

## PART I - FACE SHEET

<b>APPLICATION FOR FEDERAL ASSISTANCE</b>		1. TYPE OF SUBMISSION: Application <input checked="" type="checkbox"/> Non-Construction														
Modified Standard Form 424 (Rev.02/07 to confirm to the Corporation's eGrants System)																
2a. DATE SUBMITTED TO CORPORATION FOR NATIONAL AND COMMUNITY SERVICE (CNCS): 10/17/12	3. DATE RECEIVED BY STATE:	STATE APPLICATION IDENTIFIER:														
2b. APPLICATION ID: 13SR143693	4. DATE RECEIVED BY FEDERAL AGENCY: 10/17/12	FEDERAL IDENTIFIER:														
<b>5. APPLICATION INFORMATION</b>																
LEGAL NAME: Northern CA Presbyterian Homes & Services, Inc. DUNS NUMBER: 077371961	NAME AND CONTACT INFORMATION FOR PROJECT DIRECTOR OR OTHER PERSON TO BE CONTACTED ON MATTERS INVOLVING THIS APPLICATION (give area codes): NAME: Noreen Mckeon															
ADDRESS (give street address, city, state, zip code and county): 881 Turk Street San Francisco CA 94102 - 3117 County: San Francisco	TELEPHONE NUMBER: (415) 474-7787 19 FAX NUMBER: INTERNET E-MAIL ADDRESS: nmckeon@ncphs.org															
6. EMPLOYER IDENTIFICATION NUMBER (EIN): 941437728	7. TYPE OF APPLICANT: 7a. Non-Profit 7b. Faith-based organization															
8. TYPE OF APPLICATION (Check appropriate box). <input checked="" type="checkbox"/> NEW <input type="checkbox"/> NEW/PREVIOUS GRANTEE <input type="checkbox"/> CONTINUATION <input type="checkbox"/> AMENDMENT If Amendment, enter appropriate letter(s) in box(es): <input type="text"/> <input type="text"/> A. AUGMENTATION      B. BUDGET REVISION C. NO COST EXTENSION D. OTHER (specify below):	9. NAME OF FEDERAL AGENCY: <b>Corporation for National and Community Service</b>															
10a. CATALOG OF FEDERAL DOMESTIC ASSISTANCE NUMBER: 94.002 10b. TITLE: Retired and Senior Volunteer Program	11.a. DESCRIPTIVE TITLE OF APPLICANT'S PROJECT: Coming of Age: RSVP San Francisco & Alameda Counties															
12. AREAS AFFECTED BY PROJECT (List Cities, Counties, States, etc): California Opportunity #4 San Francisco and Alameda Counties	11.b. CNCS PROGRAM INITIATIVE (IF ANY):															
13. PROPOSED PROJECT: START DATE: 04/01/13      END DATE: 03/30/16	14. CONGRESSIONAL DISTRICT OF:    a.Applicant <input type="text" value="CA 008"/> b.Program <input type="text" value="CA 008"/>															
15. ESTIMATED FUNDING: Year #: 1	16. IS APPLICATION SUBJECT TO REVIEW BY STATE EXECUTIVE ORDER 12372 PROCESS? <input type="checkbox"/> YES. THIS PREAPPLICATION/APPLICATION WAS MADE AVAILABLE TO THE STATE EXECUTIVE ORDER 12372 PROCESS FOR REVIEW ON: DATE: <input checked="" type="checkbox"/> NO. PROGRAM IS NOT COVERED BY E.O. 12372															
<table border="1" style="width: 100%; border-collapse: collapse; font-size: small;"> <tr> <td style="width: 20%;">a. FEDERAL</td> <td style="text-align: right;">\$ 226,771.00</td> </tr> <tr> <td>b. APPLICANT</td> <td style="text-align: right;">\$ 97,833.00</td> </tr> <tr> <td>c. STATE</td> <td style="text-align: right;">\$ 0.00</td> </tr> <tr> <td>d. LOCAL</td> <td style="text-align: right;">\$ 0.00</td> </tr> <tr> <td>e. OTHER</td> <td style="text-align: right;">\$ 97,833.00</td> </tr> <tr> <td>f. PROGRAM INCOME</td> <td style="text-align: right;">\$ 0.00</td> </tr> <tr> <td>g. TOTAL</td> <td style="text-align: right;">\$ 324,604.00</td> </tr> </table>	a. FEDERAL	\$ 226,771.00	b. APPLICANT	\$ 97,833.00	c. STATE	\$ 0.00	d. LOCAL	\$ 0.00	e. OTHER	\$ 97,833.00	f. PROGRAM INCOME	\$ 0.00	g. TOTAL	\$ 324,604.00	17. IS THE APPLICANT DELINQUENT ON ANY FEDERAL DEBT? <input type="checkbox"/> YES if "Yes," attach an explanation. <input checked="" type="checkbox"/> NO	
a. FEDERAL	\$ 226,771.00															
b. APPLICANT	\$ 97,833.00															
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e. OTHER	\$ 97,833.00															
f. PROGRAM INCOME	\$ 0.00															
g. TOTAL	\$ 324,604.00															
18. TO THE BEST OF MY KNOWLEDGE AND BELIEF, ALL DATA IN THIS APPLICATION/PREAPPLICATION ARE TRUE AND CORRECT, THE DOCUMENT HAS BEEN DULY AUTHORIZED BY THE GOVERNING BODY OF THE APPLICANT AND THE APPLICANT WILL COMPLY WITH THE ATTACHED ASSURANCES IF THE ASSISTANCE IS AWARDED.																
a. TYPED NAME OF AUTHORIZED REPRESENTATIVE: Ramona Davies	b. TITLE: Director, Community Services	c. TELEPHONE NUMBER: (415) 731-3335														
d. SIGNATURE OF AUTHORIZED REPRESENTATIVE:		e. DATE SIGNED: 10/17/12														

## Narratives

### Executive Summary

Northern California Presbyterian Homes and Services (NCPHS) has served as an RSVP grantee in San Francisco and Alameda County since 1995. To create a robust volunteer program, NCPHS has leveraged RSVP grant dollars with significant organizational resources. This investment in promoting volunteerism among older adults has been integral to NCPHS's mission to improve their quality of life. In 2010, NCPHS's RSVP program was revamped by incorporating it with a new Coming of Age: Bay Area initiative. This strategy was intended to leverage the RSVP grant with fresh and exciting approaches to attract new to service volunteers and build the capacity of organizations to harness older adult talents. Around the country, Coming of Age workshops and activities are striking a chord with and attracting the great wave of baby boomers interested in making the most of their encore years while making a difference in their communities.

A "Healthy Futures" Primary Focus area will build on NCPHS' strong ties and involvement with organizations performing related service activities. The ability to meet output targets will be optimized by offering selected volunteer stations the opportunity to partner more closely with RSVP/Coming of Age so that the greatest number of volunteers can learn, grow, join a community of like-minded peers and apply their talents in meaningful ways.

An estimate of 633 volunteers will serve through a network of 60 stations, including Family Service Agency, Meals on Wheels, Swords to Plowshares, Experience Corp Bay Area, and Reading Partners. Activities include: tutoring students; providing companionship, transportation and food deliveries to older adults; repairing homes; and conducting community trainings. At the end of the 12-month performance period 600 older and homebound adults will report having increased social ties/perceived social support and 320 economically disadvantaged students will demonstrate improved academic engagement and/or improved academic performance in literacy and/or math. The CNCS federal investment of \$226,771 will be supplemented by \$ 97,833 in non-federal resources.

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### Strengthening Communities

#### Part II -- SECTION B. STRENGTHENING COMMUNITIES

Coming of Age/RSVP, a program of Northern California Presbyterian Homes & Services (NCPHS), serves San Francisco and Alameda Counties. Within these two counties contains a mix of urban, suburban, and rural areas with populations that are diverse in age, race, ethnicity, spoken language, education, economic security, and access to health care.

The city and county of San Francisco encompasses 231.9 square miles and has a population of 812,826. Alameda County, located on the East side of the San Francisco Bay, encompasses 747 square miles and has a population of 1,529,875. Both San Francisco and Alameda counties have 65+ populations that are larger than the state average of 16%. In San Francisco, the proportion of the population 65 and older is 19%. In Alameda County, 17% of the population is 65 and older.

According to 2010 Census data, of San Francisco's roughly 155,000 seniors, about 19,000 (12%) are living below the federal poverty line and more than a quarter (27%) are living below 150% of the federal poverty line. The federal poverty line for a single person age 65 or older is \$10,326 per year, or \$13,014 for a two-person household. The Federal Poverty Guidelines (FPL), however, do not take into account regional variations in cost of living. According to the Council for Community and Economic Research, San Francisco is the fifth most expensive place to live in the United States. Many individuals with incomes above the poverty line continue to struggle to make ends meet in San Francisco. More than 40,000 seniors (26%) live below 150% of the federal poverty line. As the 65+ population is expected to increase by nearly 30,000 over the next ten years (projected by the California Department of Finance), a daunting challenge emerges.

Alameda County's 65+ population has grown significantly over the past few decades and continues to grow. Since 1980, Alameda County has experienced a 54% increase in its 65+ population (160,614 persons 60+, and 246,600 in 2010). From 2000-2010, Alameda County experienced a 27% growth in

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its senior population. Current projections predict that Alameda County will have a senior population of 513,367 by the year 2040. The next 30 years will bring a 108% increase in the senior population of Alameda County.

According to the Alameda County Area Agency on Aging (AAA), 50% of Alameda County seniors do not have adequate financial resources to ensure a safe, healthy lifestyle. That fact, coupled with the rapidly increasing number of seniors, presents a challenging scenario--a growing number of seniors that cannot afford services and aren't eligible for federally funded programs.

Seniors in San Francisco and Alameda counties are struggling. The number of older adults in both areas is growing dramatically while the amount of funding for senior services is decreasing. Local, state and federal budget deficits have resulted in a trend of decreasing or eliminating funding for senior programs. California's budget cuts in particular have had an enormous negative impact on San Francisco and Alameda counties. This narrative will demonstrate that there is a clear and urgent need to provide assistance to older adults in the areas of health education, food delivery, companionship, and transportation--and that Coming of Age/RSVP, as a project of NCPHS, is uniquely qualified and well-positioned to address this need.

COMMUNITY NEEDS: Primary Focus Area "HEALTHY FUTURES"

### AGING IN PLACE

In San Francisco, 41% of 60+ adults live alone; in Alameda County, 43% live alone (2010 Census).

Isolation is an all-too-common issue among older adults who live alone. Research has shown that socially isolated and homebound older adults often suffer from poor health (Source: "Social relationships, social support, and patterns of cognitive aging in healthy, high-functioning older adults: MacArthur studies of successful aging," Seeman T.E., Lusignolo T. M., Albert M., & Berkman L.).

Social isolation is comparable to the risk factors in obesity, sedentary lifestyles and even smoking. For individuals who are homebound due to functional impairments, social isolation can be severe--and is

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a significant barrier to successful aging.

According to the U.S. Administration on Aging (2000), senior centers are community focal points and are "both the first and the foremost source of vital community-based social and nutritional supports that help older Americans remain independent in their communities."

NCPHS, fully aware of the positive effect senior centers have on the well-being of older adults, entered into an affiliation agreement with San Francisco Senior Center (SFSC) in January 2011. Founded in 1947, SFSC is the oldest nonprofit senior center in the country. It has two locations, one in Aquatic Park and the other in the Tenderloin district.

Another factor that exasperates the risks of isolation is having little or no access to safe, reliable transportation. Without access to reliable transportation options, older adults' social engagement and access to healthcare suffers dramatically. The Surface Transportation Policy Project has found that older non-drivers (60+) make 15% fewer trips to the doctor than drivers, half as many shopping trips, and 65% fewer trips for social, family, and religious purposes.

The 2011 "Assessment of the Needs of San Francisco Seniors and Adults with Disabilities" by the San Francisco Department of Aging and Adult Services (DAAS) reveals that seniors often express the need for transportation improvements and concerns about safety. According to a 2008 San Francisco phone survey, more than 60 percent of older adults identified that "improving public transportation" as an issue that was "very" or "extremely" important. Moreover, "Making transportation safer" was the most popular response to the question, "What one change would make the biggest improvement in making the community more "senior friendly?"

According to the AAA, Alameda County, the cost and complexity of using public transportation prohibits many older adults from accessing critical services. In addition, the lack of safety on public transportation--especially the lack of security on the bus and at bus stops--was a top concern for respondents in focus groups at Alameda County senior center sites.

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For older adults in San Francisco and Alameda counties, the high costs and concerns about safety deter them from using public transportation. There is a clear need for older adults in both counties to have a reliable, safe and less expensive alternative to public transportation. Otherwise, many seniors 60+ are at a very high risk of being socially isolated.

Focus group respondents in San Francisco's DAAS' Needs Assessment stated that they "cannot stand in line at a pantry" and "cannot make it out every day to get pre-made meals." According to the Alameda County Community Food Bank, 33% of clients who visit emergency food program sites (including shelters, soup kitchens and pantries) are adults 50+.

Food insecurity and hunger can have very serious effects on the elderly, who are already more susceptible to disease and chronic health conditions. To enable San Francisco and Alameda County seniors to age in place, there is a clear need for food delivery services.

### ACCESS TO HEALTH CARE

San Francisco's 65+ population is expected to increase by nearly 30,000 over the next ten years (CA Dept. of Finance). From 2000-2010, Alameda County experienced a 27% growth in its senior population (2010 CA Census).

Research has shown that a longer life span does not necessarily equate with living in better health. (Gerontological Society of America). Advanced age increases the likelihood of developing arthritis, diabetes, effects of long-term chronic diseases, bone density loss, cardiovascular disease, and depression.

According to the National Institutes of Health (NIH), falling is the number two cause of accidental death for seniors in the United States, and injuries sustained from falls are the number one cause for emergency room visits. Osteoporosis affects 9 out of 10 women 75+ and 40,000 deaths each year are osteoporosis related (Mayo Clinic). Poor diets results in heart disease, high blood pressure, Type 2

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diabetes, coronary artery disease, and obesity. The prolonged course of illness and disability experienced from chronic diseases decreases quality of life. In addition, chronic conditions lead to multiple outpatient visits and hospitalizations, which can become an extreme economic burden. Americans can improve the odds for healthy aging by taking advantage of recommended preventive health services and by making healthy lifestyle changes. In fact, 70 % of the physical decline that occurs with aging is related to modifiable behaviors, including smoking, poor nutrition, physical inactivity, and failure to use preventive and screening services (National Center for Chronic Disease Prevention and Health Promotion, 1999). Older adults need access to programs that manage chronic disease, as well as improve energy, strength, health, fitness, bone density, balance, nutrition, cardiovascular strength, and flexibility.

To avoid the long term risks associated with unhealthy lifestyles, uninsured low-income individuals are also in great need of health education programs. They are less likely than those with insurance to receive preventive care and services for major health conditions--which leads to more serious health problems for many. The uninsured are at higher risk for preventable hospitalizations, for missed diagnoses of serious health conditions, and after a chronic condition is diagnosed, they are less likely to receive follow-up care. (Kaiser Health Care Foundation 2012). In addition low income individuals face high exposure to fast food, limited access to markets carrying healthy alternatives, crowded living conditions, and increase societal stress (San Francisco Sustainable Communities Index). As a result, they are at higher risk for malnutrition, cardiovascular disease, arthritis, cancer, and diabetes depression, and a generally reduced quality of life.

A 2008 phone survey in San Francisco revealed that 11% of low-income older adults reported that they needed health services information but were unable to access it (National Research Center, 2008). In Alameda County, the Area Agency on Aging manages an Information and Assistance line and they receive 500+ calls each month. Of all the topics of calls they receive, third most popular is

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"Health Services Counseling."

The New England Journal of Medicine reports that elderly seniors who participated in weight training, exercise and balance programs gained an average of 1% of bone density within one year; increased strength, balance, energy and feelings of well-being; decreased likelihood of falls. Participants in Chronic Disease Self-Management Programs demonstrate significant improvements in cognitive symptom management resulting in fewer outpatient visits and hospitalizations (Stanford University School of Medicine). Recognizing the contribution Health and Wellness programs make toward overall health, the Kaiser Foundation reports that 65% of employers, both large and small include Wellness programs as part of their benefit package. A report by the local San Francisco chapter of Volunteers in Medicine indicates a 75% increase in participant knowledge of health and wellness after attendance in health education programs.

### MANAGEMENT OF COMING OF AGE/RSVP VOLUNTEERS AND STATIONS

In 2010, CNCS approved NCPHS' proposal to combine its ongoing RSVP program with a newly created Coming of Age: Bay Area initiative. Described in detail under Part II -- Section C.

Recruitment and Development, this move has enabled the enhanced program to improve the quality of volunteers recruited and increase the responsiveness of the stations served. Through workshops, coaching and community outreach, Make a BIG Difference grants, special events and public campaigns, Coming of Age/RSVP has: expanded awareness and increased motivation of people 55+ to pursue community service opportunities; altered community partners' organizational practices, resulting in meaningful civic engagement opportunities for volunteers 55+ ; increased awareness of the value of people 55+ as an important community resource; and created opportunities and

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programs that enabled Coming of Age/RSVP members to live more purposeful and connected lives.

Coming of Age/RSVP efforts underscore the value of volunteering in the context of personal growth, development and impact. Consequently, the volunteers we placed are very articulate about the types of opportunities and organizations that appeal to them. Equally, volunteer stations are carefully selected. Coming of Age/RSVP partners with volunteer stations that:

- Serve within the Primary Focus Area and/or meets other important community needs, as identified by CNCS, NCPHS, and Coming of Age/RSVP
- Serve or provide access to diverse populations
- Have or are willing to create flexible service options (project-based, episodic, weekly commitments, and/or one-time volunteer opportunities)
- Are willing to rethink how to engage volunteers 55+
- Help volunteers utilize their unique skills to make lasting change
- Offer diversity of location, service activity, and/or population served
- Are easily accessible by public transportation and/or car
- Offer volunteer assignments clearly delineated and insure the volunteer be supervised and supported
- Are seeking a meaningful collaboration with Coming of Age/RSVP

Currently Coming of Age/RSVP has 45 volunteer stations, of which 10 fall within our Primary Focus Area, Healthy Futures. A number of these stations have sought a connection with Coming of Age/RSVP because of the mission resonance they associate with the program's sponsor, NCPHS, a highly respected, vocal advocate for and leading provider of services for older adults in the Bay Area for more than five decades.

Over the course of the next three years, Coming of Age/RSVP is likely to add about 15 new volunteer stations, mostly within the Healthy Futures Focus Area. The ability to attract, partner with and place

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volunteers at these stations will be enhanced by the connection to NCPHS as well as by the recognition that Coming of Age initiatives enhance the quality of volunteers and increase the potential for placements to be longer lasting and more meaningful.

Importantly, the goal of sixty stations is ambitious enough to expand volunteer placement within the Primary Focus Area, yet it is still small enough to allow program staff to develop quality relationships with stations. Keeping partnering volunteer stations to a manageable number better positions staff to understand station volunteer needs, monitor volunteer placements, focus on outcome-based performance goals, and provide technical assistance when needed.

The management of volunteer stations and their volunteers begins with entering into a three-year Memorandum of Understanding (MOU). Then, Coming of Age/RSVP staff maintains contact, manages and monitors volunteer station activity in various ways, including:

- Volunteer opportunity submissions; technical assistance phone calls
- annual survey to all volunteers, designed to assess satisfaction and outcome of volunteer placement, and measure perceived levels of training and support
- quarterly requests for hours of placed volunteers and numbers of clients directly served
- annual volunteer station breakfast meeting
- site visits to meet staff and evaluate the quality of the volunteer station

Many volunteer stations credit Coming of Age/RSVP with providing their most dedicated, effective, well-matched volunteers. The majority of our volunteer stations recognize Coming of Age/RSVP as an understanding, accessible partner working to place skilled, dedicated volunteers which help them build their capacity and meet their respective missions. All volunteer stations are invited to attend Coming of Age/RSVP's Learning Lab "Capturing the Energy and Expertise of Older Adults". The curriculum is based on research about how to effectively engage people age 50+ in meaningful service.

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By consistently placing people in well-matched volunteer opportunities and ensuring regular communication with volunteers and volunteer stations, Coming of Age/RSVP has created a vibrant and meaningful civic engagement community that can efficiently and effectively address the needs in the areas of health education, food delivery, companionship, and transportation.

### SERVICE ACTIVITIES IN CNCS PRIMARY FOCUS AREA, "HEALTHY FUTURES"

#### AGING IN PLACE:

To help homebound and older adults stay healthy, live independently, and achieve increased social ties, 178 Coming of Age/RSVP volunteers will provide companionship, transportation, and food delivery services.

Companionship activities will be provided in a variety of ways:

1. Home visits: Minimum weekly home visits for a duration of a minimum of one hour. During this time, perhaps over a cup of tea, the Coming of Age/RSVP volunteer and individual will discuss topics such as the week's events, the individual's current state of health, and any concerns they may have. While the visit will not entail hands-on support (e.g. bathing or meal preparation), the volunteer will assess the general safety of the home.
2. Phone calls: Coming of Age/RSVP volunteers will make daily phone calls to seniors (each call about 5 to 10 minutes in duration). With each call, the following is to be accomplished: ensure the individual is safe, inquire about their health (in a light, friendly manner), assess any needs they may have, express a sincere interest in their lives.
3. Buddy Companions: To ensure that every older adult is engaged while attending community-based programs, Coming of Age/RSVP volunteers will be assigned as volunteer "buddies" to older adults. During the course of two community program visits per week each volunteer will do the following: visit with the individual, assist with activities, and show interest in the individual's life. By assigning a

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caring buddy companion to each older adult, it will increase the older adult's satisfaction in the program, ultimately increasing the likelihood that the older adult will attend other programs.

4. Transportation: To facilitate the mobility of older adults, Coming of Sage/RSVP volunteers will provide each individual with transportation two times per week to accomplish errands, go to medical appointments, and attend community events. Trips will be either drop-off/pick up or full accompaniment, depending on level of need.

5. Group and Workshop Facilitation: Coming of Age/RSVP volunteers will lead men's groups, self-expression workshops and support groups to promote interaction and companionship. These and related activities will be undertaken at San Francisco Senior Center and On Lok/30th Street Senior Center. Senior centers play a significant role in community-based services for older adults by providing opportunities for recreation, socialization, volunteer development, among other activities (Aday, 2003; AoA 2000, Harris & Associates, 1975; Krout, 1982, 1988, 1994, 1998; Strain 2001). Fully aware of this impact, NCPHS entered into an affiliation agreement with San Francisco Senior Center in January 2011. The expectation is that Coming of Age/RSVP and SFSC will capitalize on important programming synergies, and this has already started to happen. Of particular note is the fact that SFSC participants represent multiple ethnicities with varying income levels.

### Food Delivery:

Coming of Age/RSVP volunteers will make home food deliveries up to twice a week, with 8-12 meals per delivery. Home deliveries allows for a quick visit, and assessment of client's well-being, and for the opportunity to report if client is repeatedly not answering the door and perhaps in need for further intervention.

As a result of the work of Coming of Age/RSVP volunteers, we anticipate at least 750 homebound or older adults will receive the companionship, transportation and food delivery services they need to live

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independently and age in place successfully (National Performance Measure H8). As measured by the Senior Corps Independent Living Performance Survey, 80% of those receiving services will report having increased social ties/perceived social support ( National Performance Measure H9).

### ACCESS TO CARE

To help older adults obtain access to quality health care services, Coming of Age/RSVP will provide 65 highly trained volunteers to lead 12-week, highly participative workshops addressing positive health behaviors in San Francisco and Alameda counties. Each session is 45 minutes to one hour and subjects covered include:

- 1) Techniques to deal with problems such as frustration, fatigue, pain and isolation,
- 2) Appropriate exercise for maintaining and improving strength, flexibility, and endurance,
- 3) Appropriate use of medications,
- 4) Communicating effectively with family, friends, and health professionals,
- 5) Nutrition,
- 6) Healthy Lifestyles,
- 7) Decision making, and,
- 8) How to evaluate new treatments.

As a result of these efforts, we anticipate at least 425 individuals will participate in health education programs to help them manage their health and live longer, healthier, lives. (Measure H4)

### Recruitment and Development

As an RSVP grantee since 1995, NCPHS has a longstanding commitment to providing volunteer opportunities for older adults. This commitment is consistent with NCPHS' organizational mission to serve seniors and enhance their quality of life. In 2010, the decision was made to link the RSVP program to a Coming of Age initiative in order to enhance the quality and quantity of volunteer opportunities and recruit more volunteers, especially those new to service.

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Coming of Age/RSVP seeks to capitalize on the fact that 10,000 adults are turning 65 each day and are entering into what Mary Catherine Bateson has labeled "Adulthood II" and Marc Freedman has termed a new "encore" stage. Coming of Age/RSVP uses compelling messaging and visually appealing branding to celebrate the skills and talents of older adults and their potential to contribute to their communities. In this context, volunteering gains new relevance and urgency as a vehicle toward enhanced meaning, skill-building, connection and fulfillment.

Coming of Age/RSVP employs a variety of communication strategies to reach new audiences:

- The Coming of Age/RSVP e-newsletter, "Inspiring Opportunities," whose circulation now totals around 2,000 and grows weekly
- Coming of Age/RSVP Bay Area website
- Editorials and feature articles in the local press
- Fliers and brochures broadly distributed at strategic locations in San Francisco and Alameda
- Presentations at conferences, fairs and special events
- Cross promotion with local partners, including KQED and Encore.org
- Social Media (e.g., Facebook)

Coming of Age/RSVP encourages volunteering by:

- Posting a manageable, easy to navigate, carefully crafted listing of high quality volunteer opportunities with vetted volunteer stations on the program's website
- Featuring selected volunteer stations and volunteers in articles
- Promoting the availability of a "talent coach" to personalize the opportunity search
- Offering our Explore Your Future and Learning Lab Workshops

Coming of Age/RSVP's "Explore Your Future" workshops are grounded in research by Eric Erikson, Richard Leider and Gene Cohen. Using adult learning principles, it is a four-part series that helps participants review their life path to date, envision their next phase and devise a game plan for leading

## Narratives

a more fulfilled life. As a hands-on learning experience, led by trained counselors, Explore Your Future helps participants create a vision for a more satisfying and rewarding life. Often this vision embraces volunteering, and staff works with participants to help them identify and pursue specific opportunities.

To help promote the creation of meaningful volunteer opportunities, Coming of Age/RSVP offers a Learning Lab series called "Capturing the Energy and Expertise of Older Adults." This intensive four-part workshop series focuses on how nonprofits can create an infrastructure to recruit, train, and retain highly skilled older adult volunteers. These workshops also train nonprofits to articulate meaningful and compelling volunteer opportunities to attract 55+ adults. The majority of Coming of Age/RSVP's 45 volunteer stations have sent staff to Learning Labs.

Together, Explore Your Future and Learning Lab workshops spawn well-conceived volunteer opportunities within nonprofit organizations, and they guide individuals to opportunities where they can be most useful, build their skills, and achieve their greatest satisfaction. Coming of Age/RSVP staff stay in touch with the volunteers we do place and send surveys to assess their satisfaction with their placement and the support/training they received.

To ensure that the lessons of the Learning Lab endure and thrive, staff remains in close touch with volunteer stations, and, as a matter of course, stations are asked to:

- Thoughtfully craft and compellingly communicate each volunteer opportunity;
- Include orientation, training and supervision for each opportunity;
- Maintain an open dialogue with our Talent coach about our recruitment effort
- Provide ongoing data and feedback about volunteer placements

In the coming year a new strategy is being developed for forming closer partnerships with selected volunteer stations within our Primary Focus Area or other CNCS Focus Areas. These stations, or "Elevated Partners," will have the opportunity to send volunteers recruited from a source other than

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Coming of Age/RSVP to an Explore Your Future Workshop or Learning Lab workshop at a reduced price or free of charge. Assuming these volunteers sign up as Coming of Age/RSVP members, they will also enjoy all of the other benefits and recognition such membership accords (see below).

Elevated Partnerships with Focus Area volunteer stations will be a win-win: Partners will be able to offer prospective volunteers tangible new benefits along with the intangible rewards of membership in a proactive, life-affirming community of adults 55+. Coming of Age/RSVP in turn will be able to further the capacity of organizations to recruit and retain volunteers and help additional volunteers identify and pursue new opportunities.

Elevated Partnerships with Focus Area volunteer stations will have another benefit: they will promote recruitment of volunteers from a more diverse demographic pool. Coming of Age/RSVP volunteer stations in San Francisco and Alameda County reach rich and varied populations. All stations are dedicated to inclusivity and prohibit discrimination.

To further recruit a volunteer pool reflective of the communities served, Coming of Age/RSVP does the following:

- a. Offers Explore Your Future workshops and advertises in a variety of ethnically diverse neighborhoods. (Workshop facilitators are ethnically diverse and some come from military families.)
- b. Works with each volunteer station to craft volunteer opportunities that are appealing and accessible to volunteers of varying physical abilities.
- c. Hosts and attends outreach events and volunteer fairs throughout San Francisco and Alameda County.
- d. Leverages burgeoning partnerships and cross promotion opportunities with such organizations as UC Berkeley Retirement Center, Swords to Plowshares (an organization for veterans), KQED and Women's Initiative for Self-Employment.
- e. Continues to increase outreach and recruitment efforts through NCPHS' affiliation with the San

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Francisco Senior Center and their supportive housing programs, all of which serve a highly diverse population in term of income levels, ethnicities, and physical abilities.

f. Offers travel reimbursement so the cost of transportation does not prohibit volunteering.

g. Offers assistance to volunteer stations with making improvements to their own programs and volunteer listings.

Volunteer retention begins with strong volunteer stations that place individuals in jobs that suit them.

Coming of Age/RSVP's Learning Labs enable volunteer stations to be as effective as possible in managing and placing their volunteers. The program's volunteer recruitment infrastructure includes a pipeline that follows volunteers from their first inquiry to their placement. MOUs require that prospective volunteers are contacted within two days of inquiry by Coming of Age/RSVP's Talent Coach. To maximize volunteer retention, Coming of Age/RSVP does the following:

- Assesses each volunteer's satisfaction with their placement (responsibility of Talent Coach)
- Offers flexibility in assignments and time served
- Provides well-defined volunteer positions
- Offers a variety of opportunities that suit both active and homebound volunteers
- Provides leadership opportunities for volunteers
- Ensures the volunteer is clear about what is expected of them
- Encourages stations to craft opportunities and projects suitable for self-directed teams as many volunteers feel rewarded by working together toward a common end

Coming of Age/RSVP understands the importance of volunteer recognition and its role in volunteer retention. The program strives to build a sense of community so members continue to look to Coming of Age/RSVP for service opportunities. To ensure all volunteers feel acknowledged, thanked and appreciated, a wide range of recognition activities have been employed, including:

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1. Volunteer event aboard a historical San Francisco Maritime ship to view July 4th fireworks.
2. Free passes to "Play As You Age" Film Festival and to pre-release screenings of The Best Exotic Marigold Hotel arranged with Coming of Age/RSVP partner, Encore.org.
3. Yearly recognition in the December issue of the Inspiring Opportunities e-newsletter
4. Personalized holiday card mailed to each volunteer
5. Yearly volunteer luncheon
6. Features of volunteers in newsletter
7. Free enrollment in workshops to learn and utilize social media (Facebook and LinkedIn)
8. Lecture series covering topics such as: re-careering, staying engaged while retired, and housing opportunities

### **Program Management**

NCPHS has been managing the RSVP grant in San Francisco and Alameda County since 1995. All monitoring visits and progress reports have had favorable outcomes. Staff will continue to manage volunteer stations to maintain compliance with program regulations and applicable laws. At a minimum, this means requiring each volunteer station to execute an MOU that commits the station to:

- Respond to volunteer inquiries within two days
- Provide a written description of each assignment along with orientation and training
- Provide for adequate safety, support and supervision of the volunteer
- Investigate and prepare Accident Reports
- Obtain letters of agreement related to in-home assignments
- Provide reasonable accommodation of disabilities and prohibit discrimination
- Submit quarterly record of service hours
- Participate in COA/RSVP assessments of volunteer impact

## Narratives

Beyond the MOU, Coming of Age/RSVP monitors volunteer stations through surveys of volunteers, annual meetings with volunteer stations to review common issues and concerns, invitations to attend a Learning Lab workshop and ongoing communication during the course of each year, including several site visits.

Coming of Age/RSVP is well aware that CNCS' Performance Measure approach will impose new requirements for defining and tracking volunteer impact. To ensure compliance, Coming of Age/RSVP will confirm with stations that their volunteer service activities conform to RSVP accepted definitions and secure agreement to add to quarterly reporting the number of clients served (e.g., output target). With respect to measuring outcomes, Coming of Age/RSVP already has started working with stations to determine if their current surveys and other outcome instruments include information being requested by CNCS. Where this is not the case, staff will pursue one-on-one meetings to promote a inclusion of this information going forward. Coming of Age/RSVP expects to offer to each station providing outcome target data the benefits associated with becoming Elevated Partners, and such benefits will hopefully contribute to their working closely with staff to measure impact.

In terms of addressing unmet community needs outside of CNCS Primary Focus Areas, Coming of Age/RSVP does not anticipate actively recruiting additional stations beyond those already being served. Coming of Age currently maintains close relationships with 45 stations.

In 2010, when the traditional RSVP program was recast as Coming of Age/RSVP, permission was sought and received from CNCs to graduate all of member stations and volunteers. The motivation in undertaking this fairly draconian act was clear cut: consistent with Coming of Age workshop

## Narratives

curricula, staff wanted to ensure all of volunteer stations were aware and supportive of the goal to create meaningful, well-crafted volunteer opportunities tailored to older adult changing preferences and needs (e.g., heightened flexibility, more responsibility). Additionally, staff wanted to work with organizations addressing true community needs and to attract as many new-to-service volunteers as possible.

Consequently, much effort was devoted to developing close working relationships with current stations. Volunteer managers or recruitment staff at these stations routinely report that in sharp contrast to mere volunteer recruitment portals, Coming of Age/RSVP consistently provides among the most dedicated, effective and well matched volunteers. The goal is to continue to limit the number of volunteer stations to maintain meaningful dialogue with them and maximize high impact volunteer placements, outputs and outcomes.

Virtually all 45 current stations meet either a defined CNCS focus area or an unmet community need. We anticipate selectively adding up to 15 additional stations over the next three years in order to ensure outcome targets in the Primary Focus Area are met and that enhanced outreach is made to serving other Focus Areas as well, including veterans and military families. Maintaining a maximum of sixty stations will be a manageable number, but also large enough to enable the program to serve our Primary and other Focus Areas, reach ethnically diverse populations and cover a broad geographic swath across our two-county service area.

In terms of resource management, Coming of Age/RSVP is subject to NCPHS policies and procedures which govern careful stewardship of both internally and externally generated resources. As detailed in Section E below, these procedures embrace NCPHS budgeting, accounting and expenditure guidelines, personnel recruitment and review and IT controls.

With respect to the specific operations of Coming of Age/RSVP, significant resources have been committed to customizing a Salesforce database, which now has a robust capability to capture and

## Narratives

report on volunteer and station recruitment, service levels, work plan progress and outcome data. In addition, Coming of Age/RSVP utilizes its capability to segregate accounting for any activities/expenditures that relate to the Coming of Age initiative but are not allowable under the RSVP grant (e.g., tracking volunteers between age 50 and 55).

### Organizational Capability

Northern California Presbyterian Homes & Services (NCPHS) was founded in 1958 as a nonprofit organization with a mission to provide organizational structure and leadership to meet the needs and improves the quality of life for older persons from all economic levels and cultural backgrounds.

#### Programmatic and Fiscal Oversight

Coming of Age/RSVP receives day-to-day operational support and supervision from NCPHS' Accounting Department (general ledgers, accounts payable, staff reimbursements, fiscal oversight). In addition, grant administration is overseen by NCPHS' financial infrastructure, including the Finance Committee and the Audit & Compliance Committee. The Finance Committee monitors the administration of the budget, assesses the investments of the corporation and oversees the pension fund. The Audit & Compliance Committee recommends the auditors for the corporation, assures the completion of the annual audit, reports the audit results to the Board and monitors the Corporate Compliance Program. NCPHS is also audited once a year by PricewaterhouseCoopers. Along with the annual audit, a mid-year follow-up review of the organization is also administered by PricewaterhouseCoopers.

NCPHS' Human Resources (HR) Department oversees Coming of Age/RSVP's job descriptions, internal postings, benefits, supervision, and evaluation tools. HR also provides Coming of Age/RSVP with comprehensive staff development and training. Courses are offered to support staff in effective performance management, software courses, and improving communication skills.

NCPHS has a highly skilled Information Technology (IT) Department that ensures Coming of

## Narratives

Age/RSVP remains fully operational by providing the most up-to-date hardware and software available. The Network Operations Support team responds to daily user requests, maintains and upgrades network infrastructure, and ensures that IT systems are secure from virus outbreaks and malicious attacks. Every Coming of Age/RSVP staff person has a computer, email and internet access, including access to the Salesforce database and e-grants as well as access to printers, a copier, scanner and fax.

Coming of Age/RSVP has an established "pipeline procedure" that facilitates tracking of volunteer station recruitment and management and ensures work plan monitoring. Scorecards are generated quarterly to assess progress toward meeting recruitment and output goals. Additionally, Coming of Age/RSVP keeps an operational "Red Book" that delineates internal policies on office processes; e-newsletter production; external and internal communication; expense approval and reimbursement; staff and vendor contacts and volunteer insurance and travel information.

### Staff Positions

NCPHS' HR department maintains current job descriptions and monitors local rates of pay to ensure Coming of Age/RSVP remains competitive and able to recruit highly qualified and motivated staff.

Current key staff positions include:

- Director of Community Engagement: Responsible for the program budget, strategic direction, fundraising, local and national advocacy, securing and maintaining partnerships (e.g., KQED), and supporting the Coming of Age member team.
- Program Manager: Responsible for the operations of Coming of Age/RSVP grant management, maintaining and growing the base of individual members and volunteer stations, implementing workshops, orchestrating special events, pursuing member recognition opportunities and overseeing program evaluation and assessment.
- Communication Specialist: Responsible for designing and implementing a diverse range of

## Narratives

communication strategies to increase the visibility of Coming of Age/RSVP, its programs, nonprofit partners, and volunteer and job opportunities.

- Talent Manager: responsible for identifying, screening, motivating, and matching volunteer skills with nonprofit/public organizations in either ongoing or episodic volunteer opportunities.
- Administrative Coordinator: Responsible for maintaining the program database and providing overall support to RSVP project
- Learning Lab Trainers (2-3): Independent contractors
- Explore Your Future Trainers (2-4): Independent contractors

### Track Record and Infrastructure

Having served older adults from all economic levels and cultural backgrounds for over 50 years, NCPHS has earned the respect of and even collaborated with a large number of organizations involved with the selected Primary Focus Area, Healthy Futures. A number of these organizations have become volunteer stations for Coming of Age/RSVP, including Family Services Agency of San Francisco, Episcopal Senior Services, and Meals on Wheels. Additionally, in 2011, NCPHS affiliated with the San Francisco Senior Center, which has become an active volunteer station and very focused on capturing and measuring performance data. In 2012, 40 new to service volunteers have been placed with the SF Senior Center.

### Advisory Council

NCPHS' Community Services Board consists of 11 members, representing a broad cross-section of the community, and meets quarterly. The Community Services Board helps shape the direction of Coming of Age/RSVP and NCPHS' other Community Service programs, including its supportive housing programs, Experience Corps Marin, a multi-generational tutoring program, Transitional

## Narratives

Care, which provides support to limit hospital readmissions and the San Francisco Senior Center.

NCPHS has a strong commitment to ensuring these programs thrive and has incorporated measurement objectives for each into its newly created Strategic Plan for 2013-2016.

Coming of Age/RSVP recently convened separate meetings with key volunteer stations in San Francisco and the East Bay to solicit guidance and feedback on outreach, recruitment efforts and volunteer placements. Among the feedback received was "We have enough corporations willing to come in once a year, but I only have so many walls to be painted. We need the volunteers COA/RSVP places to help us sustain our programs and services." Among the suggestions we received was "Please continue to assist us

by amending our volunteer posting so they are most attractive to people 55+." The plan is to convene these gathering twice a year to establish an informal steering committee that can help us better respond to community needs.

### Experience Managing Federal Grant Funds

In addition to managing the RSVP grant for the past 17 years, NCPHS received a three-year \$375,000 grant in 2007 from the Department of Housing and Urban Development (HUD) for its Services Connection Program. The funding was from HUD's Resident Opportunities and Self-Sufficiency (ROSS) Grant Program. In May of 2010, NCPHS received a three-year \$720,000 grant for the expansion of its Services Connection Program. In addition, NCPHS processes Medicare payments and has proven accountability around Medicare reimbursements.

### Non Federal Share

As project sponsor, NCPHS itself is a generous contributor to Coming of Age/RSVP. In addition, Senior Services for Northern California (SSNC) is a supporting organization of NCPHS and solicits foundations, corporations and individuals to raise funds in support of programs like Coming of Age/RSVP. SSNC also hosts an annual gala, the proceeds of which support the Community Services

## Narratives

programs of NCPHS, including Coming of Age/RSVP. In-kind support to provide individual members with additional benefits of membership is additionally solicited and carefully tracked.

### **other**

N/A

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

N/A