

## PART I - FACE SHEET

<b>APPLICATION FOR FEDERAL ASSISTANCE</b>		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): 10/18/12	3. DATE RECEIVED BY STATE:	STATE APPLICATION IDENTIFIER:	
2b. APPLICATION ID: 13SR142910	4. DATE RECEIVED BY FEDERAL AGENCY: 10/18/12	FEDERAL IDENTIFIER:	
<b>5. APPLICATION INFORMATION</b>			
LEGAL NAME: Community Services Council Brevard DUNS NUMBER: 828999888		NAME AND CONTACT INFORMATION FOR PROJECT DIRECTOR OR OTHER PERSON TO BE CONTACTED ON MATTERS INVOLVING THIS APPLICATION (give area codes): NAME: Britta Moore	
ADDRESS (give street address, city, state, zip code and county): 3600 King St Ste 1 Cocoa FL 32926 - 4150 County:		TELEPHONE NUMBER: (321) 631-2749 FAX NUMBER: (321) 636-8446 INTERNET E-MAIL ADDRESS: bmoore@agingmattersbrevard.org	
6. EMPLOYER IDENTIFICATION NUMBER (EIN): 591110325		7. TYPE OF APPLICANT: 7a. Non-Profit 7b. Community Action Agency/Community Action Program	
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: <b>Corporation for National and Community Service</b>	
10a. CATALOG OF FEDERAL DOMESTIC ASSISTANCE NUMBER: 94.002 10b. TITLE: Retired and Senior Volunteer Program		11.a. DESCRIPTIVE TITLE OF APPLICANT'S PROJECT: Retired and Senior Volunteer Program of Brevard County	
12. AREAS AFFECTED BY PROJECT (List Cities, Counties, States, etc): Florida Opportunity # 3 - Brevard County is approximately 1018 square miles and municipalities included within Brevard County are: Scottsmoor, Mims, Titusville, P		11.b. CNCS PROGRAM INITIATIVE (IF ANY):	
13. PROPOSED PROJECT: START DATE: 04/01/13      END DATE: 03/31/14		14. CONGRESSIONAL DISTRICT OF:    a.Applicant <input type="text" value="FL 015"/> b.Program <input type="text" value="FL 015"/>	
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	
a. FEDERAL	\$ 89,099.00	17. IS THE APPLICANT DELINQUENT ON ANY FEDERAL DEBT? <input type="checkbox"/> YES if "Yes," attach an explanation. <input checked="" type="checkbox"/> NO	
b. APPLICANT	\$ 39,047.00		
c. STATE	\$ 0.00		
d. LOCAL	\$ 38,186.00		
e. OTHER	\$ 861.00		
f. PROGRAM INCOME	\$ 0.00		
g. TOTAL	\$ 128,146.00		
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: Cindy Flachmeier		b. TITLE: CEO	c. TELEPHONE NUMBER: (321) 639-1236
d. SIGNATURE OF AUTHORIZED REPRESENTATIVE:			e. DATE SIGNED: 10/18/12

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## Executive Summary

An estimated 460 RSVP volunteers will serve with RSVP of Brevard. They will deliver meals, provide transportation for seniors and veterans, facilitate emergency food distribution, health education, tutoring for school-aged children, and support public safety through a network of 24 volunteer stations such as senior nutrition and transportation programs, food banks, community and school tutoring programs, public safety agencies and veteran focused projects. The primary focus area of this project is Healthy Futures. At the end of the 12-month performance period, 150 clients receiving transportation services will report increased perception of social support. The CNCS federal investment of \$89,099.00 will be supplemented by \$39,047.00.

Community Services Council (dba Aging Matters In Brevard), as the sponsoring agency, is the largest multi-faceted non-profit senior serving agency in Brevard County, administering fourteen community-based programs. Incorporated in 1965, the mission of Community Services Council is to develop solutions to community problems and to promote and maintain independence, and maximize the quality of life for the citizens of Brevard County, particularly the elderly and those with disabilities.

The Retired and Senior Volunteer Program (RSVP) of Brevard has, since 1972, served as the largest volunteer mobilization organization in Brevard County. RSVP of Brevard will concentrate volunteer efforts in service activities which employ a measureable, results-oriented, hand up approach that has been well-proven to address social needs and community problems by providing clients with the means to leverage their existing resources and build upon skills and abilities in order to maintain or improve their quality of life and, ultimately, achieve sustained self-sufficiency.

## Strengthening Communities

Situated within Brevard County's 1,018 square miles are 16 municipalities, Patrick Air Force Base, the Cape Canaveral Air Force Station, and the Kennedy Space Center. Over the past five years, the

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county's economy has been severely impacted by the retirement of the NASA Shuttle Program not only through the direct loss of an estimated 9000 jobs but also by the ripple effect encompassing all other sectors, including the housing market, which ultimately led to significant erosion of the tax base upon which local governments depend in order to provide services. According to a hunger gap study completed in July of 2012 by the Brevard Community Foundation, within Brevard County's population of 543,376, nearly 150,000 residents are 65 and older. Over 36,000 of these seniors are living alone and approximately 10,000 are living at or below the poverty level. Since 2006, the number of residents receiving food assistance has increased by 145 percent. In the 2011 school year, 45% of the 71,209 Brevard public school students qualified for free and reduced lunch programs. The Florida Department of Veterans Affairs reports that Brevard County's veteran population of nearly 75,000 ranks seventh of all Florida counties as home to military veterans. The Veteran's Administration (VA) operates a regional outpatient clinic in Viera which is located in the center of the 72-mile long county. Of 71,000 service eligible veterans in Brevard County, only 8,500 (12%) are reported to be receiving assistance from the Department of Veterans Affairs and the VA Outpatient Clinic in Viera. Significant cuts in funding have resulted in elimination of many community transportation services formerly available for veterans, particularly those who are considered low income or have a non-qualifying disability. The VA reports that the lack of transportation is a critical barrier for veterans needing service.

The Retired and Senior Volunteer Program of Brevard's sponsor, Community Services Council of Brevard Inc., as the county's largest non-profit senior serving agency, has long-established partnerships with United Way of Brevard, the Florida Department of Elder Affairs, Senior Resource Alliance, the Brevard County Board of County Commissioners, Brevard County Legal Aid, Space Coast Area Transit and the Brevard Homeless Coalition. Community Services Council of Brevard, Inc. has been undergoing an intensive community rebranding initiative to better connect its mission

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with the senior population. As a part of this process, the agency has adopted a new name and is now doing business as Aging Matters In Brevard. The Retired and Senior Volunteer Program continues to build upon collaborative relationships with United Way of Brevard, veteran and hospice agencies in order to increase its volunteer corps who provide meal delivery, transportation for the homebound, and respite care. RSVP of Brevard will, in partnership with Meals on Wheels, undertake a corporate and community employer drive. Recognizing that for many reasons baby boomers and others choose to work longer into what was formerly considered retirement age, the project seeks to establish employee volunteer programs which would connect employees with critical needs in the community surrounding their place of employment.

Station and volunteer management is achieved with a multi-faceted approach. A memorandum of understanding is established between RSVP of Brevard and each volunteer station and is updated every three years. The Program Director and Outreach Coordinator perform station visits throughout the year, and a volunteer station coordinator meeting and workshop is held each spring in order to provide additional program and volunteer training. Station records are maintained both within the electronic volunteer management system and in hard copy. Regular contact with station coordinators facilitates ongoing dialogue to identify emerging needs and manage the ongoing goal of volunteer and client satisfaction

RSVP of Brevard has long identified that program strengths can be found in the depth and breadth of experience in aging in place and access to care issues for seniors. Therefore, RSVP of Brevard has selected a primary focus area of Healthy Futures and anticipates that volunteer activities will result in recipients of these services reporting increased social ties or perceived social support as a result of volunteer efforts to deliver meals, provide transportation for homebound seniors and those with disabilities and provide health education and respite care.

In 2012/2013, RSVP of Brevard will begin to develop and implement a Bone Builders education and

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exercise program, which will increase the capacity of the sponsoring agency to deliver senior-focused, health and wellness services and provide a new volunteer station for the program itself. RSVP of Brevard also received community support from a team of volunteer community professionals who are contributing their professional skills and experience to help build and execute the program components. Osteoporosis and low bone mass are a major public health threat for over 44 million U.S. women and men aged 50 and older. According to the National Osteoporosis Foundation (NOF), 50 percent of women over the age of 50 are at risk for an osteoporosis-related fracture. Thirty-five percent of women over 50 will suffer a fracture due to osteoporosis; this increases to 50 percent after age 60. Twenty percent of men over 50 will suffer a fracture due to osteoporosis; this increases to 30 percent after age 60. For Brevard County, over 42% of residents fall within the age ranges cited above and, over the next ten years, more than 100,000 residents will age into this population.

Bone Builders has been a signature program of RSVP in other areas of the country and successful, self-sustaining models can be found primarily in mid and North Atlantic states and in northern California. RSVP Bone Builders of Brevard would be the third of its kind in the state of Florida and the only such program in the county. The Bone Builders program is unique in several ways. Not only is it evidence and outcome based, but it also is led by certified volunteers and provided free of charge to participants. The proven exercise and educational components are designed to combat osteoporosis, which is one of the most serious, debilitating, and life-threatening diseases affecting older individuals.

RSVP of Brevard recruited two wartime military veterans for its Advisory Council and is working with local veterans groups to develop strategies for partnerships that will lead to providing services which result in measureable improvements in the lives of veterans and military families. RSVP of Brevard hosts an annual Veteran Roundtable in honor of the Martin Luther King Jr. Day of Service.

Participants include representatives from the Veterans Memorial Center, Brevard Veterans Council,

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Vietnam and All Veterans of Brevard, Vietnam era Army and Coast Guard veterans, United Way of Brevard, local educators, clergy, and agency staff. This workshop provides an ongoing foundation of community input and collaboration needed to establish RSVP of Brevard's veteran service targets and develop new volunteer opportunities.

Each year, RSVP of Brevard dedicates "Days of Service" such as 9/11 and Senior Corps Week to developing volunteer drives for supplies and projects needed in the veteran community and recruits volunteers to serve in area homeless veteran stand downs. These traditions will continue to align RSVP of Brevard's volunteer corps with visible and meaningful veteran-related community activities. National Hospice and Palliative Care Organization, in collaboration with the Department of Veterans Affairs, has developed the campaign, We Honor Veterans. RSVP of Brevard volunteer station, Hospice of St. Francis, has been selected to serve as a partner in this ongoing campaign designed to provide veterans with the specialized services they need. To be accepted into the program, Hospice of St. Francis had to meet stringent requirements that will improve the end-of-life care for veterans. RSVP of Brevard volunteers will continue to provide respite care and transportation services.

In September 2012, CNCS awarded RSVP of Brevard augmentation funding to develop a veteran transportation project. RSVP of Brevard's sponsoring agency was awarded VISTA funding through AmeriCorps and will assign a dedicated VISTA member to project development. RSVP of Brevard will leverage its existing relationships in order to implement Veterans Driving Veterans. Serving as a much needed link between non-profit service providers and veteran-focused organizations, RSVP of Brevard will invite these agencies to provide input from development through deployment of "Veterans Driving Veterans." Not only will this enhance the ability of the program to meet veteran needs, but it may also diminish operational silos and barriers between military and non-profit providers, thus enabling a clear and productive path for future collaboration. Building this community capital on a local level will also support the spirit of the newfound affiliation between The

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Corporation for National and Community Service, Aging Matters In Brevard, and the VA Voluntary Service National Advisory Committee.

### Recruitment and Development

RSVP of Brevard has a robust volunteer management system which includes the volunteer intake process. The program's Outreach Coordinator meets with incoming volunteers to discuss their interests, skills, and abilities in order to match them with a potentially meaningful and rewarding assignment. This intake process also includes program orientation, the dissemination of policies and procedures, and a preview of what to expect in the first few months of service. The volunteer is then connected with the station coordinator to receive station-specific training and begin the assignment.

The program maintains contact with both the volunteer and the station coordinator during the life of the assignment whether the duration lasts only a few months or endures for many years.

In addition to existing stations which serve area seniors and those with disabilities by providing healthy meals, transportation, and other life-needs, RSVP of Brevard will be expanding its Healthy Futures focus with new volunteer stations.

In 2012/2013, RSVP of Brevard will begin to develop and implement a Bone Builders education and exercise program which will provide new volunteer opportunities as group exercise leaders and will also increase the capacity of the sponsoring agency to deliver senior-focused, health and wellness services. As a collaborative effort, this initiative also received community support from a team of volunteer professionals representing all sectors who will contribute their professional skills and experience to help build and execute the program components and render it self-sustaining.

RSVP of Brevard is actively developing relationships with area veteran service agencies and stakeholders in order to expand veteran volunteer recruitment and opportunities in the community.

This effort is driven, in part, by the significance of Brevard's veteran population which ranks 7th out of Florida's 67 counties as home to veterans. RSVP of Brevard has restructured its Senior Workers

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Available Today (SWAT) program to target local veteran initiatives. This change facilitates volunteer opportunities such as serving as guides during area Veteran Stand Downs, participating in supply drives for various high-need items, and serving in other events which benefit the veteran community. RSVP of Brevard is now tracking volunteer veteran status and presently has 94 military veteran volunteers, including two wartime veterans on its advisory council.

This corps of volunteers will increase with the development of the Vets Driving Vets transportation program. RSVP of Brevard received an augmentation funding award in September 2012 to develop the volunteer component of this veteran-focused service. Founded on the well-accepted methodology of veterans serving veterans and modeled after the sponsoring agency's successful Senior TranServe transportation program, Vets Driving Vets will draw from the large Brevard veteran population. The sponsoring agency was awarded VISTA funding and has recruited a veteran to serve as the VISTA member overseeing the launch of Vets Driving Vets. The local veterans' administration will refer veteran clients for assistance and additional promotional activities will be undertaken on an ongoing basis.

In recognition of veterans' innate call to service, RSVP of Brevard will continually seek to recruit veteran drivers and will rely upon them for input and guidance. Quarterly meetings with volunteers and key agency and community stakeholders will not only enable a sense of camaraderie among the veteran drivers but also provide a forum for program discussion and exchange of information. These veterans will be instrumental in shaping the program into one which maximizes its intent to provide reliable transportation for veterans to access needed health services. Volunteers will again experience a familiar sense of purpose, similar to that of military duty. Program data, such as survey administration results and the corresponding community impact, will be provided to volunteers so they are aware that their mission is being accomplished.

Leadership will be an important component to "Vets Driving Vets". Volunteer veterans will have

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the opportunity to utilize these skills both in helping to refine the program and in day-to-day operations while in the field. "Vets Driving Vets" volunteers will be provided individual and group training and will be given a written program manual. All training instruction will be concise and easily understood and will include transport policy, client management, volunteer conduct and other relevant operational and technical considerations. Veteran volunteers will have a clear, well-defined understanding of program goals and assignments. Most importantly, veteran drivers will be invested in training and program operations because they were instrumental in developing these aspects of program.

The program seeks to recruit a volunteer corps which is reflective of Brevard County demographics. The 2010 U.S. Census reflects that roughly 10% and 8% of RSVP of Brevard volunteers should represent black and Hispanic/Latino communities, respectively. RSVP of Brevard has two staff members who are bilingual in Spanish. The sponsoring agency is committed to providing an environment that is free from discrimination based on race, color, religion, creed, national origin, ancestry, disability, gender, sexual orientation, or age.

RSVP of Brevard, as an entity recruiting seniors ranging in age from baby boomers to what is known as the "oldest old" population, has been successful in providing an environment which is accommodating to those with disabilities. Many seniors live full lives despite serious health issues which could legitimately be diagnosed as a disability requiring accommodation under the Americans with Disabilities Act (ADA). Many seniors do not consider that their impairments are disabilities and, for the most part, do not self-report in order to receive accommodations or other unwanted attention. Information is provided in the volunteer manual for those who may need assistance. Most importantly, the program carefully watches over all volunteers to ensure that they are physically and safely able to complete their volunteer assignments.

Volunteer retention is achieved by maintaining meaningful volunteer opportunities, by providing an

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opportunity for the volunteer to easily communicate with the program staff, and by reaching out to volunteers on a regular basis including birthday cards and other greetings. In 2012, RSVP of Brevard created a full-time Outreach Coordinator position which, in part, serves to increase contact with stations and volunteers. Volunteers who have achieved volunteer milestones with the program are recognized with Presidential Service Awards and pins and featured in quarterly newsletters in different spotlight articles. The program also holds multiple volunteer recognition and social events throughout the year in order to bring volunteers together in an enjoyable setting, to get to know one another better, to make new acquaintances, and to build their perception of affiliation with RSVP of Brevard. The program also hosts a volunteer coordinator workshop each spring in which a speaker or trainer provides a presentation on some aspect of volunteerism for the station coordinators who come together to share ideas and learn of program updates. This helps to build station relationships and also gives coordinators more tools to improve their volunteer environment, ultimately benefitting the RSVP of Brevard volunteer. Volunteer and station satisfaction surveys are administered annually and used to improve the quality of the experience for both the volunteer and the community partner.

### **Program Management**

RSVP of Brevard will, as it has for nearly 45 years, follow protocol as established by the CNCS for the development and management of volunteer stations. The program monitors information sources for updated policy and procedure, consults with the state program office regularly, and participates in a monthly directors' training workshop in order to stay abreast of the most current data. A memorandum of understanding is established between RSVP of Brevard and each volunteer station and is updated every three years. The Program Director and Outreach Coordinator perform station visits throughout the year and a volunteer station coordinator meeting and workshop is held each spring in order to provide additional program and volunteer training. Station records are maintained in both the electronic volunteer management system and in hard copy.

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RSVP of Brevard performs an annual program assessment which is, in part, a compendium of regular monitoring of all programmatic goals and objects. Regular contact with station coordinators facilitates ongoing dialogue to identify emerging needs and manage the ongoing goal of volunteer and client satisfaction. Volunteer management includes communication with volunteers at established intervals after recruitment in order to ascertain that the assignment is one that is meeting their needs and to issue service awards and invite volunteers to recognition events throughout the year.

RSVP of Brevard has been undertaking right-sizing measures over the past year and continues to streamline the project's focus on two key CNCS Strategic Priority Areas which are aligned with critical needs in Brevard County. The program will sustain efforts in the focus areas of education, economic opportunity, and capacity building. In identifying the greatest community needs and significant community partnerships, the program will continue to develop volunteer relationships to support a senior center in a low-income area, a veteran's council, adult literacy focused on grade-level reading achievement, and public safety efforts such as citizens on patrol. RSVP of Brevard will continue to support education with mentoring and reading volunteer opportunities for those who enjoy working with children. RSVP of Brevard will continue to serve in a volunteer recruitment role for United Way of Brevard with the annual VITAS tax preparation program and build capacity for their corporate donor volunteer program.

The program will continue right-sizing efforts with the eventual goal of advancing the volunteer station roster forward so that it aligns with the new work plans and focus areas. The program has been concentrating its recruiting efforts on increasing the corps of volunteers working in the primary focus area and has minimized placements in stations whose activities do not fall within the scope of the program requirements. RSVP of Brevard will need to graduate stations where approximately 100 volunteers serve. Program staff will meet individually with the stations to discuss the program changes and to explore the possibility of capacity building assignments. RSVP of Brevard will issue to

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each volunteer a letter thanking them for their dedicated service, encouraging their continued support of their present volunteer assignment , and inviting them to explore new opportunities if they wish to continue volunteering with RSVP of Brevard.

RSVP of Brevard utilizes Volunteer Reporter to manage volunteer and station information.

Conversion to version 6.01 has provided an even more reliable information system which allows for alignment and tracking of performance relative to strategic focus areas. Customized reporting features readily facilitate real time monitoring of nearly all components of the program. For future initiatives, all volunteer records, from applications to database files, have been updated to reflect a veteran status. Surveys measuring outputs and outcomes are performed for some volunteer stations at six month intervals and for the remainder of the station roster, at least, annually.

The sponsoring agency provides oversight of the Retired and Senior Volunteer Program resources.

The sponsoring agency's Chief Financial Officer (CFO) follows established OMB and GAAP principles, procedures and regulations required to sustain fiscal responsibility and accountability and to provide for program clarity and transparency. The program sponsor receives an annual single agency fiscal and compliance audit. The CFO and the RSVP Program Director work closely together in monitoring all financial and budget-related matters. The RSVP Program Director also maintains program data on budget line item expenditures. Reports are routinely analyzed for discrepancies and trends which may need attention or action. In-kind forms are used to document donations, and charitable forms are utilized to provide the donor with tax-deductible records.

### **Organizational Capability**

RSVP of Brevard has, for over 45 years, served as the county's largest volunteer recruiting and management program and has long-standing, collaborative relationships with area non-profit and government agencies serving the needs of Brevard County residents. The program sponsor, Aging Matters In Brevard, is the lead senior serving agency in Brevard County providing services which

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enable seniors to age in place. Incorporated in 1965, Aging Matters In Brevard administers nine community based programs including the Brevard Senior Nutrition Program which encompasses Meals on Wheels and 13 senior congregate meal sites throughout the county. The sponsor also operates the Brevard Community Kitchen which prepares nearly 1000 meals each weekday for agency clients. The agency provides senior assistance and home care for the elderly, transportation for homebound seniors and operates a caregiver support center. Aging Matters In Brevard has successfully sponsored the RSVP program since 1972, and has itself, long sustained a separate volunteer corps of nearly 1000 individuals. The agency and program priority focus of healthy futures most directly meets established, critical needs of Brevard seniors including food security, nutrition, health and wellness and related support services.

RSVP of Brevard is centrally located in the county, residing with its administrative office located in Cocoa, Florida. The main agency facility houses over 130 employees, and maintains offices for its administrative staff. RSVP of Brevard along with other agency programs occupy individual suites suited to the scope of their respective operations. The agency's Brevard Community Kitchen is a free-standing facility located approximately three miles from the main office and the Sunflower House caregiver support center is located in a busy, easily accessible, area shopping mall.

All external funding sources financially and programmatically monitor Aging Matters In Brevard and its programs. These sources include Brevard County Government, Senior Resource Alliance, the Florida Department of Children and Families, the Florida Department of Elder Affairs, United Way of Brevard, the Corporation for National and Community Service (CNCS), and various Brevard municipalities for Community Development Block Grants. Financial and statistical reports are submitted as required by each funding source and surveys are regularly administered to clients, volunteers, and community partners in order to establish that the agency is meeting the needs of its stakeholders and to substantiate funding expenditures. Performance measurement including data

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such as inputs, outputs and outcomes are an integral component of most agency grant awards and are developed, monitored and reported in accordance with funder requirements.

The Chief Financial Officer and accounting staff oversee all budgeting and funding processes, facilities, equipment and records management, and purchasing in accordance with established administrative policies while also adhering to a system of internal controls for all transactions and activities. Secure, off-site storage is maintained for the purpose of records retention and management. Accounting operations are conducted under GAAP. The program sponsor receives an annual single agency fiscal and compliance audit from Carr, Riggs and Ingram, independent auditors, and has received a clean, OMB Circular A-133 compliant audit with no findings since 2001. Since the sponsoring agency programs are long standing recipients of federal, state and local funding, continual internal monitoring and program evaluation is required in order to maintain funding compliance.

The sponsoring agency's Human Resources department has policies in place which address the employee-employer relationship including but not limited to employee conduct, compensation, annual evaluations, and grievance processes, which are consistently applied on an agency-wide basis. A manual of these policies and other agency information is furnished to each employee. The agency has established performance-based job descriptions which are tied to regular employee evaluations.

The sponsoring agency President and CEO holds a Master of Social Work degree and possesses over 30 years of experience in social services with significant knowledge of homeless, low-income, and elderly populations. Agency administration also includes a Chief Financial Officer, who is a Certified Management Accountant, a Vice-President of Operations who holds a Ph.D, in Community and Social Psychology and a Human Resources Director.

The RSVP Program Director holds a Master of Public Administration and brings to the program a background of over twenty-five years of broad operational management in the private sector. Along with recent experience in local government, the Program Director has spent the last decade working

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within the Brevard County professional and educational community and is knowledgeable of local area needs and stakeholders. In September 2012, working with a seasoned RSVP Director, the Program Director completed the National Association of RSVP Directors Peer Mentoring Program. The Program Director is also scheduled to complete volunteer management certification in November 2012. The Outreach Coordinator is bilingual in Spanish, holds a Master of Business Administration and brings to the program experience in private-sector recruiting and operations. The program supports a part-time administrative assistant who is also bilingual in Spanish.

The Board of Directors of Aging Matters In Brevard and the RSVP Advisory Council are comprised of key leadership and residents from the local community. Senior citizenry is also well-represented in both groups, and two wartime veterans serve on the RSVP Advisory Council. The Board of Directors serves as the governing entity of the sponsoring agency working with the CEO and executive staff to ensure that the agency is meeting its stated mission and that all programs are well-run. The RSVP Advisory Council supports the Program Director by assisting with program implementation in activities such as station development, needs assessment, community relations, and fundraising. Bylaws aligned with agency and programmatic priorities for the Board and Council govern the activities of both groups and are reviewed regularly for clarity and applicability. The sponsoring agency has in place an active and vital strategic plan which encompasses the advancement of all programs and provides for ongoing self-assessment and improvement.

Both Aging Matters In Brevard and RSVP of Brevard have earned the support of funders and community advocates and these relationships have endured over many years. This support exists as a direct result of a demonstrated history of responsible and prudent use of funding coupled with the sound reputation of the agency and its programs known for their dedication to serving seniors and those in need. The sponsor incorporates RSVP program recognition and expansion needs when fundraising and seeking cash and in-kind donations. In addition to a large established, county-wide

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donor base, the sponsoring agency undertakes an annual major fundraising event, the proceeds of which are allocated to RSVP of Brevard and other agency programs. The sponsoring agency has a long, successful track record of securing matching funds for federal, state and local grants and will continue to anticipate and meet those needs as required.

### **Other**

N/A

### **PNS Amendment (if applicable)**

N/A