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Executive Summary

The City of Burbank is applying for funding for continuation of its 40 year RSVP project. Through the contributions of the Burbank RSVP, 457 volunteers will address unmet community needs, serving the Burbank community in the focus area of Healthy Futures. They will help a growing senior population tackle the limitations of aging, help low-income seniors stretch limited funds by providing services, and decrease the likelihood of isolation and depression by providing services, activities, classes, groups and companionship. Programs that address hunger will be provided with RSVP volunteers supplying the manpower.

At the end of our 12-month performance period: 1300 people will receive services that enhance their ability to remain independent through the service of 457 volunteers. 500 clients will receive food assistance.

More than 50% of those served will report they feel less lonely, are not hungry, have close ties to other people or are more satisfied with their life.

We will accomplish this with a CNCS federal investment of \$43,019 supplemented by \$134,101 provided by our sponsor, the City of Burbank.

Strengthening Communities

The City of Burbank has been the original sponsor of RSVP since 1972. Burbank, a full-service city and located in the 5th Supervisorial District of Los Angeles (LA) County in Southern California In 2011, the City of Burbank celebrated 100 years as an incorporated city.

Burbank is a city built by People, Pride, & Progress, a place with a rich history, diverse culture and distinctive character. The citizens find a strong sense of community and take pride in the high quality of life in a safe, desirable and healthy environment in a responsible and increasingly sustainable manner which values the well-being of its residents and businesses while preserving its tranquil neighborhoods. Burbank is dedicated to providing outstanding municipal services by working in

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partnership with individuals, neighborhoods, local non-profits and businesses, to enhance the quality of life and to create a healthy, vibrant community in which to live, work and visit. Burbank's Park, Recreation & Community Services Department (PR&CS) is committed to the welfare and well-being of all populations in the community.

Home to three major studios, Walt Disney Company, Warner Bros., and NBC's West Coast Headquarters, Burbank's legacy as the "Media Capital of the World" is supported through the location of the world's largest media companies including Warner Bros., The Walt Disney Company, NBC Universal, Nickelodeon, Cartoon Network, ABC, Animation, Yahoo!, and Clear Channel. Additionally, Burbank is home to 700 media-related companies including television networks, broadcasting companies and music labels. The City of Burbank has a pro-business attitude reflected in its simple and competitive tax structure, which is among the lowest in the region. There are no city income taxes and no gross receipts tax. Burbank's retail sales rank within the top ten of 89 LA County Cities. In addition, Burbank owns and operates its own municipal utility company through the Burbank Water and Power Department, which is an important amenity in shielding Burbank from California's sometimes volatile energy market.

The population of Burbank is approximately 103,340 (US Census 2010) and its racial background reflects 72% white, higher than the state average of 63%. The Hispanic represents 25% followed by 11% Asian, with a steady growth of Armenian culture.

The local population is abundant in seniors reflecting 21% of all citizens. (U.S. Census Bureau, Profile of General Demographic Characteristics 2009). This population is expected to grow at a faster rate than the general population. Based on wide research, the population of Baby Boomers is expected to dramatically increase the number of seniors in the community. The demographic, economic, and racial makeup of Burbank's RSVP volunteer population is diverse and reflects increasing numbers of senior citizens. The populations of persons 55 and over are sufficient to realistically support necessary

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levels of volunteer involvement to accomplish the many goals outlined in the work plans. In summary of the Burbank Demographics and Needs Assessment Information: Census Information: 103,340 seniors (24.3%) are 55+, 12.4% of age 65+ population lives alone.; 12, 823 (26.7%) of those aged 55+ are renters; 8,298 or 48.3% of city homeowners are 55+; 34% of seniors age 65+ are disabled; 22.5% have difficulty in independent living; total population of veterans in Burbank=2940 adults or 3.5% of population; 82% of those veterans are age 55+; 8.9% of the total Burbank population is living below poverty level; 20.3% of those living in poverty are seniors age 65+, who live 12.7% below poverty level. Other issues that stand out in our diversity is the fact that 45% of residents have a language other than English spoken at home, and the Median Household Income is \$52,684.

The adult age 60+ population is presented with a number of financial hardships and challenges in Burbank. According to the 2010 US Census, 18.3% of the Burbank population is over the age of 60; an increase of 1.4% from 2005. From 2006-2010, 84% of the individuals in Burbank were at or above 150% poverty level; in 2010 24.5% were below poverty level; and 47% earned below the median income. According to the 2005-2014 Housing Needs Assessment, Burbank has an estimated 4,065 households earning extremely low incomes; 80 percent of these are renters. Burbank seniors constitute 15.6% of the renters in the community. Over 1,000 Burbank households receive Section-8 rental assistance. (Low Income Areas in Burbank, Figure 2 below)

The 2010 US Census Bureau report provided data to confirm the ethnic diversity and financial difficulties of many Burbank residents. According to the Census data, 32% reported being foreign born; 27% report being of Hispanic or Latino decent; 23% are an ethnic background other than Caucasian/white; and 45% of the households report speaking a language other than English at home. Meanwhile, many county elders do not have adequate income to provide for their everyday needs. The California Elder Economic Security Standard Index (Elder Index) is a tool that quantifies how

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much income a senior age 65+ requires to adequately meet the most basic needs within the community in which they live. VCAAA reports that 39% of all county elders age 65+ and 50% of all elder women living alone have incomes below the Elder Index. Nearly eight out of 10 Hispanic seniors also have incomes below the Elder Index.

The elderly have a number of special needs including housing, transportation, obtaining nutritious meals, and other supportive services. Housing is a particular concern due to the fact that many of the elderly have fixed incomes. The frail elderly have special needs apart from those of other elderly persons. These may include additional health care needs, modifications to housing, or more specialized housing in a 24-hour care environment. Burbank has nine senior housing projects, providing nearly 900 units affordable to lower income seniors (2008-2014 Assisted Rental Housing Inventory).

41% of Burbank seniors are also disabled. More than one in five individuals aged 65 and older no longer drives due to health or other reasons. Over half who don't drive as a result of health issues, stay home because of lack of transportation options. The City of Burbank Community Development Department Housing, License and Code, Park, Recreation and Community Services, Fire and Police Departments, and Providence St. Joseph Medical Center (the city's only hospital) and staff, and Senior Center staff work in collaboration to identify and bring this identified population needed services.

The 2010 Census data also listed hardships for the senior population in Burbank. For adults age 65 years and older, 9% living below poverty; 27.5% of the households are headed by a senior age 65+, and 30% of Burbank's seniors live alone. Of the veterans residing in Burbank, 36% of them were age 65+.

RSVP has been serving the City of Burbank since 1972, and a long history with many of our volunteer stations. New stations are developed that fit the changing needs of the community and to address the focus areas of CNCS. New stations are developed when station representatives approach RSVP, or conversely, the RSVP Director recruits a new station. This interaction is facilitated by:

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Networking, Word-of-mouth, and referrals, RSVP presentations to the community-at-large and/or partnering agencies, Attendance at City and County AAA events/meetings, and social media. Burbank RSVP stations are visited at least annually to update information, ensure MOU compliance, review service descriptions and current needs and maintain ongoing communication, critical to volunteer station management.

We encourage stations to develop volunteer assignments which will be interesting to potential volunteers, including Baby Boomers, while meeting urgent community needs. This is done through on-going station education including disability training, updates on current trends and new initiatives ordered by CNCS.

Volunteer assignments are often developed with the initiative of the station per their perception of community needs. Sometimes volunteers create their own volunteer assignment, especially the Baby Boomer corps. When a volunteer walks in with certain skills/interests, a suitable volunteer assignment may not be immediately available. By calling upon stations (via email blast or phone calls) we make known the volunteer's interests and abilities. Stations which have a need may develop a tailor-made volunteer assignment.

As a effective management tool in eliciting community input to assess changing needs, the Burbank RSVP has partnerships with local non-profits, and city planning groups as well as active memberships and participation in networking groups. These organizations all provide feedback and on-going evaluation to the RSVP program, so the program design continues to meet current community needs. The RSVP Self Assessment Survey brings together representatives of local non-profit agencies and other professionals who are well-informed in senior issues and/or community needs. Specific oversight for design and evaluation is also provided by the RSVP Advisory Council.

Burbank's RSVP has been addressing Aging in Place since 2002 when they started the "Stay @ Home" program with a grant from Wise Senior Services. The grant lasted four years and, without

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funding for the past eight years the program is still going strong due to the city's belief our seniors should remain living independently in their homes for as long as possible. The program has developed a Resource Guide that can be accessed on line and provides knowledge to family and friends about services and resources to keep them at home. This is especially useful to working family members as well as those who live out of town. Burbank RSVP works with staff at the senior center to promote education on all resources and services including elder abuse.

The City has chosen to make Healthy Futures our Primary Focus Area. We will have volunteers assigned in the activities associated with H2, H4, H8, H9, and H11.

Assisting people to live independently in their own homes is a focus area for volunteer efforts. Significant increases in life expectancy, a growing older adult population, and advances in medical technology are setting the stage for long-term care challenges in the 21st century both nationally and locally. Locally, unprecedented numbers of older adults and their caregivers present a challenge to the Los Angeles County Area Agency on Aging. Relatively stagnant federal funding, the loss of state funds, increased oversight, and paperwork requirements mandate creative solutions to providing service to this growing demographic. Local demand for services that help people remain independent, such as homemaker, home delivered meals, legal assistance, transportation to medical appointments, HICAP services, and case management continue to grow. Programs critical to keeping people in their homes are at capacity and in some cases waiting lists have been implemented (Los Angeles County AAA Report). In a recent study by the UCLA Center for Health Policy Research, titled "California Budget Cuts Fray the Long Term Care Safety Net", issues related to independent living for our older adults is explored. In summary, the report states that the deep budget cuts enacted by California's legislature in the summer of 2009 will be felt strongly among the elderly and infirm. Hundreds of thousands of seniors are likely to lose some or all of the assistance they relied on to remain living independently. Unprecedented budget cuts to Supplemental Security Income (SSI), In-Home Supportive Services

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(IHSS), Adult Day Health Care (AHDC) CA Department of Mental Health, Linkages, and Community Based Services Programs have a tremendous impact our aging community. Many older adults relied on one or more of these programs for meeting basic needs, including personal care and domestic care. Combined with the lack of a COLA raise in Social Security, older adults will need assistance in any possible form. With less resources and growing numbers of seniors, the need for volunteers and our community to support programs that enhance independent living options is becoming one of the most critical needs. The safety net of services previously available to homebound and isolated has virtually been eliminated. Those unable to live at home may be institutionalized in skilled nursing homes. Looking for alternatives and obtainable solutions may lie in the efforts of volunteers. Many older adults may in fact be able to continue living independently with minimal assistance through the contributions of RSVP volunteers. Now and in the coming years, volunteers continue to assist the growing number of elderly people to remain living independently for as long as possible.

A senior survey done by the Area Agency on Aging for Santa Cruz and San Benito counties (in California) found that one in five seniors said depression or isolation is a challenge. With the growing number of seniors, there will be an increasing need to provide ways to increase social ties thus avoiding isolation and the accompanying depression.

When discussing aging in place, it is important to remember part of the structure that helps a person maintain health - a critical element in seniors living independently - is their sense of connection to other people. Many studies have found that, regardless of gender, seniors with more social connections have a lower death rate while isolated seniors have the highest mortality from all diseases. The benefits aren't tied to the numbers of friends or family members, but to the range of social activities, frequency of contacts and quality of relationships. So it is contraindicative that an increasing number of seniors are socially isolated or lonely at a time when our senior population is expected to grow more rapidly than any other age group.

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Nationally, over 29% of all non institutionalized elders lived alone, representing 37% of women and 19% of men, according to Census 2010, that proportion increases with advanced age -- almost half women 75+ live alone.

How our country deals with the significant numbers of aging Baby Boomers can, in part, be mitigated by taking advantage of advances in behavioral health to keep the elderly as healthy and active as possible, and making sure all ages are integrated into the fabric of community life, according to a report released by the National Institutes of Health. It will be important to all industries serving seniors, but in particular to healthcare, that our elders are aided in living a more full life, replete with the social connections that help maintain good health.

Burbank RSVP volunteers will assist older adults to live independently by: delivering meals, providing shopping and delivery services, providing telephone reassurance, serving as information and referral agents for social services, providing recreational activities, education of available resources, development and distribution of the "Guide to Social Services and Resources", prevention of homelessness, daily well checks in residential senior buildings, education on Senior Safety and elder abuse, coaching for Braille Institute, volunteer driving program, blood pressure screening, and providing basic human needs as well as supporting social, recreational, and educational experiences that increase the likelihood of older adults remaining independent.

Burbank offers a free grocery shopping service for homebound seniors, to help those who can't get to or walk through a grocery store, but can still cook at home. Volunteers call to take orders, shop in the store and deliver groceries. That home delivery volunteer also provides companionship; often returning during the week for additional visits.

Burbank Temporary Aid Center, our largest partner agency, and through its Brown Bag program provides supplemental groceries to qualified low-income seniors. Service activities related to the food bank: volunteers, sort food in the warehouse, answer phones and deliver food to participants

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The City of Burbank Home Delivered Meal Program's (HDM) mission is, "to assist the frail and disabled homebound adults 60 and older, live healthy, dignified lives, and remain independent and self-sufficient in their own homes as long as possible" with provision of healthy meals.

The evidence based programming that volunteers lead/coach at the Joslyn Adult Center provides seniors with additional education and socialization/companionship opportunities. These experiences decrease the chances of them being victims of depression, abuse, or isolation.

Burbank has determined that the growing needs of their senior community can be addressed by RSVP volunteer. Burbank will support 457 volunteers in the Focus area of Healthy Futures.

In response to the CNCS Focus, RSVP of Burbank will increase our involvement with veterans programs. The RSVP Advisory Council recently developed a new task force -Volunteers for Veterans and Military families (Vols4Vets), a group dedicated to helping veterans find resources and jobs. Anticipated activities for the first year include development of a job fair for Veterans. To address long term needs for Veterans, a Resource Center store front is scheduled to open in Burbank 2013, run solely by RSVP volunteers.

Service activities for the job fair will include creating partnerships with City of Burbank departments, Veterans organizations, corporate sponsors, non profits and public agencies, while store front activities will include staffing phone and front counter, and work with other groups to identify resources in the area such as the Burbank Veterans Committee and Veterans Commemorative Committee and Wounded Warriors. Currently 77 RSVP volunteers are continuing their service to the county through volunteering in our community and 75 widows of veterans are providing service. RSVP will continue and expand efforts to include opportunities for service to veterans and their families.

Recruitment and Development

RSVP currently works with over 70 non profits organizations and public agencies and is able to continually add more as community and agency needs arise. With the attempt to create assignments

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that are in line with CNCS initiatives, we are currently in a transition as we explore new options for our volunteers that address current priorities.

RSVP works with each new volunteer to explore possible assignments in his/her community and exploration of new areas of interest, building leadership skills, planning for new projects, and specialized positions requested by partner, all to ensure a high quality volunteer experience while retaining these volunteers.

Volunteer assignments are designed and created to aid volunteers in exploring and developing new skills, while meeting community needs. Boomers are more interested in this aspect of serving than the previous generation, as they demand stimulating, challenging, and often leadership positions. Working with our stations to provide these challenging opportunities requires frequent interactions to aid them in assignment creation, meant to aid in their retention efforts.

RSVP emphasizes to potential stations before accepted as a "volunteer station" the importance of providing a high quality experience for the volunteers, including building new skills, understanding the mission and vision of the agency (through orientation or 1:1 experiences), developing leadership potential, understanding the meaning of their service to the agency and the community and the impact of their service, while enhancing the quality of their own lives.

RSVP will seek specific feedback from volunteers, through conversations, evaluations and surveys, at least annually; regarding their perceived success of their assignment in providing high quality experiences and to ensure that their volunteerism results in more opportunities for socialization and decreasing isolation. Volunteers share their service experiences as part of the annual recognition event. National Days of Service will be offered to volunteers as a way to participate in global events to make a connection with other members of the community.

RSVP will provide education, documents and studies to volunteers and stations that demonstrate the added value of remaining active and engaged and the impact personal and mental health. This is

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done through newsletters, website, Facebook, and email blasts. RSVP will use this topic as a method of recruitment when meeting with volunteers or in community presentations. Evidence based research indicates the value added to an individual's quality of life when they serve others.

Volunteers receive specific individual or group training at their various stations and RSVP volunteer training events. Training regarding the RSVP program (e.g. how to turn in volunteer hours) is provided one-on-one in the initial interview process. Volunteers also receive, in their first orientation meeting, a Volunteer handbook with information on the national RVSP program & a brochure with specific information on Burbank RSVP. Training is available to volunteers through RSVP programs developed in conjunction with various partner agencies. RSVP publicizes and recruits volunteers to attend these trainings (e.g. American Red Cross, Guide to Social Services and Resources, ID Theft, Stay @ Home trainings have been organized and publicized by RSVP and held at the Senior Center). RSVP volunteers are provided access to all Joslyn Adult Center trainings.

RSVP Advisory Council members receive training across many dimensions. At Advisory Council meetings presentations are made, guest speakers are brought in, and the Director presents all pertinent information to keep members abreast of issues.

RSVP provides on-going training for station supervisors in various ways: Training & TA is provided 1:1 with station supervisors as needed. Station supervisors may call requesting advice/info on a volunteer issue (e.g. what to do with a problem volunteer or how to recognize volunteers who are aging out of their program, number of years or hours a volunteer has served). Staying in touch with station supervisors, we are aware of turnovers in personnel, providing RSVP an opportunity to provide training and assistance to the new station supervisor. Ongoing communication is critical as turnover in non-profits is great. In addition Station Surveys are conducted annually and feedback provided to station supervisors to improve quality of assignment.

Recruiting is done across a variety of media to attract volunteers of every age, with concentration on

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the recruitment of Boomers. RSVP posters and recruiting materials are continually updated to address current needs. Web-based recruitment is provided through the City in various social media, through CNCS and PSA's to local channels and to local newspapers. The RSVP office is located in the Joslyn Adult Center. All volunteers at the Center are strong supporters of RSVP, and encourage new participants to become involved in RSVP. Joslyn staff assists RSVP in cultivating, networking, and sustaining their volunteers. The RSVP Director is involved in many community activities and committees resulting in increased exposure for RSVP, enhancing recruitment efforts. Cultivating volunteers is also done through speaking engagements to various local civic groups. The RSVP bi-monthly newsletter, sent to over 600 volunteers, recruits current volunteers to do more by expanding their number of volunteer placements, encouraging current volunteers to add additional service activities which increases retention.

A strong recruiting network exists between RSVP and our agency partners, and of course the very best recruiter of new volunteers is a family member or friend. Burbank RSVP highly encourages current volunteers to enlist their friends and families to volunteer. Studies show that retention of volunteers is almost as high when the volunteer is recruited by a friend or someone within the organization as when the volunteer seeks out the organization on their own. This information is conveyed to volunteers and to agency partners, who are also encouraged to have their volunteers be their most effective recruiters.

Burbank RSVP seeks to bring together people of diverse backgrounds -- both those who serve and to whom services are provided. Although the geographic area is not as diverse as some, diversity is sought across many dimensions, including: English language proficiency, age, race, culture, religion, gender, socio-economic background, sexual orientation, education and abilities/disabilities.

Individuals of different races and religions serve as volunteers and the RSVP Advisory Council represents our service area and consists of 12 members, men as well as women.

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The local city population is predominantly white, but volunteer stations serve people of diverse backgrounds, including homeless and veterans. The Tuttle Senior Center serves a strong Hispanic population, utilizing volunteers that are able to communicate in the native language. Also provided are volunteers that educate non-Spanish speakers with lessons to learn Spanish. The need for services for the Armenian population is increasing rapidly and services to meet their specific cultural needs are an ongoing assessment.

RSVP plans to increase our recruitment of volunteers with veterans programs. To do this we need to establish stronger relationships with veteran's organizations by providing resources and services that will attract veterans and military families. We will create peer to peer opportunities for recruitment and placement, educate on how service is a way to continue service but at a local level. By using active and retired military to staff the Vols4Vets job fair and the proposed storefront operation it is anticipated that volunteers will maintain a long term relationship with RSVP.

Volunteers come from every socio-economic background and educational level, and they serve with clients of various backgrounds. Volunteers with higher income and education often serve clients of lower income/lower educational background (such as Home Delivered Meals and Burbank Temporary Aid Center). RSVP does not use income levels as a screening tool.

RSVP is housed in the Joslyn Adult Center, located on a bus line for access by people without a car. Per city code, adequate handicapped parking is available, and to better serve those with limited abilities, the building is one level with no stairs and is easily accessible.

To ensure inclusive support, male and female volunteers may/do work with clients of: opposite sex, different cultural backgrounds, various educational backgrounds, assorted ages and different religions. In addition to attracting a diversified volunteer base, RSVP programs seek to serve a diversified clientele. People without disabilities are paired with disabled clients. Conversely, those with disabilities serve as volunteers. The Joslyn Center uses volunteers that are frail, visually impaired, and in

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wheelchairs, but are able to come to the Joslyn Center once/week to crochet, sew or knit for "4 Others" patients while socializing. The Braille Community Center has RSVP volunteers serving with visually impaired participants, teaching classes. Partnerships for disabled / limited abilities: Tarjan Center, CA Dept. of Rehabilitation, National, Federation of the Blind of CA ,City program at Burroughs, Build , Rehabilitation, Adult School, Glad, Independent Living Center, Fair Housing Council, Pacific Bell, Transportation Commission,

The Burbank RSVP has a large, vital corps of volunteers retained and recognized by using best practices in the field of volunteer management. According to the CNCS, nearly 1/3 of Boomer volunteers do not return to their volunteer organization a second year. Boomers are volunteering in higher rates than previous generations (CNCS), yet they expect/demand volunteer positions they find interesting and challenging. If not completely satisfied, they will not remain with the organization. Burbank RSVP works to retain volunteers and to educate our partner agencies on ways to support and sustain their volunteers in order to increase their retention rates. One of the best ways to ensure that a volunteer stays with their organization is to make sure there is a "good fit" between the volunteer and their chosen organization. To that end, Burbank RSVP meets with each potential volunteer on a one-to-one basis. This allows us to conduct an interview which can fully explore the volunteer's interests, passion, motivation, talents, skills to develop, degree of scheduling flexibility, and accommodations needed.

At the initial interview, a new volunteer receives a volunteer handbook which includes: brochures detailing Burbank RSVP, Volunteer Policies, and Information on Volunteer Insurance, Director's business card, Timesheet, RSVP Newsletter, Agency Brochure, and the Job Description for the agency. This familiarizes the volunteer with RSVP policies and contact information. The volunteers are informed that they will be scheduled to interview at the agency of their choice, known as a "two-way interview", where both the agency and the volunteer are exploring the possibilities of volunteering.

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One month after placement, follow-up phone calls to the volunteer are made to ensure they have begun volunteering and are satisfied with their chosen agency. Contact with volunteers assists retention. Maintaining contact with volunteers through: bi-monthly newsletters, a card mailed annually to thank them for their service, a call after 1st month in service to check on satisfaction, yearly recognition as well as special recognition for many groups of RSVP volunteers.

To increase volunteer retention rates, we work closely with agency partners as we: Offer on-going training opportunities; act as an informational resource on best practices in volunteer management; communicate regularly with station coordinators to check on volunteers; conduct on-site station visits at least annually; Volunteer Recognition Luncheon, all aides in volunteer retention.

The quality of recognition provided by Burbank RSVP is a recruitment incentive as well. A fabulous luncheon is provided yearly at an exclusive local restaurant on the hill overlooking Burbank.

Volunteer recognition is one of the most important practices of volunteer management. One type of recognition is not meaningful to all types of volunteers. Therefore, Burbank RSVP utilizes a variety of acknowledgement strategies, ranging from a simple thank you to special teas for groups, award pins for anniversary years at the annual recognition event, Presidential service awards at the annual recognition event; certificates from congressional and senate representatives; and numerous other strategies.

Program Management

PR&CS, has maintained, supported and "grown" the RSVP program since 1972, establishing decades of success and experience with RSVP. PR&CS has continued to increase support of the program since inception, and is highly valued and well supported by the sponsoring agency.

RSVP has been serving the citizens of Burbank and has a long history with our volunteer stations. New stations are developed that fit the changing needs of the community and to address the Primary Focus Areas.

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All stations sign a Memorandum of Understanding (MOU), receive: Volunteer Station Responsibilities & Procedures, Accessibility & Reasonable Accommodations, Discrimination & Harassment handouts. They also receive a volunteer hand book, the same handbook handed out to new volunteers. It is made clear to all stations that volunteers cannot displace employees and discuss volunteer safety; training and accessibility assessment are completed.

Burbank RSVP stations are visited at least annually to update information, ensure MOU compliance, review service descriptions and current needs. Stations provide quarterly information used to complete required reports. Leadership Burbank provides opportunities for building relationships with other nonprofit and public leaders.

We encourage stations to develop volunteer assignments which will be interesting to potential volunteers, including the boomers, while meeting Primary Focus areas. This is done through on-going station education meetings. Volunteer assignments are often developed with the initiative of the station per their perception of community needs. Sometimes volunteers create their own volunteer assignment, especially the younger older adult corps. When a volunteer walks in with certain skills/interests, a suitable volunteer assignment may not be immediately available. By calling upon stations (via email blast) we make known the volunteer's interests and abilities. Stations which have a need will develop a volunteer assignment.

As an existing RSVP, we already have the capacity to recruit and manage volunteer stations meeting all variety of needs; we have a long history of successfully working with over 70 agencies.. Within our program, most of the contact with current and potential partners is done by the director. The Director is a member of Leadership Burbank; this involvement allows progress/assessment on two levels: 1) the program remains in continual contact with its partners and 2) it provides a comprehensive understanding of community needs and new programs being developed. The program also holds membership in the Southern California RSVP Directors Association, where program-specific

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information is shared, including updates from CNCS staff.

It should be noted that, before there were National Performance Measures, we focused most of our efforts within what has become our Primary Focus Area. Previously Aging in Place and hunger were issues in our service area, and with the senior population, unmet needs will only grow.

We have gradually dropped stations over the past year, as we focused on massing our volunteers to meet the needs in our community. The Annual assessment and local research provides information on changing community needs. CNCS provides direction on goals and CNCS strategic initiatives. New volunteers will be encouraged to provide service in the Healthy Futures, or Burbank's community priorities. Independent Living/Aging in Place has been a vocal point for the Burbank RSVP since 2002. Current volunteers not in a Focus Area will age out of the RSVP program.

In preparing to write this grant, we discussed the need for certain information -- primarily the output data -- with our partners and had them describe how they collected that information. Prior to the start of the new grant year, we will hold a series of meetings with our partner agencies to detail changes in the program and review our expectations. The outcomes on which we will report are ones for which data is routinely collected. Through collaboration with partner agencies, outputs and outcomes are developed and tracked to measure impact in the community.

In order to develop a high quality project, goals are developed and measured annually in several ways. Some goals are set forth in terms of national performance measurements. The accomplishment of these goals is measured via volunteer surveys. These surveys result in graphs and reports, to better visualize the impact to the community and to assess where needs remain to be met. To ensure program goals are attained, results of 6-month Progress Reports are shared with Advisory Council members, sponsoring agency and CNCS personnel. This provides a bi-annual review to ensure program goals are met.

Other goals are developed as a result of community need, such as the Job Fair at the Joslyn Adult

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Center. Another local goal is to assist seniors to live independently, which will include recruitment and training of the younger older adult to address independent living issues. These goals are measured through various means, including volunteer and/or random client surveys. Results of surveys are shared with agency personnel, Advisory Council and RSVP sponsor, to gauge performance.

Yearly station surveys assess the quality of support by RSVP to partner agencies and provide impetus for action when appropriate.

Volunteer Reporter is used to manage data on both volunteers and agency partners. Volunteer information, such as hours, awards, skills, and placement can be readily updated and retrieved. Information on agency partners is well organized and useful as maintained in the Volunteer Reporter database, including service descriptions of each volunteer assignment. Volunteer Reporter allows export of information necessary to provide the most current data in order to show the impact of the project and volunteers on community need. Data can also be generated over a time span in order to track trends (e.g. average number of volunteer hours over the last five years). Tracking trends in an important data management tool used by Burbank RSVP. Back up of information is done on a regular basis. Hard copies of forms (e.g. MOUs, enrollment forms and time sheets) are well organized in locked file folders in the RSVP Clerk's office. All confidential information is kept secured by locked entryways into the office as well as log-in passwords required for entry to computer information. Burbank RSVP's sponsoring agency is the Burbank Park, Recreation and Community Services Department (PR&CS), which is a governmental body. All financial transactions go through the sponsoring agency's accounting department, which ensures accountability. The sponsor is guided by both State and Federal regulations. They maintain and enforce policies and procedures, such as personnel policies and travel and expense procedures; thus, checks and balances are maintained. All transactions require at least two signatures, with larger amounts requiring administrative approval. Checks are prepared by the sponsoring agency's accounting department. Quarterly transaction

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reports of expenditures for accounting are provided to RSVP, so expenses can be monitored in an efficient manner. The annual budget is prepared in accordance with the sponsoring agency. All RSVP financial records are subject to annual review by the sponsoring agency and are recorded every six months on the Federal Financial Report which is submitted to CNCS by the RSVP Director.

In order to sustain and expand the RSVP program, cash and in-kind donations are sought annually.

The solicitation of donations to support RSVP's Annual Recognition Event is done through letters of appeal, phone calls, press releases, agency partnerships and networking by Advisory Council members.

The sponsoring agency provides on-going financial and advisory support as well as notification of any grants/awards which might benefit RSVP. Volunteers are recipients of in-kind support, e.g., free parking at the airport and hospital, meals at the hospital and nutrition programs, and free tickets to events at the volunteers' agencies.

A table sponsor program has been developed to support the RSVP Recognition Luncheon. This appeal to businesses within the community raises thousands of dollars to offset the cost of the luncheon. The restaurant also provides in-kind support by reducing the price of the meals for our volunteer luncheon.

The City of Burbank provides strong in-kind support through: two office spaces, the Mary Stoica Café Area, telephones, computers, postage, reprographic services, maintenance, IT and HR services.

Organizational Capability

The City's ongoing plans and infrastructure include that all financial transactions go through the sponsor's agency's accounting department, which ensures accountability. All Accounting practices are guided by both State and Federal regulations. They maintain and enforce policies and procedures, such as personnel policies and travel and expense procedures; thus, checks and balances are maintained. All transactions require at least two signatures, with larger amounts requiring administrative approval. Checks are prepared by the sponsoring agency's accounting department.

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RSVP receives a quarterly transaction report of expenditures of accounting so expenses can be monitored in an efficient manner. The annual budget is prepared in accordance with the sponsor and CNCS. All RSVP financial records are subject to annual review by the sponsoring agency and are recorded every six months on the Federal Financial Report which is submitted to CNCS by the RSVP Director. PR&CS utilizes Oracle ERP financial management system. As a governmental agency, PR&CS's records and management systems are audited annually and are subject to an A133 audit. Cash purchases are submitted to accounting, along with receipts and with supervisor's approval. All purchases (credit card, cash) require two signatures of the immediate supervisor and RSVP Director for payment. Payments for services rendered are submitted to the accounting department along with proper receipts and also require two signatures prior to payment. Oversight of RSVP expenses is provided by the immediate supervisor and sponsoring agency's accounting department. RSVP is informed and privy to all financial policies, rules and regulations, which are disseminated to all employees via emails, memos and workshops.

Internal employee policies are outlined in the employee handbook, which is provided to each employee at orientation. The handbook covers: Payroll Processing; Grievance Procedure; Vacation; Sick Leave, Industrial Injury and Illness; Family Care Leave; Jury Duty and Subpoenaed Absence; and guidelines regarding travel and expense procedures.

Personnel management support is provided through a fulltime director of the Human Resources (HR) department. There are clearly defined roles for staff and administrators, which are outlined through job descriptions, policies and procedures (in the employee handbook). Burbank provides management-level staff trainings. There are four staff positions associated with this grant listed below: RSVP director is the liaison with partner agencies, determining which agencies meet CNCS criteria, which continue to work toward meeting existing community needs and if they meet the partner's portfolio. All communication with the agencies also moves through this position. The RSVP Director interviews all

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new volunteers and directs their placement and works with the RSVP Advisory Council. Director is responsible for the grant activities, and works with intermediate clerk. Director reports to Manager who reports to Deputy Director.

DEPUTY DIRECTOR Gaby Flores has been serving as the City of Burbank's PR&CS Deputy Director since 2009. She oversees the City's Special Events, Cultural Arts, Youth Resources, Senior & Human Services, and Nature Center program areas. Ms. Flores' area of responsibilities have also included programs in the Recreation Division including youth and teen programs, day camps and after-school programs, community services programs, liaison role to various City boards, commissions, and task forces; development of agreements; management of agreements and grants, and project team management of recreational facilities. Prior to working for the City of Burbank, Gaby Flores served as Congressman Adam Schiff's District Representative focusing on the cities of Burbank and Glendale as well as issues pertaining to Latino outreach, education, and veterans affairs.

MANAGER -- Gwen Indermill, MBA, MPA, and BS in Physical Education; 22 years f/t recreation supervision / management (combined) experience with the City of Palmdale, San Fernando, Moorpark, and Burbank; Responsible for approximately \$2 million budget and over 100 employees.

RSVP PROJECT DIRECTOR -- DEE CALL AA, Liberal Arts 22 years of experience with the Burbank RSVP. Education includes course work at Woodbury University in the Supervisory Academy and completion of the Volunteer Management Certificate Program through Long Beach Nonprofit Partnership. Previous experience with seniors: several positions with the Burbank Senior and Disabled Transportation Program for 13 years, including Director.

RSVP INTERMEDIATE CLERK F/T employee. The clerk is supervised by RSVP Director.

Responsible for input of information for newsletters, gathering data, and general clerical support in: Reports as required, Reimbursement requests, Maintaining and inputting accurate records of volunteer hours, Newsletters for volunteers, community, and volunteer managers, Data entry in

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Volunteer Reporter, Maintaining accurate and current volunteer and station files, Supervise RSVP volunteers. All clerk activities are submitted and approved by the RSVP Director, who is responsible for final completion and submittal of all reports.

Since its inception in 1925, the City of Burbank Park, Recreation and Community Services (PRCS) Department has played an important role in creating a healthy community through diverse and innovating recreational programming.

PR&CS creates community through people, parks and programs by providing Burbank residents with well-maintained recreation facilities, programs and activities designed to meet the recreational, social and human service needs of the residents, as well as the employees. The two primary areas of responsibility addressed by the Dept. are; to ensure that the quality of life is enhanced for each and every participant in all programs, classes and activities; and to provide parks and open space facilities that are beautiful, clean and safe.

With an annual operating budget of over \$17,263,129, PR&CS is a stable, well-funded organization. Funding sources include: property taxes, program fees, facilities rentals and joint programs with other governmental agencies.

The PR&CS conducts over 1,000 organized recreation and leisure programs each year. The Parks Division maintains 41 parks, serving 167,200 community members of all ages. PR&CS has extensive experience with a variety of programs serving people of all ages and backgrounds -- providing cradle to grave programming. PR&CS is well versed in matters of importance to seniors, having the only senior center in the area. RSVP and the Joslyn Adult Center collaborate on many events, programs and issues in order to positively impact the lives of seniors within the community. The vast experience of PR&CS provides RSVP with background on how the community has developed, as well as a vision for future growth and development. The stability and experience of the sponsoring agency translates into respect and recognition for the RSVP program within the community at large. All PR&CS

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departments strive to enroll all volunteers over 55 years of age with the RSVP Program. The RSVP program has continually met all CNCS monitoring and reporting requirements successfully.

PR&CS has successfully managed the RSVP program for 40 years, making PR&CS the local leader in volunteer management. With 600+ local senior volunteers, the RSVP program is the largest volunteer organization in the community. Throughout the 40 year history, the RSVP program has offered older adults a wide range of interesting, challenging and impact-driven volunteer opportunities, such as tutoring children, advocating for the rights of seniors, safeguarding the community, and meeting the needs of homebound citizens.

In addition to the RSVP program, several of PR&CS's centers (e.g. Robert Ovrom and Mc Cambridge Recreation Center, and Creative Arts Center) as well as some units (e.g. teen programs, performing arts) administer volunteer programs. In conjunction with the City of Burbank, the sponsor operates well-kept, spacious facilities. Many PR&CS facilities, including the Joslyn Adult Center which houses RSVP, are owned by the City. Maintenance and upkeep are provided by City personnel.

PR&CS has the funds to adequately provide needed equipment and supplies to support all city programs and are required to maintain adherence to budgets; needed equipment can be approved through the yearly budgeting process. District funds are available to supply business needs, including equipment and supplies, and are provided to RSVP as "in kind". Computer equipment is maintained, updated and protected through an IT department, also available for technical assistance. The City of Burbank provides in-kind support through: two office spaces, the Mary Stoica Café Area, telephones, computers, postage, reprographic services, maintenance, IT and HR services.

PR&CS has extensive involvement and leadership for seniors and senior issues, administering the focal point multi-purpose adult center in Burbank. RSVP is housed in the Joslyn Adult Center; providing maximum exposure for the RSVP program with the senior population. The Director of the RSVP program and the Director of the Senior Center work closely to develop programs with maximum

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benefit for local seniors, providing socialization, education and entertainment. The Joslyn Adult center has a membership of 3,500 seniors with participants in 150 programs and games. Collaborating with other non-profits and public agencies, PR&CS works to positively enhance senior lives in the areas of health, transportation, information and referral, recreation, companionship and housing.

The RSVP Advisory Council has been in existence since 1972. Today it consists of 12 members who represent, volunteers, station managers, and community leaders in the Burbank area. There are both male and female members of all ages, gender and physical abilities. They advise and assist the RSVP program for the City of Burbank in matters relating to programmatic requirements of CNCS. This includes assisting in assessing community needs, resource development, recognition strategies, linking the project with other community service resource, including faith based organizations, program measures, volunteers and station satisfaction and monitor trends in the community.

PR&CS has successfully managed the RSVP federal grant since 1972. Many additional Federal, State, Regional grants have been maintained and managed by the sponsor, including, but not limited to: Federal grants: Department of Justice (DOJ), and a Department of Housing and Urban Development (HUD) grant, and 40 years of CNCS grant. State level grants: State of California Department of Parks and Recreation grant, California Air Resource. Regional grants: Two LA County Regional Park and Open Space District grants.

For 40 years the City of Burbank has developed the RSVP to the program it is today, one of the City's finest attributes of the City. In an era of extreme financial hardships in other cities, Burbank has continued to maintain quality programs, services, staff, and has guaranteed it continued fiscal and programmatic support of their RSVP.

Other

NA

PNS Amendment (if applicable)