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Executive Summary

Rockland Community College, the legal applicant for this grant, is located 25 miles northwest of NYC and has been RSVP's sole sponsor for 39 years. For the proposed grant period, an estimated 499 unduplicated volunteers will serve citizens of Rockland County by performing activities aligned with four of the Federal Focus Areas. Our Primary Focus Area, Healthy Futures, will be supported by the following activities: Health/Coaching, Medical Transportation, Increasing Food Security/Pantry Support, Companionship, Respite, Distribution of Health Information, & Food Delivery to the Homebound & Disabled. Activities serving other Focus Areas are: Tutoring (K-12), Helping Young Mothers, Adult Education/ESL, Garnering Cash Donations, Respite and Leveraging In-Kind donations. Other Community Priorities volunteers will serve as Ombudsmen, Advisory Council members, NAMI-FAMILYA Peer Counselors, Docents, Hospital Support Volunteers, Clowns/Entertainers, Administrative Assistants & Community Supported Agriculture Volunteers. A network of 90 Volunteer Stations will serve as placement sites including: Meals on Wheels, Hospice, Good Samaritan, Summit Park Nursing/Rehabilitation Center, Helen Hayes and Nyack Hospitals, Rockland County Departments of Health/Sheriff/Archives/Hospitals, six school districts and many assisted living facilities/nursing homes. At the end of the 12-month performance period, the following outcomes are expected in our Primary Focus Area: homebound, older adults and individuals with disabilities will receive food, access to medical transportation as well as in-home support and companionship that allow them to live independently; households will have increased food security; caregivers will receive respite services assuring an increase in their social ties / perceived social support. The CNCS federal investment of \$77,834 will be supplemented by \$368,789 in non-federal resources.

Strengthening Communities

Community Served: Rockland County's large and growing population of seniors faces significant

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challenges in Healthy Futures, our Primary Focus Area, including access / transportation to medical care; navigating the complex Medicare system; insufficient support systems to allow aging in place; acute food insecurity. The size of Rockland's senior population, combined with the low income of so many Rockland Seniors living in a very high-cost region underscores the tremendous need here.

Although Rockland is NY's smallest county geographically (173.6 square miles), it is one of the fastest growing in NY (8.79), and the most rapidly diversifying county outside NYC. The senior population is one of Rockland's fastest growing demographic groups. Among Rockland's overall population of 311,687 (2010 U.S. Census), the percentage of residents 50+ comprise 32.2% of the total population-- nearly one out of every three residents. Between 2000 and 2010, the population of residents age 55+ grew by 25%; age 65+ grew by 23.6%; ages 75-84 grew by 33.7 %; and ages 85+ increased 36.4%. This compares dramatically with the less than 1% increase for ages 75-84 in NY and 5.7% in the U.S. and 25.5% in NY for 85+ and 29.6% nationally. From 2000 to 2010, Rockland's increase in the older senior population far outpaced both national (15.1%) and state (6.9%) increases.

Cornell University's Program on Applied Demographics, working with the Rockland County Planning Department, developed a set of projections for Rockland County for 2005 to 2035 informed by recent demographic patterns and local knowledge regarding land-use development. The study (completed before the release of 2010 Census data), predicted that age 65+ residents would increase by 33% by 2020 and 64% by 2035. The study went on to project that between 2005 and 2035 those aged 75+ would increase by 79% and 85+ would increase by 103%.

Poverty also plays a significant role in the community's needs. Although the median household income in Rockland was \$82,217 in 2011, there are shocking disparities, with the county sharply divided between very high and very low incomes. While 21.7% of county households have incomes of \$150,000+, 30% have incomes of \$49,999 or less, and 14.1% of Rockland's citizens live below the poverty level. In affluent New City, median household income is \$113,922, yet 18.4% of New City

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have household income of \$49,999 or less, with 21.4% relying on retirement income. All residents are affected by Rockland's very high cost of living, 143.5 Cost of Living Index, compared to the U.S. average of 100 and the third-highest property taxes in the U.S. Dramatic income gaps make the contrast in household dollars effectively much greater, as lower income families struggle to meet high living expenses.

Unmet Community Needs and Service Activities: RSVP enhances the capacity of 90+ community organizations by assigning 499 unduplicated, highly capable volunteers to fulfill these agencies' numerous requests, with 182 RSVP volunteers working in the Primary Focus Area of Healthy Futures. Volunteers will also provide significant service to Veterans and Military Families.

Unmet Need--Food Insecurity (Aging in Place and Obesity and Food): Rockland County's hunger problem was highlighted during Hunger Awareness Week in September 2012. County Executive Vanderhoef estimated that "20,000 residents of Rockland turn to local food pantries for support every month." (New City Patch) Diane Serratore, Executive Director of People to People, reported that the agency now serves 1200 people a month, compared with 500 in 2008. "The number of Rockland residents that receive SNAP (food stamps) has increased about 83% over the past five years and cases have increased 97%." (Nyack/Piermont Patch) During economic hard times, older adults turn to nutrition assistance programs. Ziliak and Gunderson (2009) found that New York ranks 28th among all states for seniors at risk for hunger. According to NYSOFA, 35.6 % of Meals on Wheels recipients were age 75-84 while 36.1% were 85 or older. Furthermore, 50.2% resided in rural areas of NY and 53.2% lived alone. A 2006 study conducted by City Meals on Wheels and Cornell Center for Translational Research on Aging found that 14% of their home-bound clients relied solely on the one meal a day they received. Malnutrition has been found to affect one out of four older Americans living in the community and is a factor in half of all hospital admissions and readmissions of older people. A nutritional study conducted by the NYSOFA from 1999 to 2002 states that adequate and appropriate

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diets are essential to preventing and fighting illness and chronic health problems among older New Yorkers. Being home-bound contributes to nutritional risk and if that risk can be reduced, it is more likely that they can remain living in their home not in a congregate living facility.

Service Activity--Food Delivery: The reliable, no/low cost delivery of one cold and one hot meal each day is a crucial linchpin in the Aging in Place arsenal. Together, our community partners, Meals on Wheels of Rockland and Northern Services Group, provide more than 125,000 meals yearly to 600 homebound seniors. In support of this work plan, at least 25 RSVP volunteers will deliver meals and spend time as friendly visitors to at least 125 homebound elderly/disabled adults. The result of the volunteers' efforts will be a reduction in nutritional risk and an easing of the isolation and loneliness that often affects our homebound seniors. Our hope is that the seniors will be more likely to remain living in their homes rather than in congregate living facilities providing a cost-effective and responsive solution to a critical issue facing our frailest citizens.

Service Activity--Access to Food Resources: The Rockland Interfaith Breakfast Program, Christ Church of Ramapo and Help from People to People all provide emergency meals and donated nonperishable food items as well as case management services. By addressing basic nutritional needs (80% of the participants report that they rely on these meals for their nutrition), these programs assist Rockland's poor, homeless and elderly citizens to maintain their health. Combined, these pantries provide food, social and human services referrals to more than 2,000 men, women and children each month. Without our volunteers' help, these three sites would not be able to serve many of those in great need and would likely have to reduce their hours of operation. We plan to have at least 21 RSVP volunteers assigned to this service activity, who will cook, shop, serve, pack "to-go" meals, provide referral information and perform other duties as assigned by staff members of these agencies. At least 600 pantry clients will report that they are experiencing increased food security for themselves and their family as a direct result of services provided by the pantry staff and volunteers.

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Unmet Need--Fall Prevention (Access to Care): Preventing falls is essential to successful Aging in Place. A 2009 NYS Department of Health study, "Falls in Older Adults, New York State," reports that the rate of fall-related deaths increased by 15% between 1999 and 2008. For NY adults 65 years or older who were hospitalized due to a fall, 60% ended up in a nursing home or rehabilitation center, 11% suffered a traumatic brain injury and 27% fractured a hip. Every single day in NY, falls account for two deaths, 140 hospitalizations, and 223 emergency room visits. (NYS Department of Health)

Although falls are both predictable and preventable, there is an unmet need for education in fall prevention. A University of Toronto study, "Fear of Falling in the Elderly," summarizing two decades of epidemiological studies, shows that up to 61% of seniors fear falling, and of those, 70% curtail activity because of this fear. Fear of falling can lead to a debilitating spiral marked by loss of confidence, increased depression, and reduced activity, resulting ultimately in a loss of independence.

Service Activity--Fall Prevention Workshops: The Rockland County Health Department received a grant to fund fall prevention training workshops and ongoing implementation of the "Matter of Balance" program, allowing their Public Education Specialist to become a Certified Master Trainer, which qualifies her to train and supervise local volunteers to co-facilitate workshops throughout the community. Once trained (16 hours) and certified, at least 8 RSVP volunteers will co-facilitate "Matter of Balance" workshops held at local senior centers, clubs, faith-based organizations and other community groups serving older/disabled adults. The workshops will provide at least 100 participants with educational information, exercise routines, and fall prevention information to promote overall wellness and provide participants with a self-confidence as it relates to maintaining a "balanced" lifestyle. Ongoing supervision is provided on an as-needed basis.

Unmet Need--Guidance on Navigating Medicare (Access to Care): The state-sponsored program, Health Insurance Information Counseling and Assistance Program (HICAP), assists older citizens who qualify for Medicare to navigate the maze of policies, procedures and paperwork, increasing the

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likelihood that they will receive necessary healthcare services and file claims appropriately. However, the RCOFA that sponsors HICAP does not have the capacity to serve all the residents who request assistance. To plug this gap, RSVP has been asked by RCOFA to provide volunteer assistance to their one paid staff member assigned to HICAP. Trained RSVP volunteers can provide the information required to ensure successful navigation of the Medicare maze for citizens who are currently not receiving those services.

Service Activity--HICAP Medicare Information: Sharon Ryan, the HICAP specialist at the RCOFA will provide 40 hours of training over at least six months and supervise the RSVP volunteers. Upon completion of this rigorous training, she will assign at least 7 qualified RSVP volunteers to disseminate important Medicare-related information to local seniors. Sessions are scheduled by appointment (one-on-one/small group) and/or by telephone (HICAP Hotline). The program will provide clear, concise and useful information, allowing at least 700 Rockland RCOFA clients to make informed decisions about their Medicare coverage. In addition, the RSVP volunteers will provide hands-on assistance to complete the complicated Medicare application process on request.

Unmet Need--Reliable, Affordable Transportation (Aging in Place): Assistance with transportation was cited as one of the top five needs of older Rockland County residents in the comprehensive senior needs assessment, "Aging in Place in Rockland County," coordinated by the Rockland County Legislature in 2010. In early 2012, The League of Women Voters of Rockland County completed their transportation study and found that the "lack of affordable and reliable transportation was the number ONE obstacle to successful aging in place in Rockland County." The RC Department of Planning states that 12.1% of all Rockland households have no vehicle available. As a semirural county, many residents must travel long distances to obtain medical care, including traveling to NYC 30 miles to the southeast, with no one-seat public transportation for travel outside the county, and inadequate public transportation services. Many elderly are no longer able to drive due to poor health,

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decreased vision, cognitive and physical changes, and related declines in driving performance. In Rockland, an estimated 34,285 persons 60+ fall at the poverty line and cannot afford private transport for medical appointments, the pharmacy or supermarket.

Service Activity--No-Cost Door-to-Door Transportation: To assist seniors and veterans to take care of their health and remain independent, several local non-profit organizations as well as the County Office for Veterans have asked RSVP for volunteer drivers to escort the veterans and seniors to appointments or on shopping trips for basic needs. The National Center on Senior Transportation developed a set of resources based on synthesizing studies from 14 transportation projects and a report, "Seniors Benefit From Transportation Coordination Partnerships--A Toolbox," which emphasizes the importance of developing effective and innovative transportation options for seniors.

Thus, the RSVP Independence Project was born. To meet the program's goals, at least 49 RSVP volunteers will provide no-cost, reliable, door-to-door transportation to medical appointments, supermarkets and pharmacies for at least 50 homebound / disabled Rockland residents age 60+.

These rides will be scheduled by our part-time Coordinator with the assistance of 2 RSVP volunteers. All passengers will have an in-home interview to make an appropriate assessment of their needs.

Unmet Need--Isolation and Lack of Support in Hospice and Nursing Homes (Aging in Place): There are 1736 nursing home/adult home beds in Rockland County. Many of these residents do not have family nearby who can visit regularly to provide emotional support, intervene on their behalf for concerns they might be struggling with or mitigate the isolation that they feel. A recent Cornell University Study published in *Psychology and Aging* (27:1) found loneliness has physical effects that increase the risk of heart disease, including higher blood pressure, greater cardiovascular stress reactivity and longer cardiovascular recovery time. New York State Office for the Aging's "Plan on Aging 2012-2015" outlines important steps and strategies designed to address the needs of older New Yorkers. In the report, respite services are cited as important component of the home and

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community-based system for seniors, noting that "caregivers often face financial, physical, and emotional burdens which have an impact on their families, social lives, and careers."

Service Activity--Companionship/Respite: At least 20 RSVP volunteers will provide additional Aging in Place services by serving as friendly companions to at least 100 homebound, disabled, or terminally ill seniors, allowing their caregivers the respite they need to sustain the level of care that is required by their charges. Research supports the fact that respite services prevent or delay more expensive out-of-home or institutional placements & reduces family stress, risk of abuse/neglect, while enhancing family coping abilities. It allows families to remain involved, helping them identify and establish additional support systems for their challenging situations. Additionally, at least 52 RSVP volunteers will serve as friendly companions to those who do not have caregivers but rather will look to this companionship as a way to mitigate the isolation and loneliness that befalls many of our older adults who fiercely guard their independence and refuse to move into a congregate living facility. For those who are homebound and elderly, transportation, companionship and respite care allows them to retain the dignity and independence they so fiercely wish to protect.

Unmet Need--Access to Services for Veterans (Veterans and Military Families): Veterans, who represent 4.8% of Rockland citizens, face significant challenges in seeking and receiving adequate medical treatment. A NYStateHealth-supported study, conducted by the RAND Corporation, found that veterans returning to New York State have many unmet health needs. Nearly one-quarter (22%) of veterans surveyed have a probable diagnosis of post-traumatic stress disorder (PTSD) and/or a major health issue. Several local non-profit organizations as well as the County Office for Veterans, have asked RSVP for volunteer drivers to escort the veterans and seniors to appointments or on shopping trips for basic needs. It is especially helpful to have the veterans driven to and from the VA shuttle bus, which connects them with a larger bus that runs daily to and from two veteran's hospitals located within an hour from the VA Clinic.

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Service Activity--Medical Transportation Service: RSVP of Rockland County, in collaboration with the RC Veteran's Office, has implemented a "Rides for Vets" medical transportation service. Initially the rides were only to be to and from the VA Clinic in New City to "catch" the once-daily, 8am shuttle bus to one of two VA hospitals located within an hour's drive from Rockland. Within a short time it became clear that there was a real need for rides to and from the VA clinic for medical appointments as well as to non-VA doctors' offices and pharmacies. Thus, we have expanded this service initiative to more fully serve the veterans and their families. We expect to have at least six volunteers provide rides for at least 25 veterans and their family members Monday through Friday, from 7:30am to 4:00pm.

National Performance Measures: Rockland's RSVP maintains a strong focus and resolute adherence to its goals and targets, leading to the successful attainment of the National Performance Measure outputs and/or outcomes described below. To meet the objective of Access to Care, we plan to have 15 volunteers assigned to two service activities: Coaching (Matter of Balance) and Distributing Information (HICAP), which will produce the anticipated Output for Coaching of 100 clients participating in health education programs (H4) and the anticipated Output of 700 clients receiving information on health insurance, health care access and health benefits programs (H12). To meet the objective of Aging in Place, we will assign 97 volunteers to three service activities: Food Delivery (Meals on Wheels & Northern Services Group), Transportation (RSVP Independence Project) and Companionship (Caregiver Respite & Friendly Visiting). These three Aging in Place activities are anticipated to produce the Outputs (Priority) of 250 homebound, older adults and individuals with disabilities receiving food, transportation, or other services that allow them to live independently (H8); and 100 caregivers of homebound or adults/individuals with disabilities receiving respite services (H13). Aging in Place activities will also produce the anticipated Outcome (Priority) of 125 homebound or older adults and individuals with disabilities having increased social ties/perceived social support (H9); and 50 caregivers of homebound or older adults and individuals with disabilities

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who reported having increased social ties/perceived social support (H14). To meet the objective of Obesity and Food we will assign 21 volunteers to serve at 10 locations. This objective will produce an anticipated Output (Priority) of 600 individuals receiving emergency food from food banks and other organizations, (H10) and a Priority Outcome of 300 individuals that reported increased food security of themselves and their children as a result of CNCS-supported services (H12). To meet the objective of Veterans and Families Served, we will assign six volunteers to the "Rides for Vets" Program, which will produce the anticipated Output (Priority) of providing 25 veterans with CNCS-supported assistance. (V1).

Recruitment and Development

Assuring High Quality Volunteer Assignments: RSVP of Rockland County is committed to providing our volunteers with high quality service experiences that promote skill building, development of leadership potential, educational and personal enrichment, and quality of life enhancement. The study "Making the Most of Volunteers" (Grossman and Furano, Public/Private Ventures, 2002) identified three crucial elements for volunteer program success: entry screening to ensure appropriate placement, orientation and training, and management and ongoing support by paid staff, which are all essential to RSVP's recruitment and retention. Volunteers are encouraged to share the experience, abilities, and skill that they have developed during their lives in new ways that allow them to make significant contributions to their community. We provide members with numerous opportunities to reflect on the personal satisfaction that civic engagement brings to their lives using focus groups, surveys, and varied opportunities for recognition.

RSVP's 90+ volunteer workstations are carefully selected and monitored to ensure compliance with our MoU, which outlines in great detail the expectations, policies and procedures that must be followed in order to remain in good standing with us. The flow of information between RSVP and its workstations is supported by monthly time and effort reports, quarterly newsletters, annual site visits

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made by AC members, a bi-annual Work-site Supervisor Orientation Luncheon, and troubleshooting as needed.

Our volunteers take an active role in community activities outside their volunteer assignments, and often come with their own causes for RSVP to champion. Great care is taken in making a "match" for both the agency and volunteers. We also measure the impact of RSVP volunteer services and provide regular feedback to workstations. These practices enhance the capacity of our community partners and enable them to concentrate limited staff resources on other priorities. Over the past three years, 175 new RSVP members were recruited, with 81 (59%) of them being placed in positions that support the six Focus Areas. We intend to recruit more volunteers interested in being tutors, food deliverers, medical transportation drivers, respite companions and health educators.

Providing Training and Technical Assistance: Training and skill development are accomplished by a partnership between the volunteer workstations and the RSVP staff. We offer technical assistance and training conducted by other community organizations which may benefit individual volunteers, work-site supervisors or the community at large. Twice-yearly Worksite Supervisor Orientation Luncheons are also held. Topics have included time sheet/mileage sheet instructions, fostering effective communication between volunteers and agency staff, mobilizing effective fund raising strategies and developing strong and effective relationships with the local media. Attendance usually exceeds 35 people. RSVP staff is encouraged to attend continuing education seminars to enhance their skills and they participate in webinars and seminars. Computer literacy, effective email management, fund raising, stress reduction, time management and coping with difficult situations in the workplace are common topics. The Institute for Non-Profits provides many relevant staff development opportunities, as does our sponsor's Center for Excellence in Teaching and Learning.

Recruiting a Volunteer Pool Reflective of Our Demographics: Each year we strive to increase our percentage of African American, Latino and Hassidic volunteers. Outreach to culturally specific local

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media outlets, participation in and/or sponsorship of senior citizen public events, publication of a quarterly RSVP newsletter, and inclusion of our events in additional local senior newsletters also help support recruitment goals.

RSVP brings together people of diverse backgrounds by continually developing and facilitating cross-cultural volunteer partnerships. To date in Program Year Three, RSVP has had more than 600 volunteers ranging in age from 55 to 102, who served more than 90 non-profit agencies throughout the county. While the majority of our volunteers are Caucasian women aged 70+, it is important to note that of the 104 new volunteers recruited most recently, 18 (18%) are non-Caucasians. This reflects a concerted effort on the part of our Program Assistant to reach out to the more ethnically diverse areas of our county. Many among the senior population have limited inter-group relations with people of a different ethnic background than themselves. They nonetheless find themselves enriched by the opportunity to broaden their experience and deepen their understanding of different people as they volunteer together. The reverse is also true as the clients get to know and appreciate men and women who are there to help them, without judgment. Some of the most vital and ethnically diverse RSVP partnerships include several agencies funded by the United Way, Meals on Wheels, Christ Church of Spring Valley and United Church of Spring Valley (Haitian & Hispanic), People to People Food Pantry (all ethnic groups) and other faith-based and secular food pantries, Rockland YMCA, American Association of University Women, and the Northern Services Group. The RSVP staff and the Advisory Council members are strongly encouraged to serve as "RSVP Ambassadors" to assist in our ongoing recruitment efforts. They have all been furnished with business cards for this purpose and are very successful in encouraging older adults they come in contact with to become RSVP members. Another recruitment strategy is the use of focus groups. These focus groups assist us in keeping assignments fresh, meaningful, and rewarding, while also giving the volunteers the message that we are always looking to improve our program offerings and that volunteer

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satisfaction is our primary goal. We conduct in-person and telephone volunteer interviews, make presentations at pre-retirement seminars, facilitate on-site presentations to faith-based organizations, particularly the ones that serve diverse religious, ethnic and cultural groups. We recruit through extensive outreach activities, including presentations to retirement groups at local corporate headquarters, local senior clubs and senior centers, participation in and sponsorship of health fairs, and through partnerships with local houses of worship, fraternal organizations and other community-based organizations. Having our logo and phone number on the 3 RSVP vans also aids in recruitment.

We continue to update and expand the content of our website. All our forms can be accessed online creating a more user-friendly enrollment and recruitment process. We are successfully using the Web Assistant software from Volunteer Reporter and we have emailed detailed instructions on its use to all our work-site supervisors and have provided them with one-on-one training if needed. Though it was initially met with a great deal of resistance, we have been persistent and have provided enough technical support so that we are now collecting data via Web Assistant from 50 sites each month. We continue to use web-based recruiting and volunteer-matching tools for senior service (1-800volunteer United Way's 211, VolunteerNY, nyvolunteers.com, experiencecorps.com, volunteer.org, and unitedweserve.com to name a few) in addition to posting volunteer opportunities on several local volunteer recruitment websites. Frequent press releases and radio announcements encourage potential volunteers to contact us. We continue our relationship with Patch.com, which is proving to be a wonderful resource for spreading the word about RSVP. Since there is a Patch page for each of the 5 towns in Rockland, we get free county-wide exposure for all our events.

Retention and Recognition: Retaining and recognizing volunteers is a critical component of RSVP. Yearly Volunteer Satisfaction Evaluations provide important feedback that is used to assure a high quality service experience. The results of our annual Volunteer Satisfaction Survey show that 10% of

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our volunteers are recruited by other RSVP volunteers who express how gratifying it is to volunteer under the auspices of RSVP. This yearly survey not only sends a message to the volunteer that their opinions are valuable, but also provides us with valuable information that we can use to "re-tool" particular assignments and/or pay particular attention to a volunteer who may not be totally satisfied with the match we have made for them. Our strong follow-up on "absentee volunteers" (we contact all volunteers who have not served [no time sheet submitted] during the preceding 90 days) prevents our database from becoming falsely inflated while ensuring that volunteers who are not active are given a chance to re-commit to working with RSVP and its partners. We do our best to ascertain what barriers are preventing them from giving of their time and set out to resolve the issue(s).

Recognition programs are central to the program's success as well. Personal and written interviews are also conducted, which help us assess our new volunteers' skills, experiences and interests.

Rockland's RSVP employs several retention strategies, which include consistently arranging satisfying work assignments, reinforcing the volunteer's importance through personal contacts, newsletters and workshops as well as providing a well-planned, and entertaining annual recognition event (in addition to the recognition events provided by their volunteer workstations). Personalized service recognition certificates, giveaways and incentives for the volunteers in the category of longevity as a volunteer, number of volunteer hours, and the number of different volunteer assignments, highlight the ability for volunteers to excel in different areas.

Program Management

Volunteer Stations and Assignments: Rockland RSVP's comprehensive policies and practices ensure effective program administration to provide the highest-quality and effective services delivered to volunteer workstations, volunteers, funding sources, and our sponsor. Carried out by a strong management team, these policies and practices guide management of volunteer stations in compliance with RSVP program regulations, further supported by excellent relationships with our

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sponsoring agency.

RSVP has developed positive and effective volunteer management that reflects best practices indicated in studies like The Urban Institute's "Volunteer Management Practices and Retention of Volunteers" (Hager and Brudney, 2004) which highlights effective characteristics like volunteer recognition, training, communication, providing support and resources, and engaging volunteers in peer recruitment.

RSVP staff maintains congenial and professional contact with all volunteers and volunteer station staff, using in-person, telephone, email, social media and snail mail communication. Consistent communication includes information on preventing or identifying prohibited activities. Work station communication includes monthly time sheets, Web Assistant, bi-annual Site Supervisor orientation luncheons, an annual written Site Supervisor evaluation of RSVP, and troubleshooting as needed. In prior years, each Advisory Council (AC) member visited six work sites per year to meet with the Site Supervisor, complete a Worksite Satisfaction Survey, and learn of any additional volunteer opportunities. To provide more thorough management, we now assign each AC member to only two Volunteer Stations per year, to build a strong working partnership with the Site Supervisor, maintaining at least monthly contact by face-to-face meetings, email and phone, ensuring alignment with RSVP's mission, and providing positive interaction. Communication with volunteers includes frequent mailings about upcoming initiatives or changes in policies and procedures, phone calls, emails and face-to-face meetings and reviews, social media postings, quarterly newsletters, the annual luncheon, workshops, and trouble shooting on an as-needed basis. For the last three years, our policy has been to sign a Memorandum of Understanding with an agency ONLY if they have assignments available to our volunteers that are within the focus areas. Recruitment of new workstations includes outreach by the Director and the Program Assistant and word-of-mouth recommendations from those active in the non-profit community. Once interest in partnering with RSVP is shown, the

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Director meets with the appropriate person, after which the MoU is signed, Volunteer Request Forms are developed, and the "volunteer match" procedure begins. The Director and the Program Assistant monitor the quality of volunteer assignments and the Worksite's adherence to the MoU regularly. Volunteers are encouraged to report regularly on their satisfaction with their assignment and their agency. Best practices show us that there must be mutual benefit for both the work site and volunteer for the match to be successful. We require successful completion of "the match" before we enter a volunteer into our database, so that the volunteer's level of commitment is verified. We maintain contact with the volunteer and work site, assuring that the required documentation confirming the volunteers' hours is completed by work stations. PFI's are reviewed and updated annually to assure that goals are accomplished.

Volunteer Stations outside the Primary Focus Area: Management of volunteer stations that are outside the Healthy Futures focus area follows the same policies and practices as those within the Primary Focus Area. Community partners help RSVP gain valuable local input into program design.

Workstations are carefully selected based on their "fit" within a focus area, the appeal of the volunteer opportunities at the agency, the scope of the agency's geographic area served, and the ability of the agency to train, supervise, recognize volunteers and provide documentation with regard to the volunteer's impact. We actively seek out well-managed, high impact agencies with challenging opportunities for volunteers and provide these partners with ongoing informal and formal training.

Graduating Volunteer Stations: Several years ago, in response to reduced funding levels and to ensure alignment with CNCS Focus Areas, we began to "right-size" our program. We continue to streamline our procedures, re-imagine our program opportunities and make "smarter" community partner choices. We have recently graduated 19 stations and 50 volunteers. We will continue to evaluate work stations to ensure that we provide RSVP volunteers service opportunities that meet changing community needs and that we manage the transition to minimize disruption to our volunteers. As we

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identify work stations that are no longer aligned with community needs in the six focus areas, we will follow the procedure we have established during the previous work station 'graduations.'

With both stations and volunteers, this process was done in a professional, orderly, sensitive and responsive manner. Telephone calls were made, follow-up letters were mailed, and a plan for a special recognition event was outlined during the conversations and in the written notification. In many cases, the Program Assistant, who serves as our Volunteer Coordinator, continues to reach out to the "graduated volunteers" to offer them new and interesting assignments that align with the six federal focus areas. The Director has personally communicated with all "graduated station" supervisors to seek out additional ways to stay connected and serve their clients.

National Performance Measure Outcomes: Data on project performance is regularly measured and collected to ensure that National Performance Measure outcomes and outputs are achieved. A detailed description of individual measurement instruments is outlined in the Instrument Description section of each work plan. The design, implementation and analysis of resultant data are the joint responsibility of RSVP and the individual volunteer worksite. The format (survey, activity log, database instrument, etc.) has been thoughtfully chosen so that it will accurately capture the necessary data to make reporting on outputs and outcomes a simple and reliable process. All measurement instruments will be maintained at the volunteer site with the RSVP Director having access to it on an as-needed basis.

The following data will be collected, reviewed and analyzed to ensure that National Performance Outcomes/Outputs are achieved. For Coaching, RC Dept. of Health will create and maintain a Participant Sign-In Sheet listing names/contact information for all program participants. For Distributing Information, RC Office for the Aging HICAP Coordinator will create & maintain a Participant Sign-In Sheet listing names/contact information for all HICAP clients. For transportation, the "Rides for Vets" coordinator will create and maintain a spreadsheet tracking name, address,

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location of doctor's office, date and time of rides for all Veterans Transportation Program participants, with a monthly printout will be kept on file in the RSVP office. For Tutoring/Public School, School Administrators will create & maintain and tutors will complete, daily logs recording student name, grade, classroom number, teacher, date seen & subject tutored. For Helping Young Mothers, RSVP volunteers will create & maintain a Client Log recording name, contact information & and date/type of service provided. For Other/Employment, each Site Supervisor will design, distribute, collate & maintain a Client Activity Log recording the name, contact information, & the date/duration of the service. For Other Community Priorities, the RSVP Director along with the Site Supervisor for each agency will design and administer an Activity Log and an End of Year Performance Instrument reflective of the service activity and output/outcome. For Capacity Building/Garnering Cash Donations, at the end of the organization's fiscal year, a written statement prepared by the Fund Developer/President of each worksite will be furnished to the RSVP Director. This letter will indicate the estimated amount of cash donations that were raised as a direct result of the hours served by the RSVP volunteers' assigned to their organization. For Food Delivery, workstations will provide the Meal Deliverer with a "Daily Run Sheet" containing the name, address & number of meals to be delivered and furnish a yearly report summarizing this information to the RSVP Director upon request. For Providing Services, the food pantry site will provide RSVP with yearly client totals and all requested information maintained in their database. For Companionship Respite and Companionship, each agency will design & maintain a "Sign-In Book" for volunteers to use, recording the volunteer's name, date of respite visit, & other pertinent information.

Current/ Future Project Resources: Skillful mobilization of community resources is crucial to maintaining RSVP's fiscal integrity and programmatic success. The primary source of support for the efforts of RSVP is our partnership with our sponsor (Rockland Community College), which provides significant and invaluable in-kind contributions (detailed in the Organizational Capability section).

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Our second largest funding partner is the Rockland County Legislature, which continues to generously fund us through the appropriation of \$261,629 by its approval of our yearly budget submission.

RSVP has actively sought additional resources to sustain and expand the program through grants, donations, fund raising, and in-kind contributions and will continue these endeavors. Past successful grant resources include funded proposals from United Way, NYS Office for the Aging, and NYS Senator Thomas Morahan. Donations, journal ads, vendor support has come from business and non-profits large and small, including Pfizer Pharmaceuticals, Orange and Rockland Utilities, TD and Key Banks, and all the area hospitals and nursing homes. Community support is solicited from area businesses and agencies at the annual luncheon through vendor display tables and journal ads. RSVP also enjoys strong support from our non-profit partners, who place ads in our Recognition journal each year. Recognizing the significant contribution that RSVP makes to the quality of life in the community, corporate contributors include Active International, United Water, Orange and Rockland Utilities, Major Energy, Inc., The Promenade at Blue Hill, M-Tech Printing, TD Bank and Key Bank. RSVP has also received support from state elected officials, including a grant for a new passenger van several years ago.

RCC's Office of Grants Development has been committed to assisting in the identification and pursuit of additional resources. Recently, we opened the RSVP Thrift Shop, which provides some additional income for us and has proven to be a popular service opportunity for our members and a blessing for low-income shoppers. Fund development continues to be an ongoing responsibility of the Advisory Council and the Director. The Director is responsible for the application of grants to continue funding for the RSVP project through CNCS, NYSOFA, United Way and all other funding streams.

Organizational Capability

Programmatic and Fiscal Oversight: The College's partnership with RSVP fits its mission to immerse

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itself in the happenings and betterment of the community. RSVP has the full benefit of the services of Rockland Community College's administration, including Human Resources, Grants Management, Finance and Purchasing thus providing sound programmatic and fiscal oversight, as well as day-to-day operational support and data collection. Serving the community is central to the mission of RCC, which is highly experienced in managing federal grants. Dr. Cliff L. Wood, often says, "We here at RCC take the word 'Community' very seriously, as it is our middle name." RCC has a wealth of experience in providing institutional and fiscal oversight and program governance in delivery of services to the community. Likewise, RSVP has become a vital part of the College's identity by reaching out and serving all ages of this diverse community. Institutional oversight ensures that the grant operates in accordance with its stated program plan, college policies and procedures. Fiscal oversight for the grant is provided by RCC's Grants Management Office, which strictly adheres to CNCS' fiscal guidelines. All financial resources are managed in accordance with Federal regulations and with strict adherence to standard accounting principles. The grant has been regularly audited by CNCS and through the Single Audit Act as well as the College's own yearly financial audit through a private firm. This office reports directly to the college's Financial Analyst and RCC's Vice President for Finance. An additional staff person has been added to the Grants Management Office, giving more attention to the RSVP program's needs.

The RSVP Director provides the Dean of Academic and Community Partnerships, who oversees the grant, with monthly reports on the grant's progress highlighting relevant trends in recruitment, retention, community outreach and fund development. She also participates in quarterly Division meetings making periodic reports to RCC's Board of Trustees. Administrators and Trustees regularly attend RSVP's annual recognition and other special events to show their support.

Paid Staff Positions: Key staff members are well trained and have many years of service with the program. Gerri Zabusky, Director, joined the program in 2005 and is a NYS Licensed Master Social

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Worker, nationally accredited by the Academy of Certified Social Workers with 36 years of experience in Human Services and Education. She is responsible for the supervision of seven employees, grant writing, budget preparation with full draw-down responsibility, written reports and correspondence, participation in statewide forums, public relations, nonprofit Board membership, liaison with RCC administrators and community partners, planning and execution of recognition events, grant compliance, preparing newsletters, bill paying, and ordering of equipment.

Susan Ball, Program Assistant, has been with RSVP for 13 years and is second in command, handling volunteer recruitment, interviews and placement; site supervisors' liaison; volunteer / worksite troubleshooting; volunteer transportation; statistical reporting; accounts receivable and payable; and event planning. Both full-time drivers (Paul and Ricardo), have 25 years of experience driving for RSVP. Our relief driver has been with RSVP for 14 years. They are responsible for scheduling of passengers, safe and reliable driving, ongoing management of / contact with all van passengers; and ensuring the vans are maintained. Pat, the Data Entry Operator, has 14 years with RSVP and is an active RSVP volunteer. She verifies and processes mileage reimbursement; prepares and renews memos of understanding; updates volunteer work stations list as needed; prepares all database reports; helps with database retrieval; coordinates / troubleshoots all data management for program with Volunteer Reporter. She delivers for Meals on Wheels and teaches computer classes for one of our work-sites. The Clerk Typist, Maria, on staff for 9 years, providing office assistance by recording volunteer hours; receptionist; distributing mail; filing; preparing meetings and event materials; event planning; and clerical duties. She is also an active RSVP volunteer, lending her time and artistic expertise to several local Senior Centers. A highly qualified volunteer transitioned to a paid position and provides office assistance 15 hours per week. All staff roles are clearly defined by programmatic need, job descriptions and collective bargaining agreements. Almost all RSVP staff members are part of either CSEA or the RCC Administrators' union, which is a condition of their employment; only the

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part-time driver and office assistant are in non-union positions. The positions will be sustained using funding from the RSVP grant plus funds supplied by Rockland County, NYS OFA, United Way, several of the towns, and private donations. The college provides all fringe benefits.

Track Record: RCC has successfully managed and monitored the CNCS grant for 39 years, allowing tens of thousands of volunteers to provide millions of dollars of volunteer service to the community. RSVP affords RCC a way of supporting and serving the growing senior community in Rockland and engaging them in meaningful experiences that allow the college and community to benefit from seniors' expertise and vitality. Over the past 39 years, RSVP's volunteers have become woven into the fabric of the daily operation of local non-profits, introducing senior service to every agency partner. The County Legislature recognizes our value to its citizens and we appreciate the strong partnership that has been forged with them.

RCC has a strong track record in managing volunteer programs and being involved with seniors and impact-based programming. The College also supports student volunteer services programs such as Food Drives, Blood Drives, Coat and Toy Drives, Toiletry Collections for our troops overseas and at home. In 2000-2012, RCC student volunteers contributed 9500 hours of service. RSVP has an established track record in Healthy Futures, where we have been providing skilled and effective volunteers and successfully conducting the proposed programs under previous RSVP grants.

RCC is also host to many wonderful programs for Rockland's older adults. The RCC 640 member Seniors Club enjoy stimulating social and intellectual experiences through lectures, cultural presentations and trips to places of interest. RCC's Institute for Senior Education offers people 50+ a variety of courses targeted to the needs and interests of the senior community at very modest prices. RCC's active Senior Adult Audit program allows seniors 60+ to take college credit courses for free on a space-available basis. Organizational Support--Evaluation/Reporting: RSVP has several procedures in place for assuring self-assessment, evaluation and improvement. We have distributed and analyzed

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the Community Stakeholders Assessment Tool that CNCS has developed and used that information not only to prepare for the RSVP Re-competition but also as our required Yearly Program Assessment Monthly Advisory Council meetings, monthly reports to the Dean of Academic & Community Partnerships, and periodic reports to RCC's Board of Trustees provide multiple opportunities for self-assessment, evaluation and improvement. In addition, RSVP is required to report to its other funders, including the County of Rockland and the NYS Office for the Aging, on a regular basis.

Organizational Infrastructure - Tangible Assets: The RSVP Office is located on the main campus of Rockland Community College. For the past 39 years, RCC has demonstrated enthusiastic support by providing RSVP with adequate facilities, including office space, parking for staff and the Program's vans, meeting rooms, and full access to College facilities, including a 500-seat Cultural Arts theater, two-acre Field House, and conference spaces. Utilities and Administrative Support Services (including Grants Management, Grants Development, Human Resources, Finance, Purchasing, Program Supervision, Printing, Graphics and other facilities support) are provided as well. The County's personal and vehicular insurance is used for our three vans and drivers, and RSVP has access to the County Garage with at-cost repairs and discounted gasoline prices. The College has provided its continued assurance of adequate facilities for the new cycle of funding.

Governance Structure and Operations: The grant is housed in the Academic Affairs Division which coordinates programs serving the entire community, including all programs for senior adults. RCC offers a strong network of support including grants development and management, campus communications, payroll, human resources, legal, IT, institutional research, fiscal and program monitoring, and numerous other expressions of in-kind support. Administrators and Trustees regularly attend RSVP's annual recognition and other special events to show their support. RSVP follows the established and comprehensive college policies and procedures to cover purchasing procedures, which follow county guidelines including competitive bidding and compliance with all

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applicable regulations. Personnel management is handled through HR, which has strong personnel guidelines and experience in managing within an organized labor workplace.

Community Participation: RSVP's Advisory Council provides regular oversight to the grant in the form of program governance, monthly meetings to review program progress, impact, and other issues. Council members include current and former RSVP volunteers, non-profit agency representatives, and a member of the County Legislature. **Grant Management Experience:** The college has successfully managed large Federal grants, including The Liberty Partnership Program, funded through the NYS Education Department (\$760,302 for the period 9/09-8/12) and the Perkins IV/CTEA Basic Grant (\$213,478 for the period 7/2012-6/2013). In 2008, RCC received \$479,000 for new science labs under the Federal Energy and Water Bill. The College currently administers a Title III Pathways to Success grant (\$1,827,227 for the period 10/2010-9/2015) funded by the US Department of Education. Past federal grants include the TRIO Student Support Services Grant, and two prestigious FIPSE grants. In 2006, RCC received \$1.3 million of a \$4 million award for the Hudson Valley Consortium for Domestic Preparedness from New York State. The College also applies for and receives workforce development funds from NYS each year.

Sustaining the Non-Federal Share: It is notable that the grantee share of the budget has exceeded 65% in all three years of the previous grant.

RSVP has extraordinary support from its sponsor, Rockland Community College, and the Rockland County Legislature. Recognizing RSVP as a strong presence, the Legislature has committed to continued funding for RSVP through its approval of our annual budget submission for a legislative appropriation of several hundred thousand dollars.

Other

N/A

PNS Amendment (if applicable)