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Executive Summary

In the Livingston County (NY) RSVP program, an estimated 90 volunteers will serve. They will provide transportation to facilitating access to regular healthcare for older adults; provide respite and in-home care to support the ability of homebound older adults and persons with disabilities to live independently in their own homes; provide access to food resources through home delivered meals to homebound elders and persons with disabilities and through help with food bank activities for needy individuals of all ages; and prevent falls among older adults and self-empowerment around management of chronic diseases by delivering evidence-based instructional classes. RSVP volunteers will serve in a network of five volunteer stations in the Healthy Futures priority area, including the Association of the Blind and Visually Handicapped, Catholic Charities, FISH, Livingston County Office for the Aging, Noyes Hospital, and Avon Food Cupboard. The primary focus of this project is Healthy Futures. At the end of the 12-month performance period, 19 homebound or older adults and individuals with disabilities will have reported increased social ties or perceived social support as a result of transportation services; 30 as a result of food delivery; 8 as a result of companionship services; and 8 individuals as a result of respite services. The CNCS federal investment of \$44,829 will be supplemented by \$20,307 in non-federal resources.

Strengthening Communities

Demographic Overview: Livingston County, located south of Rochester, New York, is comprised of 17 towns and nine villages. It covers an area of 632 square miles, with a population density of 103.5 persons per square mile. Although its larger villages (Avon, Geneseo & Caledonia) are located within 30 -- 40 minutes of metropolitan Rochester, New York, Livingston County is primarily a rural community. The current population of Livingston County is 65,070. Over fourteen percent (14.1%) or nearly 9,200 persons are age 65 years and older; 11.9% of the population lives below the poverty level. The average per capita income is \$22,923 compared to New York State's per capita income of

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\$30,948. Poverty is a common condition in the county as 11.9% of the total population have incomes below the federal poverty level. Nearly 5,000 veterans reside in the county. (US Census Bureau, 2011 Demographic profile data, <http://quickfacts.census.gov/qfd/states/36/36051.html>).

Livingston County's population increased over the decade, growing by 2% from 2000 to 2010. In 2011, there were about 65,070 people living in the county, compared with 64,300 people in 2000. Livingston County's population has been aging in line with regional, state and national trends. The number of younger residents has fallen since 2000, with the number of residents younger than 20 declining by 11% and adults 20-39 declining by 13%. The number of adults 40-59 years old increased by 13% from 2000 to 2010, making it the largest group, comprising 30% of the county's population. The number of county residents 85 and older increased 40%, the second greatest increase in the region. Although this group represents just 2% of the total county population, the dramatic increase highlights the growing need for adequate elder care and support services.

Livingston County is primarily white (94%) but between 2000 and 2010, the number of Hispanic residents increased by 24% and the number of Asian residents increased by 55%. The African Americans currently make up 2% of the population.

Livingston County's demographics are comparable to those of many other upstate New York rural counties. Although its population is only expected to grow by 4.8% between 2000 and 2015, it is aging rapidly, with an anticipated increase of 31.5% in the 60 years of age and older population and a 29% increase in the over 85 population during that 15 year period (Cornell Program for Applied Demographics, <http://pad.human.cornell.edu/counties/projections.cfm>). The impact of this demographic shift is two-fold: a) local agencies are called upon to provide more services to this growing population and b) the number of older adults, especially "Boomers," represents a source of eligible volunteers for RSVP to recruit and mobilize in service to their community.

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Community Needs: The primary focus area for the Livingston County, NY RSVP program will be Healthy Futures.

Beginning in 2008, 124 communities were jointly selected by the National Association of Chronic Disease Directors (NACDD) and the YMCA of the USA (Y-USA) to pilot the ACHIEVE (Action Communities for Health, Innovation and Environmental Change.) Livingston is one of the communities. The mission defined in the ACHIEVE plan for Livingston County aligns with the decision to implement an RSVP Healthy Futures focus in the county: "Livingston County's mission is to empower the community to be a healthier place to live, work, and play through environmental, systems and policy changes." (ACHIEVE Healthy Communities)

Cardiac diseases are the leading causes of death among Livingston County residents as documented in the Livingston County Community Health Assessment. According to the New York State Department of Health, in 2007, the rate of diseases of the heart among Livingston County residents was 227 per 100,000 population in 2009 (NYS DOH, <http://www.health.ny.gov/statistics/chac/mortality/cardio24.htm>). Review of Livingston County mortality rates show little change in the mortality rate due to heart disease among county residents between 2001-2009. Two major health behaviors that prevent diseases of the heart are proper nutrition and physical activity. As in other regions of the state, falls among older adults and resulting injuries and incapacity constitute a major public health problem in the county. According to national statistics, an estimated 1/3 of adults over 65 fall each year. (Rubenstein and Johnson, 2002). Falls have been found to be leading cause of serious injury and of fatal injuries among persons 65 and older (Tinetti et al., 1988). The evidence-based falls prevention program, Matter of Balance, is offered in Livingston County but there is currently only one trained coach offering this program.

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Foodlink estimates that food insecurity in the total population in the county is 12.6 %. The problem among children is even higher: 21.2% or around 2,780 children (Livingston County News, 9/14/12, <http://thelcn.com/2012/05/08/hope-where-theres-hunger/>). Livingston County has fewer doctors per resident than several area counties. In 2009 Livingston had roughly 10 doctors for every 10,000 residents, up from 9 in 2002. Only two regional counties had a lower ratio, and Livingston's ratio was one-third of the state ratio in 2009 (ACT Rochester report, <http://www.actrochester.org/OurCommunity/Livingston>). As a result of the low physician: resident ratio and a lack of specialty medical services in the county, residents frequently have to travel long distances to access medical service including geriatric, cardiology, endocrinology and oncology specialists.

Kaaren Smith, Director of Livingston County's Office for the Aging, in a communication dated March 26, 2010, identified a number of areas of need related to health care needs in older adult population in the county. These areas, and updated information regarding them, were:

1. **Transportation:** Due to limited social opportunities, limited mobility, low income and inadequate transportation options, older adults are often isolated, lacking assistance, and unable to transport themselves to healthcare appointments and social events. Medical services are clustered in towns; frequently specialized care is only available in the medical centers located in Rochester. Since public transportation options in the county are very limited, volunteer drivers are necessary to help older adults who can no longer drive to get to medical appointments and to other destinations such as supermarkets to grocery shopping or to nursing homes to visit family members or friends. The Livingston County Local Public Health System MAPP (Mobilizing for Action through Planning and Partnerships) Final Report, issued 10/15/2010, listed "Improving Access to Healthcare, with an Emphasis on Transportation" as one of the goals for the Genesee Valley Health Partnership Strategic Plan, 2010-2015.

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2. Respite and in-home care for the elderly and disabled is a related area. Of the population who live alone, 10.3% are over the age of 65. (US Census Bureau, FactFinder 2010 Demographic Profile.) A local program (Faith in Action) provides these services, but recruitment of volunteers has been a challenge for the program. A new program, the Caregiver Respite Program through Noyes Hospital in Dansville, NY, has also become operational as a result of the placement of volunteers recruited by the Livingston County RSVP program since 2011.

The activities proposed through the Primary Focus Area of Healthy Futures align closely with public health goals established by the Genesee Valley Health Partnership in the Livingston County Community Health Improvement Plan 2011-2015, a plan developed through an analysis of community health data and factors. The goals include 1. Decrease Falls 2. Decrease Accidents/Unintentional Injuries 3. Reduce Chronic Diseases 4. Improve Access to Healthcare 5. Transportation Options 6. Healthy Eating. The plan also calls for an "increase in the number of exercise programs designed for the disabled and seniors."

(<http://www.gvhp.org/Portals/0/docs/2011-2015%20Community%20Health%20Improvement%20Plan.pdf>)

The Healthy Futures goal in Livingston County will focus on: (1) Facilitating access to regular healthcare for older adults to maintain optimal physical and cognitive functioning; (2) Supporting the ability of homebound older adults and persons with disabilities to live independently in their own homes; (3) Assisting homebound elders and persons with disabilities and individuals of all ages with insufficient financial resources to access food resources; (4) Prevention of falls among older adults and the injuries that may result; (5) Self-empowerment around management of chronic diseases.

b. Management of RSVP volunteer stations and volunteers. Since its inception in 2010, Livingston County RSVP has recruited stations that match the community needs identified through an environmental scan of community issues, through discussion with community leaders and through

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formal assessments and reports prepared by government and private entities within Livingston County. Current volunteer station programs have been selected to alleviate the transportation obstacles which interfere with regular access to medical care for older adults and disabled individuals and to provide home-based supports to older adults and person with disabilities so that they can remain in their own homes and function as independently as possible. RSVP partnerships with ABVI, Catholic Charities Faith in Action Program, Honeoye Falls/Lima FISH (Friends in Service Here) and Noyes Hospital address the twin needs of non-medical caregiving for older adults and transportation to vital appointments. These programs meet the service goals for Healthy Futures, and are critically important in an area which is largely rural with many older adults living in isolation.

Livingston County RSVP also proposed and received approval for new work plans related to home-delivered meals and food bank service to help address the growing food insecurity issue in the county which impacts healthy outcomes for all age groups. Since May 2012 Livingston RSVP has signed agreements with the Town of Avon and Catholic Charities (Mt. Morris) Food Pantries and with Livingston County Office for the Aging for home delivered meals).

RSVP in Livingston County is also pursuing a connection with the County Veterans' Service Agency, which will meet not only the objectives of the Healthy Futures service area but also Veterans and Military Families.

Livingston County RSVP recruits, screens and places volunteers to meet community needs. In the case of each operational program, RSVP has arranged for volunteer activities with host stations and has organized reporting requirements which can demonstrate an impact in the community related to the priority area.

c. Activities in the Primary Focus Area

Current activities related to the primary focus area of Healthy Futures include:

Transportation: Association for the Blind and Visually Handicapped (ABVI) -- Transportation;

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Catholic Charities; Honeoye Falls/Lima FISH (Friends in Service Here)

Meals on Wheels delivery: Livingston County Office for the Aging; Noyes Hospital

Companionship/Respite: Catholic Charities Faith in Action; Noyes Hospital

Food Pantries: Avon Food Pantry, Catholic Charities (Mt. Morris)

Access to Care: (proposed) Matter of Balance; Chronic Disease Self-Management Program

d. Impact of services activities in Primary Focus Area: The service activities sponsored by Livingston County RSVP at the above volunteer stations are designed to maintain or improve the health status of older adults, persons with disabilities and indigent families with minor children. Livingston County RSVP will achieve these community outcomes by promoting access to health services, supporting older and persons with functional impairments and younger adults with disabilities to remain in their own homes and reducing food insecurity among homebound elders and the indigent population in the county. Instructional classes on preventing falls and living with chronic diseases will also be offered.

Anticipated performance measures of RSVP volunteer stations include:

Transportation: ABVI, Catholic Charities Faith in Action, Honeoye Falls/Lima FISH (Friends in Service Here) are three stations that provide volunteer transportation to medical appointments both in Livingston County and, when necessary, to more distant facilities in Monroe County. It is anticipated that 11 unduplicated volunteers will provide transportation for 25 clients; the anticipated performance outcome is that 19 recipients of service will report improved social support.

Food Security: Livingston County Office for the Aging and Noyes Hospital offer home delivered meals. The goal is delivery of for 10 total (8 unduplicated) volunteers to deliver meals to 40 clients; 30 recipients of home delivered meals will report increased social support.

Emergency Food: Station agreements have been signed in 2012 with Avon Food Pantry and Catholic Charities Food Cupboard in Mt. Morris. Both stations provide food to persons in need on an

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emergency basis. The target number of volunteers participating in the distribution of emergency food from food banks is 8 volunteers (6 unduplicated).

Companion/Respite Services: Catholic Charities Faith in Action and Noyes Hospital programs provide non-medical home-based caregiving for older adults and persons with chronic disabilities as well as respite for caregivers. Volunteers provide respite care, housekeeping, companionship, minor home repairs, reassurance phone contacts, shopping, transportation, light yard work and meal preparation. A goal of 10 unduplicated volunteers will provide companionship; 8 unduplicated volunteers will provide respite services. Each group will serve 10 clients for a total of 20 care recipients. Eight care recipients will report improvements in social ties or perceived social support as a result of the service.

Veterans and Military Families

Although veterans are counted among the current Livingston County RSVP volunteers and those individuals who benefit from the services of its current volunteer stations, Livingston County RSVP does not presently sponsor activities specifically designed to engage veterans or military families.

Livingston County RSVP is in the process of working with Livingston County RSVP stations to provide transportation, respite and home care for veterans and their families. The program is also consulting with the County Veterans Service Office and with Zion House (for homeless female vets) around opportunities for Livingston County RSVP to serve veterans.

Recruitment and Development

a. Plan and Infrastructure to Create High Quality Volunteer Assignments

The mission of RSVP is to recruit and place volunteers in meaningful positions to meet community needs, assuring a high quality experience for volunteers that will enhance their quality of life. Since its inception in 2010 Livingston County RSVP has sought to form relationships with programs and agencies in the county with existing volunteer opportunities that would offer substantial volunteer experiences for older adults while at the same time offering the chance to make a significant

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difference in the well-being of the community. Lifespan's RSVP program in Livingston County has also worked with the Livingston County Office for the Aging, the Chamber of Commerce and other institutions represented on the Advisory Committee to identify institutions and agencies in which new volunteer programs could support the achievement of their missions. Of the stations described in Section B, ABVI, Catholic Charities, Honeoye Falls/Lima FISH and Noyes Hospital represent existing volunteer programs in the area of Healthy Futures that elected to sign on with Livingston County RSVP. The success of RSVP in supporting the Noyes Hospital home delivered meals program led to the realization of the Caregiver Respite Volunteer Program in the same facility.

The Advisory Committee has also been very active in assisting Livingston County RSVP staff in establishing relationships with local school districts and pre-school head start programs to develop programs to address other major community needs in the area of education: adults with low literacy and poor performance among a significant percentage of school age students.

Volunteer opportunities are sought among community partners that meet the needs within the county as outlined in Community Needs. RSVP strives to make sure that appropriate opportunities in various geographic locations in the county are identified so that volunteers can be offered maximum volunteer options based on their experience, interest levels, specialized skills, travel limitations and type of interaction. Careful consideration is given to matching of volunteers with opportunities. Placements are made based on the stated interests of the volunteer but also with attention to previous experience and skills, the opportunity to develop new skills and the probability the placement will contribute to the achievement of program outcomes.

A good "fit" between the volunteer and the station mission increases the chances of a positive volunteer experience and enhancement of the quality of life for the volunteer. Livingston County RSVP also collects information on the impact created through the activities of our volunteers, and shares the results with them directly as well through newsletters, press releases, etc. Impact results are

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also shared with county and regional legislators, and also community leaders. This feedback demonstrates to volunteers the value of their efforts in the larger community. Livingston County RSVP offers volunteers the chance to build skills and develop leadership potential by searching for volunteer opportunities that both meet community needs and offer chances for growth and a chance to manage or lead in their volunteer roles.

The Community Engagement Representative (CER) volunteer positions in particular in Livingston County RSVP represent opportunities for volunteers to develop recruitment, communication and networking skills; the CER position also offers the opportunity to develop leadership skills and to be recognized as a broker of volunteer resources by agencies in the community. In their capacity building functioning they will also be actively recruiting and managing volunteers in community settings.

RSVP recognizes volunteers in communications with them and in public events to reinforce the value of their service in the community and the impact their contributions make on the community.

Livingston County RSVP also emphasizes the fact that local volunteers are part of a national cadre of volunteers having an impact in communities across the country.

b. Plan and Infrastructure to Train RSVP Volunteers. (to be effective in their assignments). Livingston County RSVP provides prospective volunteers with one-on-one orientation about the program and about volunteer options. The Livingston County RSVP Coordinator reviews interests and skills as well as the RSVP/CNSC mission and goals. They are introduced to volunteer opportunities that match their interests and skills. Livingston County RSVP volunteer stations all have their own orientation and training; some offer ongoing or supplemental training (e.g., Literacy Volunteers, caregiver programs).

c. Plan and Infrastructure to Recruit a Diverse Volunteer Base

The program has used a variety of strategies to build a diverse volunteer base, and to increase the visibility of RSVP in the community. Attempts are made to draw volunteers that will reflect the

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background of the general county population. Volunteers are recruited to participate in community initiatives, as well as to recruit other volunteers through efforts targeted to their geographic location or a specific interest or community affiliation. We also work closely with Livingston County government leadership to communicate information about RSVP and volunteerism locally.

There are a number of local agencies and initiatives in place to help the population of Livingston County, including Livingston County Office of the Aging, Genesee Valley Health Partnership (GVHP), Caregiver Resource Center of Livingston County, Genesee Valley Educational Partnership, and Livingston County Transportation Broker. RSVP has established contacts and relationships with all of these groups and plans to continue to expand connections with local associations. These efforts not only ensure integration of RSVP into the network of social supports in the county, but also enhance awareness and support for efforts around recruitment and placement of a diverse group of volunteers. Connections with local agencies also provide Livingston County RSVP with important local feedback on critical needs and issues, with potential partners, and with information on areas in which RSVP may participate in community resource building.

The RSVP Director and Coordinator participate in the Community Resource Network, a local group of over 40 representatives of local agencies, and the Genesee Valley Health Partnership (a group whose mission is to improve the health and well-being of the Livingston County community through collaboration, education and prevention). The RSVP Director is a member of the county-wide Volunteer Fair Planning Committee and the Long Term Care Council. RSVP is also a member of the Livingston County Chamber of Commerce, a very active and invaluable tool for networking. The Livingston County RSVP Coordinator is also on the Advisory Board for the combined Livingston County Office for the Aging/Foster Grandparents Program Board.

Of the 21 Livingston County RSVP volunteers, one is Latina. The rest are presumed to be Caucasian. (Volunteers do not consistently answer questions about race on applications.)

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Three volunteers have disabilities. The pool of minority candidates for RSVP volunteers in Livingston County is limited. At the 2010 census, the county was 94% white; only 2% are African American. Latinos who have moved into the area tend to be migrant workers with young families. The current Latina volunteer has turned down an offer to be a CER but has committed to recruiting older Latino/a volunteers for the program.

d. Plans to Recruit Veterans and Military Family Members as Volunteers.

One volunteer is a veteran; others may be but did not indicate veteran affiliation on applications. Livingston County RSVP is in discussions with the Livingston County Veterans Service Office regarding opportunities to serve veterans and their families and also strategies to recruit older veterans.

e. Plans to Recruit RSVP Volunteers with Disabilities.

As noted above, 3 current volunteers have physical disabilities; others may have disabilities that are not readily apparent. Livingston County RSVP plans to approach support groups for persons with chronic diseases or disabling conditions to recruit additional volunteers.

f. Plan and Infrastructure to Retain and Recognize RSVP Volunteers.

To foster an ongoing relationship with RSVP volunteers and to retain RSVP volunteers, Livingston County RSVP offers recognition and gives volunteers a sense of membership in RSVP, Lifespan, and the senior volunteer movement nationally. This is promoted through a newsletter, sharing of accomplishments, ongoing promotion of senior volunteerism in the community, and special events. The program is also exploring opportunities for development of new skills through a rewards program which will allow volunteers who attain a benchmark of service to attend classes or educational activities in the county. Leadership opportunities will be offered through the Community Engagement Rep volunteer "job," along with a potential invitation to join the RSVP Advisory Council.

As the cost of transportation to volunteer sites has been identified as an obstacle to volunteering,

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Livingston County RSVP will also continue offering volunteer mileage reimbursement to recruit and retain volunteers. The program also provides gas cards to volunteers who reach mileage benchmarks.

Program Management

a. Plan and Infrastructure to Ensure Management of Volunteer Stations

As stations sign on with Livingston County RSVP, the director or coordinator reviews the MOU with station management. All federal compliance requirements and local RSVP program issues are explained. Livingston County RSVP management contacts stations periodically to review any questions or issues regarding volunteer performance, management issues or compliance with MOU requirements. If stations are found in major non-compliance, e.g. as the results of discrimination or use of volunteers to supplant regular staff, the local policy calls for immediate correction of the problem or discontinuation of the program as an RSVP station. Livingston County RSVP conducts ongoing monitoring of sites through on-site visits, phone contact and written reports of volunteer activity and outcomes.

b. Plan and Infrastructure to Develop Capacity to Recruit and Manage Volunteer Stations to Address Community Needs Outside the Primary Focus Area.

A very active Advisory Council has been recruited, which holds quarterly meetings. Space for meetings is donated by Goodwill. One major task of the Advisory Council of Livingston Council is to assist with recruitment efforts to identify potential sources of volunteers. The council also helps identify new stations for all RSVP activities including those that meet important community needs but fall outside the definition of the Primary Focus Area. A committee has been formed (July, 2011) for this purpose, and is responsible for reporting progress back to the RSVP office and to the Council. The Council includes members of the other two Senior Corps programs in Livingston County, representatives from the Office of the Aging, United Way, and Chamber of Commerce, as well as some station directors. Current plans are to include volunteers as well as members of the community. The council has been

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very instrumental in making introductions to potential stations related to community needs in the areas of education, literacy and veteran's services. As a result of council member intervention, RSVP has been able to make presentations to the school superintendents' group in Livingston County which has resulted in productive follow up sessions with individual school system officials and boards. As a result station MOUs are currently pending.

RSVP staff has also actively pursued establishing relationships with programs that address community needs, both within the Primary Focus Area and in other areas as well. RSVP will continue to make use of the network of contacts established through existing sites and through the Advisory Council to identify other potential volunteer stations. The Council has also been helpful in identifying individuals with the community exposure and skills to act as Community Engagement Representatives (CER) who will recruit volunteers for RSVP activities and for community activities and needs that fall outside the RSVP work plans. To date two CERs have been recruited.

c. Plan and Infrastructure to responsibly Graduate Volunteer Stations

At this point Livingston County RSVP has no plans to discontinue any current volunteer stations. The program remains in a growth mode and is actively soliciting volunteer stations, especially in the area of Primary Focus and in areas related to new workplans approved by CNCS in the reapplication process in spring, 2012. If volunteer stations need to be graduated as community priorities and CNCS priorities shift, Livingston County RSVP plans to work with individual stations and with the Advisory Council to develop a transition process to ensure that the organization is able to maintain an adequate level of operation without RSVP support. Existing volunteers will be given the option of disenrolling from RSVP and remaining as agency volunteers; they will also be given the option to move to another RSVP-sponsored site. The Community Engagement Representative model in use in Livingston County RSVP enables the program to recruit volunteers for assignment to non-RSVP sites performing critical services for the community, including previous RSVP volunteer stations that have "graduated." The

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sponsor agency provides adequate office facilities, state of the art computer and high speed internet and telephonic access including cell phones for any staff who work in the field, human resources and administrative support.

d. Plan and Infrastructure to Assure National Performance Measure Outcomes and Outputs are Measured and Collected.

Livingston County RSVP has sound practices in place to ensure that data concerning performance outputs and outcomes are collected, analyzed and reported. Volunteer station MOUs include provisions for the regular collection of volunteer activity data and for the collection and transmission of data concerning program impacts to Lifespan. Statistics on service and impact are gathered from volunteer stations annually. The program coordinator in Livingston County RSVP collects data and enters it into the Volunteer Reporter database used by program to prepare reports for management purposes by Lifespan and for monitoring by CNCS. On a more global level the Advisory Council has also committed to follow up in 2012-2013 by creating and conducting a local survey to assess whether RSVP is helping to meet needs of both agencies and volunteers as part of their commitment.

e. Plan and Infrastructure to Manage Project Resources to Ensure Accountability and Efficient and Effective Use of Resources.

As the sponsor, Lifespan provides excellent management of oversight of financial resources and administrative support to Livingston County RSVP. The Lifespan Finance Department is staffed to provide the necessary management and oversight of all financial and budgeting processes for RSVP. Both Monroe and Livingston RSVP programs receive very positive results whenever audited by CNCS and by Lifespan's outside auditing firm. Lifespan's senior management, the agency Development Director and the Advisory Council have all been active searching for local opportunities to meet the matching requirements of the federal grant and to offer tangible recognition for volunteers. Livingston County RSVP has well developed policies in place that mirror CNCS policies and standards to ensure

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that resources are used responsibly to meet grant requirements and to address community needs most efficiently.

Organizational Capability

a. Plans and Infrastructure to provide programmatic, fiscal oversight, operational support and data collection.

Livingston County RSVP and Lifespan have well developed internal policies to guide the operation of the program. Agency finance policies ensure accurate monitoring and documentation of expenses, recording of cash and in-kind contributions that contribute to the agency match and timely submission of claim vouchers to CNCS. Internal agency and program policies were reviewed in a CNCS compliance visit in May, 2012. The report of the program and fiscal review identified language changes in the MOU, Letters of Agreement (for volunteer assignments that go beyond friendly visiting activities), and in written policies and procedures for assurances and certifications, that were required. The review also found two minor fiscal errors in volunteer mileage reimbursement and a \$4.99 food expense. Corrections were made by July 1, 2012 and the corrective action plan was approved by the NY State Program Director.

Programmatic oversight is provided by the Lifespan Vice President for Program who meets regularly with the Program Director and also chairs the Livingston County Advisory Council. He is also responsible for preparing program applications and recompetition proposals. Livingston County RSVP staff consult him and the agency President/CEO for major strategic planning decisions and critical incidents regarding the program. He and the Program Director are jointly responsible for achieving program performance goals and quality assurance in the program. The Program Director is responsible for overseeing day-to-day operations, for budget preparation and monitoring, for direct supervision of the coordinator located in Livingston County, for recruiting and communicating with the Advisory Committee, and for interpreting the CNCS Senior Corps mission to volunteers and

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volunteer stations. Strategic planning is done by the Program Director and agency Senior Management with input from program staff and the Advisory Council.

b. Descriptions of Staff Positions

Paul L. Caccamise, Vice President for Program (.02 FTE) -- Paul provides administrative oversight and strategic planning for Livingston County RSVP. The Program Director reports directly to him. He chairs the Livingston County RSVP Advisory Council, participates in fundraising for the agency match and in budget preparation. He reviews reports and data collected by the program to ensure progress is being made in achieving contract goals. He also prepares grant applications and recompetition proposals.

Mary Beth Gueldner, RSVP Program Director (.20 FTE) --Mary Beth manages both the Monroe County and Livingston County RSVP programs. The Coordinator for Livingston County RSVP reports directly to her. She oversees day to day operation of the program; meets regularly with staff under her; communicates with Livingston County Advisory Board members and volunteers as needed; prepares and monitors the budget; leads planning for volunteer recognition events; joins with staff, the Advisory Council and Senior Management to develop strategies to recruit volunteers and meet output and impact goals for volunteers in Livingston County; oversees the development of new stations; oversees volunteer training; prepares reports and applications for grant continuation. Note that Mary Beth Gueldner is also .80 FTE Program Director for the Monroe County RSVP program.

Kathy Wood, Program Coordinator (.60 FTE) -- Kathy occupies an office in Catholic Charities in Livingston County. She conducts the day to day operations of the program and participates in program planning. She recruits volunteers, trains volunteers and makes station assignments. Kathy communicates with local agencies, companies and groups that may be sources of volunteers or potential volunteer sites. She makes presentations to agencies, healthcare institutions, school officials and other likely volunteer stations. She interprets policies and procedures (along with the Program

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Director). Kathy collects data from volunteers and stations and enters it on a regular basis into the Volunteer Manager database. She prepares reports for CNCS and Lifespan. Kathy also organizes recruitment events, processes mileage claims from volunteers.

c. Organization's Track Record in Primary Focus Area, Senior Service, Managing Volunteers and Measuring Performance

RSVP is sponsored by Lifespan of Greater Rochester, which has also sponsored RSVP of Monroe County for over 40 years. It has been a very positive and mutually beneficial partnership. Lifespan is Monroe County's largest nonprofit agency assisting older adults and their caregivers. Employing 100+ professionals in aging services, Lifespan has 41 years of experience in aging services and sponsors 30+ programs that serve older adults. Lifespan provides a number of services and programs in the Finger Lakes region outside Monroe County. Since 1998 the agency has provided elder abuse services in a ten-county area. It is also the Long Term Care Ombudsman provider in seven counties. It offers specific programs in Ontario and Genesee Counties and most recently, in 2011, launched a region-wide Finger Lakes Identity Theft Coalition.

As noted previously, several of its programs have a focus on promoting physical and mental health and wellness among older adults. These include a Matter of Balance Falls Prevention Program implemented throughout Monroe County and Chronic Disease Self-Management Program which is also being implemented on a county-wide basis. The agency sponsors two senior centers which are nutrition sites. Lifespan also offers exercise and wellness programs as part of their regular activity schedule. One center is located within an urban YMCA. The agency partners with the University of Rochester Medical Center Department of Psychiatry to offer mental health programs aimed at addressing depression and anxiety among older adults. The agency also offers a unique geriatric addictions program in the area.

Lifespan has a long history managing volunteers. The agency makes use of volunteer services in

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several programs, including RSVP volunteers. A total of 300+ volunteers are active in Lifespan programs. The RSVP program in Monroe County had 756 active volunteers in 2011, documenting 77,370 hours in 73 different organizations. Between 9/30/11 and 6/30/11, in Livingston County RSVP, 22 volunteers were registered, logging in 704 hours of service.

The agency has procedures and systems in place to collect data about volunteers and the activities they perform in all Lifespan programs. Lifespan RSVP in both Monroe County and Livingston County has systems in place with all volunteer stations to collect output data and performance data as outlined in agency MOUs and the work plans submitted to CNCS for each program.

d. Strong organizational infrastructure

1. Lifespan of Greater Rochester was incorporated in 1971 (as Monroe County Council on Aging) and has specialized in offering non-medical programs for older adults and their caregivers for 41 years. The organization maintains offices in a suburb of Rochester, close to the city line with convenient free parking and public bus service available to the site. The agency budget for 2012-2013 is \$7.7M. RSVP staff are provided with office space at Lifespan offices in Rochester; Lifespan has arranged for an office for the Livingston County program coordinator at Catholic Charities in Livingston County. Staff are provided with necessary office supplies, office furniture and equipment, internet and telephone access.

Lifespan administration also provides key components of management including community relations, program development, financial management, human resources, computer support, facility management, and other supports for all its programs.

Lifespan has well-developed internal policies and procedures to ensure sound fiscal practices and accountability in the management of agency budgets and funds. Contracts have been negotiated with

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office furniture, supply and equipment vendors to obtain preferred rates for program purchases.

Purchase policies require multiple bids for large purchases. As a not-for-profit organization the agency is exempt for paying NYS sales tax on purchases. General ledger sheets are distributed to managers on a monthly basis for reconciliation of accounts on a regular basis. The agency hired a contract manager in 2012 to oversee compliance with contract requirements and to assist program managers with budget preparation and report preparation for funders. As a recipient of Medicaid Funds, Lifespan is required to implement a Corporate Compliance policy for all its programs, including Monroe County and Livingston County RSVP. The most recent agency audit, for 2010-2011, found no material deficiencies and made only minor recommendations for changes in procedures.

The agency also provides each employee with a copy of personnel policies to ensure uniformity in the application of personnel practices and adherence to applicable labor laws and nondiscrimination policies. Lifespan has an HR Director who interprets personnel policies for staff and is available to all levels of staff for personnel issues.

A very active Advisory Council has been recruited, which holds quarterly meetings. Space for meetings is donated by Goodwill. One major undertaking by the Advisory Council is work on a survey method to assess the operations, methodologies, and relationship with stations. This will provide data to further improve the volunteers' efforts toward community impact. The Advisory Council of Livingston Council also is charged with assisting with recruitment efforts to identify both potential volunteers and appropriate stations. A committee has been formed (as of July, 2011) for this purpose, and will be responsible for reporting progress back to the RSVP office and to the Council. The Council includes members of the other two Senior Corps programs in Livingston County, representatives from the Office of the Aging, United Way, and Chamber of Commerce, as well as some station directors. Volunteers will be recruited as they become more experienced.

Narratives

Lifespan Senior Management includes the President/CEO, a Vice President for Program, an Associate Vice President, Vice President for Marketing Communication, a Controller and an HR Director.

Responsibility for clinical and administrative supervision of program managers is distributed among Senior Management staff. Senior management meets on a weekly basis to review program issues, current projects, strategic plans, funding opportunities, etc. In addition to individual supervisory conferences, Program Managers meet as a group with Senior Management on a biweekly basis. The agency sponsors all-staff meetings semiannually. The Livingston County RSVP Coordinator reports directly to the RSVP Director at Lifespan; they meet regularly in Livingston County or at Lifespan offices in Monroe County.

Lifespan has extensive experience managing federal funds. In addition to successfully managing RSVP funds for the past 40 years, the agency has received grants from CMS, DOJ and AoA. In 2007 the agency was awarded a Department of Justice grant to develop a curriculum and to train law enforcement officers in the area of elder abuse. In 2004 and 2010 federal funds (earmarks) were received through the Administration on Aging to convene Statewide Elder Abuse Summits in New York. Most recently Lifespan was named as the grantee by the Centers for Medicare and Medicaid Services to serve as the fiduciary and lead agency in a health care project involving a consortium of healthcare facilities designed to reduce hospital readmissions of Medicare recipients in Monroe County. In all cases the agency has been found upon fiscal audit to be a responsible steward of federal funds.

e. Non-federal local share

Major sources of in-kind or cash contributions to the Livingston Country RSVP program currently include the value of office space, telephone and internet service provided by Catholic Charities of Livingston County; meeting space provided throughout the year by Goodwill Industries in Geneseo, NY; donated advertising space; uncovered administrative overhead expenses contributed by Lifespan

Narratives

from agency fundraising; donated volunteer recognition supplies; and unreimbursed volunteer travel.

Lifespan expects these sources for local share will continue to be available in the next fiscal year.

Lifespan continues to explore other sources for the non-federal local share. The agency applied to the United Way of Livingston County for supplemental funds for the program in 2012; the application was not approved by the United Way due to funding constraints but Lifespan will resubmit in 2013.

Other

NA

PNS Amendment (if applicable)

NA