." Human service organizations and agencies supporting healthy futures must increase their capacity to improve current services, to deliver new services, to decrease organizational costs, and to help people, families and communities be free of public dependence, improve the quality of their lives, and achieve their highest human potential.

This "capacity challenge" will either move the human services communities to action and change -- or it will bring some to extinction. In order to survive and to thrive, the demand for human service programs, writes Mark Moore in *Nonprofit and Voluntary Sector Quarterly*, will be to provide a high level of "public value" -- a measure of how effective and efficient a program is in achieving outcomes. Across the political spectrum, citizens desire transparency in reporting public value. Yet the "capacity challenge" has many organizations struggling, their effectiveness is at risk in relation to short and long-term demands.

CHANGING DEMOGRAPHICS

The critical healthy futures issues affecting the communities of Gila, Pinal and eastern Maricopa counties are primarily related to changing demographics. According to MAG, persons age 65 and older account for 12% of Maricopa County's population, or just fewer than 463,000 residents. From 2000 to 2010, Maricopa County saw tremendous growth in the population age 65 and older--an increase of 103,662 individuals, or 28.9%. Projections for future growth predict even greater increases. It is expected by 2020 the 65 years and older population will grow by 237,000, a staggering 51% increase.

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In 1946 the country began to experience the post-World War II "Baby Boom." The last of the Baby Boom generation was born in 1964; the oldest boomers turn 66 in 2012. Over the next few decades the percent of the population ages 65 and older will continue to rise as the Boomers age and as life expectancies increase due to improved healthcare. A closer look at those age 65 years and older does not represent a uniform group of people; there is great diversity. The 2010 U. S. Census and the American Community Survey (ACS) provide further insights into the population age 65 years and older. These diverse insights are related to disabilities, poverty, ethnicity, race, and primary language.

DISABILITIES

Another area of growing need will be the increase in the 65+ disabled population, 31.5% or 144,000 persons in Maricopa County report having some form of disability. RSVP can play an important role in both provision of service and developing volunteer opportunities for this population. ACS noted "disability" can be any one or more of six types: hearing difficulty, vision difficulty, cognitive (mental) difficulty, self-care difficulty, ambulatory difficulty (physical difficulty), and independent living difficulty.

According to Tamar Heller, Ph.D., of the University of Illinois, Chicago, there are an estimated 641,000 adults in the United States age 60 and older with intellectual (mental retardation) and other developmental disabilities (e.g., cerebral palsy, autism, epilepsy). The numbers will double to 1,242,794 by 2030 when all of the post World War II "baby boom" generation born between 1946-1964 will be in their sixties.

Dr. Heller reports two of the most critical age-related concerns and needs of adults with developmental disabilities and their families are enabling adults to "age in place" and supporting productive and meaningful lives. She writes that the growing numbers of older adults with

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developmental disabilities will increase the need for services and supports to enable them to maintain functioning and continue living as independently as possible, whether they are living with family or in other residential settings. RSVP volunteers can play an important role in working within aging service organizations as the first generation of developmentally disabled adults arrive and may need a more individual direction to integrate successfully into these organizations and remain independent.

IMPLICATIONS

In some ways, people over the age of 65 years in Maricopa County enjoy a number of benefits. Many are living longer, healthier lives. This is also the most educated generation of older adults our country, state, and service region. According to the ACS, 85.8% of Maricopa County adults 65 years and above were high school graduates or above, 25.2% had a bachelors degree or above. Despite these advantages, an increasing number of older adults are delaying retirement because the recession has depleted their savings and investments. Additionally, Maricopa County is highly mobile. It is common for family and friends to live in other parts of the country, leaving those in need without an adequate support system.

Center for Civic Partnerships (CCP) reported that 80 million members of the "boomer" generation (1946-1964) have reached, or are approaching, the traditional retirement age of 65. The boomers overwhelmingly want to age in place yet few communities are prepared to meet the various needs of older residents, or to engage residents in civic life. The various needs of older residents are related to RSVP's primary focus area, Healthy Futures for seniors and for those with health and nutrition challenges.

Today, more adults between the ages 30 and 55 find themselves sandwiched between caring for two generations, aged parents and children under 21. According to the Pew Research Center, 16% of American homes are comprised of at least three generations at once.

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According to the MAG 2012 (Municipal Aging Services Project) related to the changing needs and talents of people aged 65 and older, one of the most important needs of seniors in Maricopa County is socialization. Among its recommendations:

First, support people aging in place by 1) making it possible for people to age in place through program and service options, 2) providing ways of serving seniors in their homes and close to their homes, 3) ensuring safety through fall prevention, 4) promoting preventative health services, 5) meeting caregiver needs, and 6) focusing on integrated approaches.

Second, increase social participation by 1) keeping older adults active and engaged, 2) engaging seniors as volunteers and employees, 3) providing intergenerational programming, and 4) increasing awareness and advocacy by supporting elder economic security and community development.

Third, re-imagine senior centers and create a prototype senior center of the future by 1) conducting a regional assessment, 2) replicating local and national best practices, and 3) becoming more market, boomer, and consumer driven.

Fourth, increase organizational capacity for related human needs services.

OUR PROPOSAL

East Valley RSVP proposes to recruit 100 new volunteers to support the healthy futures recommendations of the MAG 2012 Municipal Aging Services Project - April 1, 2013 to March 31, 2016.

This collaborative capacity building emphasis will feature current and new volunteer stations in all three counties within our service area, and it will adhere to the following principles 1) build on the best of what exists, 2) engage older adults as a resource (to include RSVP program management), 3) research, identify, implement, support, and help build best practices, 4) develop incrementally.

In keeping with these principles, we propose to maintain our current volunteer stations with sufficient

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RSVP volunteers and a willingness to extend their memoranda of understandings (MOUs) for one to three more years. We will offer an opportunity to participate in graduation ceremonies or events with generous public recognition through press releases and social media highlighting new volunteer opportunities.

We also propose to strengthen and expand our volunteer stations dedicated to Healthy Futures for those aging in place. Service areas within this, our primary focus area, will include 1) Food Delivery, 2) Companionship, and 3) Preventing Elder Abuse. Beneficiaries will receive independent living services and ultimately report increased social support within their lives.

Our RSVP volunteers will provide support, transportation, and physical delivery of hot-lunches to the homebound or older adults and individuals with physical or mental disabilities. Other RSVP volunteers will provide weekly companionship through home-management support visits once a week to the homebound or older adults and individuals with physical or mental disabilities. And, other RSVP volunteers will provide Elder Abuse Prevention services through large and small group presentations within the communities we serve.

Throughout our recruitment and expansion of these three service activities, other RSVP volunteers will identify veterans in the communities who are homebound, older adults, or disabled/wounded. These identified veterans will be invited to participate in the aging-in-place services provided by our RSVP volunteers and their stations. This identification will be achieved in collaboration with community partners such as the Wounded Warriors Project; Disabled American Veterans; Arizona State Department for Veteran Services; Arizona Coalition of Military Families; National Guard; and the Phoenix VA Medical Center.

These needs and challenges will open the door for "new" RSVP volunteers willing to offer their time and skills to enhance their community, as well as to enhance their own appreciation of life.

Recruitment and Development

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East Valley Adult Resources (EVAR) capacity building process over the next two years will have a strong focus on volunteer engagement which will include focus groups with representatives of key stakeholder groups - residents, local government, older adult service providers, businesses, faith communities, nonprofit organizations, and other stakeholders representing the diversity of the community. These organizational opportunities will further strengthen the complementary nature of RSVP and its community connections.

The primary recruitment and development focus for RSVP will be recruiting, orienting, and placing volunteers 55 and older in positions matching volunteer talents, interests, passions, and availability while addressing critical community needs. RSVP's plan to ensure volunteer assignments remained high priority quality assignments was key in the development of the FY 2013-14 development strategies. The thoughts and opinions of current and prospective volunteer station managers were gathered during interviews regarding capacity building, and during three hosted "RSVP Volunteer Focus Groups." Incorporation of the information garnered in the meetings has allowed RSVP staff to streamline program measurements and requirements.

With quality remaining a critical emphasis during program development and maintenance, capacity building through identification of skilled volunteers and active participation within the community will help human services leaders form and realize organizational visions. RSVP will invite human needs, education, and veteran organizations in our service area to a meeting to identify capacity building challenges and opportunities. Participants will be asked to build program capacity in partnership with RSVP volunteer recruitment efforts geared toward the 55 and older individual with the passion, skill sets, availability, and experience, regardless of ethnicity, orientation, physical capabilities or race. The development of the quality training program will entail a search for the

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specific skill-set required by the organization in order to develop clear performance measures and job descriptions for volunteers. Volunteers will receive initial program and site orientations. RSVP program orientation will involve policies, procedures, general project overviews to enhance program understanding to strive to generate the highest level of capacity for our volunteer stations, clients and the broader community.

RSVP will offer volunteer orientations at the main Mesa office and in community centers throughout the service area. Prior to each orientation, a press release will be distributed to the local media, to volunteer stations, to prospective community partners, and to viewers of social media postings. EVAR organizational website will include an RSVP page and several hyperlinks allowing visitors to get an overview of the East Valley RSVP program, help visitors locate the RSVP Facebook page, locate other social media channels, download an RSVP enrollment application, offer a sample RSVP volunteer time sheet, and locate PDF formatted brochures and handbooks.

We will continue to utilize online services such as Volunteer Match and Serve.Gov to recruit RSVP volunteers and invite them to our upcoming Volunteer Orientation. Non-qualifying volunteers, usually 55 and younger will be referred to a volunteer station as well.

Incorporating the talents of the AmeriCorps team member and RSVP volunteers, RSVP will explore which social media outlets are most effective, i.e., Facebook, LinkedIn, Twitter, and Pinterest to recognize and honor RSVP volunteers and stations, and invite members from the community to join RSVP and attend an RSVP volunteer orientation. We will offer special human interest stories to local and regional human interest television programs such as "Arizona 3 Family Cares" through contacts with the stations' producers.

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Addressing the capacity challenges in our service area through experienced volunteers will require ongoing training and the development of a new vision for designing and delivering human services. A family-centric mission will be fostered to work across organizational boundaries to align goals and help focus on outcomes.

RSVP will continue the process of volunteer and program development by conducting the following four CCP-informed (i.e. guidelines, protocols, and questions, surveys): 1) currently enrolled and recently graduated RSVP volunteers; 2) current volunteer station liaisons; 3) to senior adult communities in our service areas (e.g. senior centers, senior housing, seasonal visitor communities, veteran service organizations, and members and clients of non-profit organizations with missions related to healthy futures; and 4) prospective volunteer stations within our service areas with missions related to our primary focus area. Survey questions will gather input from older adults or those who support older adults in planning for their healthy futures.

RSVP will provide short presentations with Power Point slides at public forums (e.g. community networking, health expositions, volunteer fairs, "Volunteer 101" and similar meetings). After each presentation, we will remain to listen, answer questions, arrange follow up contacts or meetings, and distribute printed materials. Depending on the nature and scope the event or forum, our presentation may be a simple display with collateral materials at a table.

Over the last twelve years in addition to participating with individual volunteer station volunteer recognitions RSVP has provided an annual volunteer recognition for all its volunteers. This is a highlight event for the volunteers with 250-300 in attendance. It has been held at the East Valley Institute of Technology, one of the largest of its kind in the country, with a fully functioning culinary

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school. High school students prepare and serve a gourmet meal. Public officials are invited and are truly moved by the scope of volunteer experience in the room. It truly enhances the image of RSVP's impact in the community. These events also offer the opportunity for special interest stories in the media. Most important it shows the power of volunteer engagement to everyone attending the event - - volunteers, stations, public officials and the students.

Program Management

The East Valley RSVP Director operates in a full-time capacity under the supervision of EVAR's COO. He is responsible for the development, implementation, day-to-day management, and evaluation of the program. Two RSVP Coordinators, reporting to the RSVP Director will be responsible for RSVP recruitment, orientation, and station development for communities within Gila and Pinal counties.

The East Valley RSVP Assistant provides administrative and telephone support for our staff, volunteers, and our station volunteer liaisons. In October 2012 we added the services of an AmeriCorps member, supervised by our RSVP Director, with computer skills to help us develop social media as part of our strategy.

Three five-member teams of RSVP volunteers, also under supervision of our RSVP Director and working from our main office, will initiate three stand alone or collaborative service day activities for Martin Luther King Day, Cesar Chavez Day, and 9/11 Patriot Day in calendar year 2013. Our AmeriCorps Member and RSVP Teams work flexible hours to match their schedules within our main office.

In keeping with these principles, we propose to maintain our current volunteer stations with sufficient RSVP volunteers and a willingness to extend their memoranda of understandings (MOUs) for one to three more years. We will offer an opportunity to participate in graduation ceremonies or events with

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generous public recognition through press releases and social media highlighting new volunteer opportunities.

Measuring Output and Outcomes

We will use instruments and procedures important to measuring outputs (activity levels) and real outcomes. We will measure outputs for RSVP service in Food delivery, Companionship, and Preventing Elderly Abuse services through activity logs received quarterly from volunteer station coordinators and monthly from their RSVP volunteers. Measuring outcomes requires a more holistic approach and volunteer stations will distribute a semi-annual or post-service survey to each beneficiary. Results for output measurements and for outcome measurements will be recorded and analyzed on our office database to assure the RSVP service is addressing the community needs through quality volunteer service.

Database Management

We use the software Volunteer Reporter 6.0 to manage, evaluate, and report data and information about our RSVP volunteer stations and volunteers. We will use our custom RSVP Volunteer Code to tag each volunteer into one Focus Area to define that volunteer's main type of work and thus determine accurate numbers for unduplicated volunteers.

Interpretation

As important as this data collection and analysis is, we will not allow measurements to take the place of judgment and managerial decision making. The analysis and interpretation of our data, as well as knowing how and when to share the information we collect, is not something that can be replicated by a statistical analysis tool or a spreadsheet. Information gathered in the process will be shared with

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our Advisory Committee for their interpretation and feedback. When warranted, programmatic changes will be made to assure successful outputs and outcomes.

EVAR has an integrated fiscally responsible approach in each of its 22 programs. It provides the information for the CEO to ensure each program is been managed correctly in which he shares with each Program Director. The RSVP Director will have direct access to this information to retain current funding sources and develop new resource opportunities as program needs dictate with the support of the EVAR Administration.

Organizational Capability

East Valley Adult Resources, Inc. (EVAR) is a 501©3 organization that provides a comprehensive array of programs and services through three active adult centers (lifelong learning, nutritional services, health promotion, volunteer opportunities), support services to homebound older adults (meals on wheels, information and referral, home and community based services), community impact (RSVP) and housing. The mission statement: "We value the generations by providing opportunities to connect, contribute and care for each other" captures our commitment to provide high quality services with a compassionate approach. EVAR touches the lives of over 1,500 persons every day. As the focal point on aging services in the area, the organization has grown over the last 32 years to encompass services in multiple cities and counties.

Volunteerism is the core of the organization's value system and is reflected in an array of opportunities from leadership on advisory committees to delivering meals to "at risk" older adults. At the Nationally Accredited Active Adult Centers participants are encouraged to participate in programs, learn new skills and share their expertise through volunteerism. EVAR has a Board of Directors who serve three year terms and five different Advisory Committees who are represented on the Board as

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voting members. East Valley RSVP Advisory Committee has a varied array (cultural, geographical, skill set) of members who work directly with the Director toward fundraisers, volunteer recognition, and station and volunteer development. The current chair is Ira King, Jr. who is a retired administrator with the Scottsdale Public School system.

EVAR has been the sponsor of East Valley RSVP since 2001 which is a complementary component of the organization. National strategies developed by the Corporation for National and Community Service have been integrated into the program over the last eleven years. The accomplishments of East Valley RSVP led to the successful application in 2010 to include Pinal and Gila Counties. The new service areas provided the opportunity to expand capacity in rural areas which includes local Tribal Communities.

EVAR has a rich history of competent RSVP Directors. Our first director, Fran White, made major inroads throughout the area expanding the scope of volunteer stations and the image of RSVP. For the last six years the program was led by Judy Tripp, who had previous RSVP experience in southwestern Arizona. Her leadership included representing Senior Corps at the Arizona Governor's Commission on Service and Volunteerism. The current Director, Gene Van den Bosch, has 34 years experience as a nonprofit state association director and as adjunct faculty in regional community colleges and Arizona State University in Maricopa County. Prior appointments included executive direction for the Arizona Head Start Association, Arizona Association for Homes and Housing for the Aging, Arizona Hospice and Palliative Care Organization, Arizona and Washington Brain Injury Associations, Alliance for the Mentally Ill of Greater Chicago, and the Arizona Veterans' Education Foundation. His Master's degrees are in Communication and Public Administration. Support staff include: Project Assistant and two part-time Project Coordinators who serve in Pinal and Gila Counties. The Project Coordinators

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are community members and have volunteer coordination experience.

The organization is fiscally stable with an annual budget of \$3.4 million with multiple funding streams.

*Federal - Corporation for National and Community Service, Area Agencies on Aging and CDBG (Community Development Block Grant).

*State -- Arizona Department of Transportation (5310 and 5317).

*Local - Four cities, three United Ways, various corporations.

*Individual - Over 1,000 persons individual donate to the organization through a variety of fundraising campaigns.

RSVP currently receives local match funds from three different cities, Gila River Indian Community, corporations, e.g., SRP, individual donations and in-kind services. These sources have remained stable despite economic challenges over the last three years. An annual independent audit is conducted every year and there have been no findings in the past 20 years. In order to maintain our funding sources accurate data is critical as a result EVAR utilizes both web-based client data systems and traditional software, i.e., Volunteer Reporter 6.

Research is also a strong component within the organization. A research policy provides the framework for outside groups to request to utilize study aspects of aging. All requested projects are reviewed by the Program Planning Committee which is composed of Board members and participants. Approval is based on relevancy and benefit. A 2011 study focused on Sign Chi Do (type of exercise) as a means to increase balance and flexibility. Not only were the results positive toward this outcome, but the researcher trained volunteers to continue to offer the class at all Centers. The Sign Chi Do project won the 2012 NISC (National Institute of Senior Centers) Research Award.

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The EVAR executive management team (principals) includes Dan Taylor, President/CEO who has led the organization for twenty-two years and serves on various local and statewide committees, i.e., Arizona Caregiver Coalition, Norma Mancini, Chief Operating Officer, who has held the position for the last two years with over twelve years of leadership/managerial experience and Michelle Cooper, Chief Financial Officer, who has held the position for 2.5 years, who has extensive experience in for profit and nonprofit organizations. From an administrative perspective the VP - Administration serves as the main contact point for payroll, Human Resource/Personnel issues, personnel handbook, overall office support, and facilities management. A Personnel Policy Handbook (reviewed and/or updated annually) outlines all major areas, i.e., internal policies --code of ethics, travel, evaluations, merit increases; purchasing procedures -- records, approvals; personnel management -- introductory period, termination, and workplace behavior.

Every three to five years a new strategic plan is developed with the direct involvement of the Board of Directors, community leaders and participants. A 2012-15 Plan was approved by the Board of Directors in May 2012. The Board is very committed to the direction laid out with emphasis on volunteer engagement, hunger, and healthy living. EVAR strives to be proactive, rather than reactive, and continues to plan for the silver tsunami. EVAR has been recently chosen as one of six nonprofits in the area to have the opportunity to work with, Dr. Susan Kenny Stevens, author of the book, *Nonprofit Lifecycles*, in a two-year capacity building process (ATLAS - Strength and Endurance for Organizations). The RSVP efforts will be a part of the overall EVAR organizational capacity building process which will begin with a self assessment in January 2013 of all the programs and services offered with a focus on the current and next generation of mature adults. Not only will EVAR have access to an assigned consultant the Virginia G. Piper Charitable Trust will provide direct

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funding to implement key identified needs, i.e., social media, image, etc. The timing of this opportunity is perfect to fully develop RSVP's potential (volunteer, scope and fiscally) in the communities served. EVAR is committed to RSVP and has high expectations toward its present and future community impact.

Other

NA

PNS Amendment (if applicable)

NA