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Executive Summary

EXECUTIVE SUMMARY

RSVP of United Way of Central West Virginia is requesting \$96,593 to support 400 unduplicated volunteers in Boone, Cabell, Kanawha, Putnam, Wayne and Lincoln counties in West Virginia with a primary focus of Healthy Futures. In addition to the program's primary focus area of Healthy Futures, LifeBridge RSVP will also engage volunteers in the following focus areas: Disaster Services; Veterans and Military Families; Economic Opportunity; and Capacity Building. Volunteers will accomplish these services through a network of approximately 75 volunteer stations such as multi-purpose senior centers, hospitals, community food banks, nutrition programs, Veteran Centers, and other community-based nonprofit organizations providing a variety of the services listed.

At the end of the three year grant cycle, the program anticipates that 6,000 homebound or older adults and adults with disabilities will receive prepared meals delivered by RSVP volunteers; 12,000 homebound or older adults will receive nutrition education and meal preparation instruction; 6,000 seniors will receive basic medical screenings, health literature and health education; 6,000 seniors will receive transportation to medical appointments, grocery shopping and other shopping activities; 6,000 seniors will participate in healthy activities led by RSVP volunteers; 15,000 individuals will be provided with food, nutrition information, and referral services to assist in alleviating long term hunger; 3,000 Veterans and/or economically disadvantaged individuals will receive job training and skill development; 3,000 community members will receive training on individual and family disaster preparation; and 1,500 residents will receive community disaster response training.

The CNCS investment of \$96,593 will be supplemented with \$28,977.90 in non-federal resources.

Strengthening Communities

STRENGTHENING COMMUNITIES

Q1. Unmet Community Needs in the Primary Focus Area

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West Virginia, the only state entirely within the Appalachian Region, is a rural state plagued with socioeconomic challenges. The state covers 24,078 square miles, with a 2011 population of 1,855,364. According to the Economic Research Service (ERS), the 2009 average per-capita income for West Virginia residents was \$32,080--although rural per-capita income lagged at \$29,695. Estimates from 2010 indicate a poverty rate of 20.2% existed in rural West Virginia, compared to 16.6% in urban parts of the state.

West Virginia has the 2nd oldest population of any state in the nation. West Virginia had 343,156 people aged 45-64 in 1950 and by 2000 that number grew to 455,282. The population of residents aged 65-74 increased from 94,833 to 148,463. However, the number of people aged 75 and older has nearly tripled, from 42,896 to 128,432 (West Virginia Health Statistics Center, October 2003). This trend in the aging population will continue to grow. Studies show that between 2000 and 2030, the share of West Virginians 65 years of age or older will jump from 15.3% in 2000 to 23.3% in 2030. The number of individuals 85 years of age or older is projected to increase from 31,779 in 2000 to 47,843 in 2030. West Virginia is projected to be one of the grayest states in both the nation and world by 2030 (West Virginia State Plan on Aging).

As a rural state with high poverty and a high percentage of vulnerable seniors, West Virginia experiences unique challenges meeting health needs of the elderly, including access to healthy food, physical activity, nutrition, access to preventative health care, and decreasing social isolation. To meet these needs, LifeBridge RSVP of United Way of Central West Virginia will engage volunteers to address the Health Futures of high-risk populations in Kanawha, Putnam, Boone, Cabell, Wayne, and Lincoln Counties. This six-county service area, while close in geographic proximity, is divergent in its demographics, including population, income levels, health outcomes, social support networks, and levels of education.

Kanawha County is home to the state's capitol city Charleston. As the population center of the state,

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it is home to 192,315 individuals--16.6% 65 years of age or older. Approximately 13.7% of residents live in poverty. The 2006-10 median household income was \$42,669--well below the national rate of \$51,914 (US Census Bureau). According to the County Health Rankings & Roadmaps database, 20% of the county has inadequate social support networks and the county ranks 38 out of the state's 55 counties in health outcomes. Further, only 57% of the county has access to healthy foods.

Putnam County, directly west of Kanawha County, has only about one-fourth of the population of Kanawha County at 56,008 individuals--13.8% 65 years of age or older. Demographically, it is the most prosperous of all the counties in the service area; however these numbers are misleading because the county is home to a very wealthy and educated community, with a significant base of individuals "hidden" in poverty and in need of services to help them. The median income is \$52,618 and 10.4% of individuals live in poverty. Approximately 50% of the county does not have access to health foods.

With 24,444 individuals, Boone County is only half the size of Putnam County and is due south of Kanawha County. Almost 13% of the population is 65 and older. With a median household income of \$39,783, approximately 19.3% individuals live below the poverty level. The county ranks 51st out of the 55 counties in health outcomes and only 22% of the county has access to health foods.

Cabell County is west of Putnam County and borders Kentucky and Ohio. Cabell County is home to Marshall University and the city of Huntington, the 2nd largest city in West Virginia. Cabell County's population is 96,653 and 20.6% of individuals live in poverty. Over 16% of the population is 65 years of age or older. The median household income is \$34,492--below the state rate of \$38,380. The county ranks 46th in statewide health outcome rankings and 20% of adults have inadequate social and emotional support networks.

Wayne County is the westernmost county in West Virginia and south of Cabell County. It has 42,126 residents (15.8% 65 year of age and older) with a median income of \$35,079. Over 20.2% of the population lives in poverty. Wayne ranks 48th out of the 55 counties in health outcomes; 26% of

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adults do not have sufficient social and emotional support; and only 42% of the county has access to healthy foods.

Lincoln County, located in the middle of the other counties in the service area, has by far the worst economic and health demographics of the other five counties. With a small population of only 21,550, over one-fourth live in poverty--26.6%. The county is 100% rural, and 14.3% of the population is 65 and older. The median household income is \$30,868. Health outcomes in the county rank 49th out of 55; 26% of adults have inadequate social support networks; and only 46% of the county has access to healthy foods.

All of the counties in the service area lack adequate transportation to help elderly seek out support services and companionship. With the exception of the areas of Charleston and Huntington, public transportation is non-existent. This increases the risk of isolation among the elderly population, making them vulnerable to abuse and neglect. Rural communities experience unique challenges in reporting and addressing elder abuse. Literature and hands-on work in the field by members of the West Virginia Aging Network suggest that the reasons for underreporting in rural communities are: (1) Fear and reluctance to report abuse (particularly if the abuser is a family member); (2) Suspicion and distrust of "outsiders;" and (3) Social isolation.

All of these statistics demonstrate significant need of individuals in the service area--especially seniors. Older West Virginians value their independence, self-sufficiency, and preservation of the family homestead. This is demonstrated by the fact that almost 85% of residents 65 years and older own their own home (US Census Bureau). Yet this independence comes at a price--resulting in increased social isolation, especially for those with disabilities, lower mobility, and in rural areas. This additional social isolation barrier increases the difficulties seniors experience in accessing food and preparing nutritional meals. The isolation increases physically unhealthy days, decreases opportunities for physical activity, increases obesity rates, and reduces the amount of seniors accessing health

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prevention screenings.

"The State of Aging and Health in America Report" revealed significant negative health outcomes for West Virginia seniors. The state ranked the worst in the nation in:

* **Physically unhealthy days:** The mean number of days seniors in West Virginia experienced physically unhealthy days was 7.4.

* **No leisure time/physical activity:** 43.2% of seniors reported that they have no leisure time that includes physical activity.

* **Up-to-date prevention screening:** Only 29.6% of West Virginia's senior females reported they were up-to-date on health prevention screenings.

Other indicators of concern include only 18.8% of seniors reported eating at least 5 servings of fruits and vegetables daily (state ranking of 48th in the nation); 24.3% of seniors are obese; and only 43.7% of West Virginia male seniors were up-to-date on health prevention screenings.

Food insecurity in the state also continues to grow rapidly. In the "Households Food Security in the United States" report, West Virginia has grown in the percentage of households that are food insecure from 8.9% in 2005 to 14.1% in 2011. Further, those that are very low food secure households increased from 3% to 5.1% in the same time period. With the 2nd oldest population in the nation, the number of food insecure seniors in the service area is a significant need to be addressed.

With all of these unmet needs in Kanawha, Putnam, Boone, Cabell, Wayne, and Lincoln Counties, it is imperative that LifeBridge RSVP provide volunteers to fill in the gaps and help create the Healthy Futures so desperately lacking in vulnerable seniors. All of the designed activities in this primary focus area will address low food security, lack of nutritional meals, ability to access health care, increase social interaction, increase in physical activity, and reduction of obesity.

Q2. Plans and Infrastructure to Manage RSVP Volunteers in the Primary Focus Area

LifeBridge RSVP has existed as a state program since 1995 and has a demonstrated track record of

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successfully managing RSVP volunteers to address the Healthy Futures primary focus area. Volunteer management and supervision will continue to be a shared duty of the RSVP station staff and the LifeBridge RSVP program staff. The station staff will provide training, day-to-day guidance, instruction, and assistance to the volunteers in their service duties with clients. The Associate Director and County Coordinator will make frequent on-site visits to service stations and conduct performance evaluation surveys of both the volunteers and workstations. The Director will provide guidance to program staff, volunteers, and stations to ensure program compliance with RSVP rules, regulations and provisions. Trainings will include the delineation of all prohibited activities and how to avoid them.

The collaboration of RSVP staff, stations, and volunteers ensures a continuous stream of new volunteers that meet the requirements set forth by CNCS goals in the primary focus area of Healthy Living. LifeBridge RSVP staff will determine the current status of the stations and assist them in transition to new and more challenging efforts throughout the three year grant cycle to minimize disruptions to current volunteers and stations. The continued training of staff in the vision established by CNCS and training designed to transfer that knowledge to both stations and volunteers will allow stations to transition and reassign volunteers as needs arise. The program will continue to report using CNCS prescribed forms which will be entered into the CNCS data tracking system.

The Program Director, Associate Director, and County Coordinator are highly skilled at managing the RSVP program and establishing relationships with new stations and volunteers while simultaneously developing current stations and volunteers. The staff are aware of the need to survey, observe and report on progress of the stations to ensure grant outcomes are met. The staff will provide training and follow up assistance to ensure stations and volunteers are aware of community needs and the program's goals and objectives.

Q3. How the Service Activities in the Primary Focus Area Lead to National Performance Measures

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The service activities described in the primary focus area are in direct alignment with the National Performance Measures set forth by CNCS for the 2013 RSVP program.

LifeBridge RSVP plans to engage RSVP members in Aging in Place activities (H8 and H9) which include, but are not limited to: food delivery, transportation, and companionship. The program will target the Veterans Hospitals and other services providers who work with veterans and specifically provide companionship to this important target population. The program will engage volunteers in Obesity and Food initiatives (H11 and H12) which focus on nutrition education, training on healthy and cost effective meal preparation, and providing services in each community to ensure at-risk individuals and families have increased food security. Volunteers will also provide services in Access to Care (H4) by providing training and coaching in health issues in an effort to achieve healthier outcomes of the target population. Finally, RSVP volunteers will be engaged in providing clients with health education programs including basic health screenings, information, training and coaching on healthy lifestyles and exercise. At least 10% of the clients engaged in the above mentioned activities will be veterans and/or military families.

The activities described above, with the exception of providing clients with health education programming, all have aligned outcome statements and measures. All instrument and measurement tools used will track the program's progress in meeting these goals. The program developed an outcome statement for providing clients with health education programs and appropriate measurement tools to track the program's progress in meeting the stated goals by the end of the three year grant cycle.

Q4. Connection of Need, Service Activities, and National Performance Measures

LifeBridge RSVP has developed and managed a system of volunteer stations and will provide a wide range of placement opportunities for volunteers at 55+ using public or non-profit private organizations, whether secular or faith-based or proprietary health care agency, serving as a volunteer

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station. The plan connects the identified need with activities and National Performance Measure outputs and outcomes. More details on each Performance Measure, their related needs and activities, and target numbers are found in the Performance Measures.

In order to address the social isolation, negative health outcomes, food insecurity, and lack of access to healthy foods, stations will deliver nutritious meals to the elderly in the service area. This will not only help seniors eat better balanced meals, but also provide companionship and social support. This will lead to the outcome of increased social support. A second activity that will address these needs is RSVP volunteers providing training in healthy food preparation, "cooking for one," and education and referral services to alleviate long-term hunger. This will result in seniors demonstrating improvement in at least three indicators of food security.

To address the issue of social isolation, lack of transportation, and negative health outcomes, stations will provide transportation to seniors and disabled adults to help them run errands, get to doctor appointments, do grocery shopping, increase physical activity, and attend community events that keep them connected to their peers. This will lead to the outcome of increased social support.

To address the issue of social isolation and detection of elder abuse and neglect, stations will provide companionship to seniors in the service area. There will also be a station that focuses specifically on providing companionship services to veterans by visiting Veterans Hospitals, Drop-In Centers, Veterans Centers, and other service providers that work with veterans. This will lead to increased social support and increased independent living by seniors in the service area.

To address negative health outcomes and the low numbers of adults accessing preventative care, RSVP volunteers trained in basic medical screening practices will work with stations to provide seniors with periodic general medical screenings, including but not limited to: blood pressure checks, glucose screening, bone density screenings and basic vision screenings. Volunteers will also distribute literature and health information designed to assist seniors in identifying and seeing treatment for potentially

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serious conditions. This will result in seniors having the information they need to improve their health.

All of the activities designed to meet current un-met needs in the Health Futures priority area and produce the intended outcomes were developed using recommendations from the CDC. They stated, "The current gap between life expectancy and healthy life, reflected in quality of life and the ability to carry out desired daily activities, can be narrowed. Research shows that simple behavioral changes can improve the health condition of older adults. These improvements in health can be achieved through a combination of practicing healthful behaviors, effectively identifying disease and health risks early and getting them treated, and managing chronic conditions." Using RSVP volunteers to help vulnerable seniors increase healthy lifestyles will make a significant difference in the service area.

Q5. Activities In Service to Veterans and Military Families

Considerable emphasis will be placed on serving veterans and military families. The Veteran Affairs Companionship initiative is one example of LifeBridge RSVP's commitment to veterans and their families. At least 10% of individuals served in LifeBridge RSVP program will be military veterans and/or military families and dependents. In addition, the LifeBridge VetCorps AmeriCorps Program will also serve as a conduit to helping LifeBridge RSVP continuously address the unique needs of veterans and military families. Working together, these two programs will identify needs, develop stations to address those needs, and provide the opportunity for veterans and their family members who are 55 and older to volunteer with the RSVP program. The LifeBridge VetCorps consistently reports that the veterans serving their communities through AmeriCorps discover that service helps them in their healing and reintegration to civilian life. Thus, they will be target population for both receiving and providing services.

Recruitment and Development

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RECRUITMENT AND DEVELOPMENT OF VOLUNTEERS

Q6. Plan and Infrastructure to Create High Quality RSVP Volunteer Assignments

RSVP will assure quality experiences for volunteers through the development of new volunteer opportunities and expansion of existing opportunities. The opportunities will always focus on assignments that impact community needs. RSVP will help each work station develop a "Programming for Impact" statement that identifies the role of volunteers in meeting community needs. RSVP staff will also work with volunteer stations to survey volunteers and ensure volunteer experiences are of high quality, allow for a diverse population of senior volunteer placements, and provide meaningful opportunities for each volunteer. The staff will also work with stations to ensure needed training and technical assistance are available to volunteers as needed.

Q7. Plan and Infrastructure to Ensure RSVP Volunteers Receive Training to be Effective

RSVP staff will provide group training for volunteers participating in various projects by holding workshops at the volunteer stations or by participating in trainings provided by community partners. For example, trainings have been provided by the American Red Cross, Volunteer West Virginia, Citizen's Corps, and the Kanawha County Health Department. The program will work with partners as much as possible to reduce any duplication of services and maximize resources.

RSVP will monitor the stations to ensure that volunteers are provided with the training they need to be effective in their assignments. Staff will survey volunteers about their skills and areas they need to improve and then either provide the needed training or work with other partners and facilitate the training. In the most recent RSVP station survey, 65% of the stations indicated that they provided training for volunteers and 90% indicated that RSVP volunteers have a high level of skills and experience.

RSVP will assess volunteer satisfaction through a survey that gives volunteers the opportunity to rate their experience as well as rate their satisfaction with RSVP services to volunteers. Station surveys

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compliment the volunteer surveys and enable the program to form a clearer picture of the volunteer experience.

Q8. Plan and Infrastructure to Recruit RSVP Volunteers

LifeBridge RSVP will recruit new volunteers using a variety of methods, including community speaking engagements, advertising at community events, posters and displays at events in the service area, social media, newsletters, community websites, and word-of-mouth opportunities. Specifically, the RSVP staff will speak to clubs and organizations (such as the Retired Teacher's Organization, Retired Federal Employees Organization, Lion's Club, Womens' Clubs, communities of faith, nonprofit organizations, etc) about the benefits of the program on volunteers and the community. They will also have staff and volunteers "man" information booths at local health fairs, senior expos, senior events, and community events. Information sessions will also be held at senior centers in the service area, where the program has historically maintained a visible presence and recruited a significant number of volunteers.

LifeBridge RSVP will supply brochures and posters to current stations, senior housing facilities, veteran centers and senior centers. These displays will advertise programs and give potential volunteers an opportunity to review information. In addition, the volunteer opportunities will be advertised on the Volunteer West Virginia and Volunteer Match websites. Inclusion on the United Way of Central West Virginia website also helps RSVP maintain visibility within the nonprofit community. In addition, RSVP maintains a Facebook page, a quarterly newsletter and a presence in publications of other community agencies to communicate with current volunteers and attract new volunteers.

The newsletter has and will continue to be mailed out quarterly to individual volunteers and volunteer stations. The newsletter serves as a resource to provide current and potential volunteers with a list of volunteer opportunities. This is a critical component of volunteer recruitment strategies, as

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volunteers currently recruit over 67% of new volunteers. The newsletter will help to develop an esprit des corps by reporting news and updates from CNCS. This will encourage RSVP volunteers to feel empowered by promoting awareness of belonging to a national network of volunteers.

Q8. Plan to Recruit Veterans and Military Family Members as RSVP Volunteers

In 2012, the Advisory Board moved to amend the by-laws to increase the membership of the board to specifically include military veterans. A veteran will chair the newly created Veteran's Advisory Group and act as a primary advisor to engage more RSVP volunteers in service to military veterans and their families. The Veteran's Advisory Group will also provide guidance and suggestions on ways to engage more military veterans, 55 and older, in the RSVP program. As mentioned, LifeBridge RSVP will work closely with LifeBridge VetCorps to recruit volunteers.

Q9. Plan and Infrastructure to Retain, Recognize and Appreciate Volunteers

LifeBridge RSVP will hold a formal recognition in each county on an annual basis. Senior Corps Advisory Council members will assist in the planning, preparation, and implementation of the recognition events. The members will vote on a theme for each year and help with menus and decorations. Community partners will furnish in-kind contributions to support the events and are encouraged to attend the events. Station supervisors will also be asked to attend and support the events.

Volunteers will also be recognized at the various work stations, by other volunteer programs, and at community events throughout the year. LifeBridge RSVP will recognize volunteer accomplishments in the newsletter by featuring articles about specific volunteer experiences. RSVP will also send birthday cards to each volunteer and provide Presidential Service Awards and other recognition items as appropriate and available.

In 2010, the West Virginia Senior Corps Directors Association hosted a joint volunteer recognition event to celebrate the inauguration of the first Senior Corps Week. Volunteers from each Senior Corps

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program attended a luncheon at the West Virginia Cultural Center. Governor Mansion's official proclamation of Senior Corps Week in West Virginia was read and various dignitaries spoke about the value of volunteering. The event was held again in 2011 and will continue to be held into the future.

NATIONAL PERFORMANCE MEASURE OUTCOME WORK PLANS

Q10. National Performance Measure Plans over the 10% Minimum

The LifeBridge RSVP program has plans for 75% unduplicated RSVP volunteers in National Performance Measure outcome work plans. This is above the minimum 10%.

Program Management

PROGRAM MANAGEMENT

Q11. Plan and Infrastructure to Ensure Stations are in Compliance

LifeBridge RSVP has developed several methods to insure the stations are in compliance with all CNCS rules and regulations. First, all stations will be provided written and oral communication about the rules, regulations, and responsibilities of the stations. These Memorandums of Understanding (also discussed below) will be in place prior to placement, defining specific mutual responsibilities of the station and sponsor which will be renegotiated every three years. The MOU's will also state the station will not discriminate against RSVP volunteers on the basis of race; color; national origin, including individuals with limited English proficiency; sex; age; political affiliation; religion; or on the basis of disability, if the participant or member is a qualified individual with a disability. Reports submitted quarterly by the stations will be reviewed and monitored by the LifeBridge RSVP staff to make sure stations are making adequate progress towards the developed outputs and outcomes, and are in compliance with all rules and regulations.

Q12. Plan to Develop and Oversee Volunteer Stations Not in Priority Area

LifeBridge RSVP will also engage volunteers in the following focus areas: Disaster Services; Veterans and Military Families; Economic Opportunity and Capacity Building. Volunteers will

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accomplish these services through a network of approximately 75 volunteer stations such as multi-purpose senior centers, hospitals, community food banks and nutrition programs, Veteran Centers and other community-based nonprofit organizations providing a variety of the services listed. The program has significant connections in these areas and has developed partnerships to address the needs in the priority areas. LifeBridge RSVP will maintain and enhance the relationships with these volunteer stations to ensure the stations are carrying out the activities in the work plan, collecting data required for the National Performance Measures, and assisting volunteers. First, MOU's outlining the roles, responsibilities, and contributions of the stations and LifeBridge RSVP will be developed and signed with each station location. Second, RSVP staff will check in with the stations quarterly to ensure services are smoothly provided and to troubleshoot any potential challenges. Third, stations, volunteers, and clients served are also surveyed annually, which provides valuable information for the RSVP program to enhance things that are working well, share successes with other stations, and address areas of concern. All of these processes will help LifeBridge RSVP ensure the stations are appropriately managed and monitored.

Q13. Plan and Infrastructure to Responsibility Graduate Volunteer Stations to Meet Needs

LifeBridge RSVP is not planning to graduate any current volunteer stations but will be adding new sites as the program is expanding into new counties. If over the life span of the grant, needs in the community change and the program needs to graduate volunteer stations that would no longer be active service stations, volunteers associated with the graduated station will be provided with other service opportunities through other service stations. To make transitions as smooth as possible, RSVP staff, station staff, and volunteers will meet and discuss the reasons for the shift in stations, outline new or existing volunteer opportunities at other stations, and help the volunteers shift to other stations seamlessly.

Q14. Plan and Infrastructure to Assure National Performance Measures are Measured

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The LifeBridge RSVP program has consistently been found to be in compliance with all Federal and Senior Corps specific regulations and provisions. RSVP is required to report outcome measures every six months in accordance with CNCS requirements and will continue following established procedures of: (1) monitoring stations, volunteers, and individual served; (2) collecting and analyzing volunteer hours, activities, and numbers served on time sheets and tracked using Volunteer Reporter; (3) responding and evolving to the annual program evaluation for RSVP. This annual evaluation is conducted by the Senior Corps Advisory Council. They use a survey tool that rates performance areas for effectiveness. In 2010, the Advisory Council began using the Self-Assessment tool provided by CNCS. Recipient satisfaction surveys are also conducted at participating stations to assess program impact.

LifeBridge RSVP also collaborates with the West Virginia Senior Corps Directors Association to continue development of a statewide mission and vision with long term goals and objectives that represent all Senior Corps Programs in the state. Part of this effort has led to the development of a professional evaluation process and the accompanying tools that are being integrated in the RSVP program impact evaluation process. Beginning in January 2009, each program submits a quarterly report and at the end of each calendar year the combined data will give an overview of the overall impact of programs across the state. Program effectiveness is compared across the state and evaluated by Advisory Council members.

Q15. Plan and Infrastructure to Manage Project Resources

To make sure the project resources are managed effectively and efficiently, LifeBridge RSVP will assume full responsibility for securing maximum and continuing community financial and in-kind support to operate the project successfully. The program provides levels of staffing and resources appropriate to accomplish the purposes of the project and carry out its project management responsibilities. Project staff are subject to the personnel policies and procedures of the United Way of

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Central West Virginia and are compensated at a comparable level of similar staff positions within the organization. Risk management policies and procedures covering project and RSVP activities have been established that includes provision of appropriate insurance coverage for RSVP volunteers, vehicles and other properties used in the project.

The record keeping and reporting systems are in compliance with CNCS requirements that ensure quality of program and fiscal operations, facilitate timely and accurate submission of required reports and cooperate with CNCS evaluation and data collection efforts. LifeBridge RSVP will comply with and ensure that all volunteer stations comply with all applicable civil rights laws and regulations, including providing reasonable accommodation to qualified individuals with disabilities.

In addition, the staff will encourage the most efficient and effective use of RSVP volunteers by coordinating project services and activities with related national, state and local programs, including other CNCS programs. To develop new stations as need arise, RSVP will develop and annually update, a plan for promoting service by older adults within the service area.

Organizational Capability

ORGANIZATIONAL CAPABILITY

Q16. Plan and Infrastructure to Provide Sound Programmatic and Fiscal Oversight/ Q19. Strong Organizational Infrastructure

The LifeBridge RSVP program of the United Way of Central West Virginia is in its 17th year of service to the citizens of West Virginia. The mission of United Way of Central West Virginia is to identify needs, develop and mobilize resources and implement programs in a manner that models shared leadership, enhances organizational capacity and builds better communities.

Throughout its history, the LifeBridge RSVP program has consistently reached its stated outcomes and continues to assess the changing needs of the citizens of West Virginia. Changing needs are reviewed by the Advisory Council and programmatic adjustments are made as necessary to ensure

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RSVP remains a vital means of providing support to West Virginia.

United Way of Central West Virginia is experienced in successfully managing federal funds and national service programs. In addition to the LifeBridge RSVP and AmeriCorps programs, the organization also successfully manages Foster Grandparents and VISTA programs. Approximately \$2,306,588 comes directly from CNCS to support these national service programs, and approximately \$370,292.00 non-federal dollars are used as match for these programs.

Throughout its history, LifeBridge RSVP has been successful in raising the required match funds to support the RSVP grant through in-kind donations and monetary made from the communities and agencies it supports as well as from secondary funding provided from community and foundation grants and fundraising events.

United Way of Central West Virginia has the necessary administrative capabilities to manage the LifeBridge RSVP program, following all federal rules and regulations. The organization is comprised of three divisions: Internal Operations, Resource Development, and Community Services. LifeBridge AmeriCorps, LifeBridge Vet Corps, LifeBridge RSVP, Foster Grandparents and AmeriCorps*VISTA programs are under the direction of the Community Services Division.

United Way of Central West Virginia is acutely aware of the need to demonstrate transparency as stewards of public funds. An internal control system is in place to record, track and insure that revenues and expenses are properly documented and credited to the correct account line items. A local certified public accounting firm conducts an A-133 audit annually. Also, the West Virginia office of the CNCS conducts periodic financial compliance reviews of the program. As mentioned, the LifeBridge RSVP program has consistently been found to be in compliance with all federal and Senior Corps specific regulations and provisions. RSVP is required to report outcome measures every six months in accordance with CNCS requirements. Yearly compliance reviews and continuation grants are based on successful outcomes.

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Q17. Descriptions of Paid Staff Positions

Program staff for LifeBridge RSVP includes a LifeBridge Programs Director, a full time Associate Director, and a part-time Community Coordinator. The LifeBridge program staff are under the supervision of the Community Services Division Director of the United Way of Central West Virginia. The primary contact for the LifeBridge RSVP program is Elizabeth Southall, LifeBridge Programs Director. The secondary contact is Lisa Hudnall, Community Services Director. Program staff members are paid from a variety of sources, with time charged to all grants and contracts properly documented on time sheets.

Lisa Hudnall is the Community Services Division Director. She holds a Master's Degree and has over 25 years of experience in non-profit program and fiscal management. Lisa is the direct supervisor of the Director LifeBridge Programs. Lisa is not directly paid from the RSVP grant, but is instrumental in program guidance.

Elizabeth Southall, Director of LifeBridge Programs, has extensive experience working with vulnerable and at-risk populations including veterans, seniors, persons from underrepresented populations, and persons with disabilities. She holds a master's degree in non-profit administration and has completed considerable research and work in the area of volunteer management and managing multigenerational teams. Elizabeth has six years experience with National Service and has attended the CNCS sponsored American Express Leadership Academy and other Corporation sponsored trainings. The goal of the LifeBridge programs is to continue to follow best practices and recommendations of the Corporation for National and Community Service with a goal of ensuring the LifeBridge RSVP continues to grow to meet the most challenging and critical needs of West Virginia's citizens. Elizabeth will devote 20% of her time to managing the LifeBridge RSVP program. This plan for program management has been approved by Kathleen Roedersheimer, West Virginia State Director of CNCS. The Director of LifeBridge Programs is responsible for developing and monitoring

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goals and objectives of the program, completing and submitting financial and programmatic reports, developing partnerships and program sustainability, and managing the day-to-day operations of the LifeBridge AmeriCorps RSVP program.

Terry Stone, LifeBridge RSVP Associate-Director, holds a Master of Science from Syracuse University in Information Resources Management and has completed numerous senior management courses from the Office of Personnel Management. Terry has 25 years of senior managerial experience with the US Army as a civilian and with the US Army Reserves and National Guard with leadership positions at Company and Brigade level assignments. Terry is responsible for volunteer recruitment, station management and will assist with volunteer management and training, and tracking the activities of the program. Terry has a long history of volunteerism ranging from Boy Scouts, church activities and AARP programs to assist seniors in maintaining their independence. Terry is a full time employee with 100% of his time devoted to the LifeBridge RSVP program.

Danna Grant is a part time Community Coordinator for the Boone County RSVP volunteer stations. Danna has a long history of National Service beginning as an AmeriCorps State/National member, then as a VISTA member and has also served as an RSVP volunteer. Danna is responsible for the recruitment of both volunteers and stations in the Boone County area.

The Senior Corps Advisory Council jointly serves both LifeBridge RSVP of United Way of Central West Virginia and the Foster Grandparent program of the United Way of Central West Virginia. The Advisory Council has taken a leadership role in joint fundraising efforts including an annual major fundraising event as well as smaller fundraising activities held throughout the year. Advisory Council assists with grant writing by keeping LifeBridge RSVP staff up-to-date on the most critical community needs within the program's six county catchment areas. Council members assist with resource development, program planning and assessment, marketing efforts and volunteer recruitment.

Q18. Examples of Organizations Track Record of Managing Volunteers

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United Way of Central West Virginia has an exemplary track record of managing volunteers-- indeed it is the volunteers in the community that underpin the mission of the organization. The number of volunteers continues to grow. There were 299 in 2009, 344 in 2010, and 415 in 2011. While not yet through the year, the number has grown to 451 already in 2012. These numbers do not reflect the vast number of volunteers recruited through the CNCS programs housed with the United Way of Central West Virginia.

The emphasis on member volunteer recruitment efforts helps to ensure that the community itself has a vested interest in, and knowledge of, the services provided by the LifeBridge RSVP volunteers. RSVP staff, in concert with the Senior Corps Advisory Council will continue to use best practices to create a volunteer recruitment and management plan specific to the unique community needs of the counties served. That plan will stay with the stations to use once RSVP support has ended to help increase community sustainability. Each program year is tailored to meet the most critical needs of the six county catchment area in the focus areas of: Healthy Futures; Disaster Services; Veterans and Military Families; Economic Opportunity; and Capacity Building.

Q20. Adequacy and sustainability of Required Non-Federal Share

The LifeBridge RSVP program recognizes the need for long-term sustainability to ensure the program's impact will last beyond the presence of CNCS funded volunteer efforts in the communities served. For the past three years, the program has been successful in expanding partnerships while maintaining longstanding partners. In addition, several short-term grants and endowments have helped sustain the program until additional committed partners were recruited. The staff will continue to develop new funding sources, both for contributions, endowments, and in-kind. All partners are committed to supporting this RSVP program grant and have provided in-kind resources including: trainers; statewide training; office space; supplies; telephone services; copier; fax; and computer/printer access.

Narratives

LifeBridge RSVP has successfully met its match requirements for each program year of its existence. Program sponsors and stations continue to show their support for the program by providing meals, space, equipment, internet access, travel and other materials.

COST EFFECTIVENESS/BUDGET ADEQUACY

With the start of the 2013 three year grant cycle, the LifeBridge RSVP program will be entering its 18th year of service. The number of individuals and families whose lives have been changed for the better exemplifies the continued success of this program. The proposed budget meets the reasonable expectations of the RSVP program and has been developed to be as efficient as possible.

The program utilizes its financial resources prudently and effectively. The budget supports appropriate levels of staffing and adequate staff compensation. The line items are appropriate to meet the needs of the program including adequate support for volunteer recruitment and recognition.

The proposed budget includes adequate support for applicable costs and reimbursable expenses to volunteers such as transportation, meals and insurance, as well as criminal history background checks as appropriate. The proposed budget does not exceed the maximum allotment for WEST VIRGINIA Opportunity #6 as outlined in Appendix A of the Federal NOFA. All grant funded employees will receive background checks as required through CNCS.

LifeBridge RSVP will continue to pursue grants from public and private sources to help decrease the program's reliance on federal funds.

Other

Not Applicable

PNS Amendment (if applicable)

Not Applicable