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Executive Summary

An estimated 141 RSVP volunteers will serve in the Primary Focus Area of this program. They will deliver meals to homebound seniors, distribute food and free community meals to families and individuals of all ages, present education to those who receive food regarding access to food and good nutrition, provide socialization and companion programs to seniors with mental health concerns, and provide respite to hospice caregivers, all through a network of 17 volunteer sites such as food pantries, free community meal sites, the Meals on Wheels Program, Community Mercy Hospice, and Coordinated Assets and Resources for the Elderly (CARE) Division of United Senior Services. The primary focus area of this project is Healthy Futures. At the end of the final 12-month performance period in this focus area, volunteers will have, during that period, provided increased social ties or perceived social support to 141 homebound or older adults with disabilities and to 61 caregivers of this population; and will have helped 714 members of families and individuals to achieve increased household food security. The CNCS federal investment of \$59,326.00 will be supplemented by \$41,343.00 of non-federal resources.

Strengthening Communities

RSVP serves Clark and Madison counties in central Ohio, an area comprising farm land, several villages, and the county seats with populations of 60,600, and 9,900 respectively. The counties are comparable in size, but Clark has almost 4 times the population of rural Madison County. In both, the ethnicity is 90% white, 8% black, and 2% Hispanic. Census facts for 2011 showed that in Clark County the percentage of population living in poverty is 15.9%, higher than the 14.2% figure for the state; for those age 65 and over the percentage is 16.4% compared to 14.3% for the state. In Madison County, these population percentages are lower than state averages with 11.7% in poverty, and 12.6% age 65 or older. However, from 2008 to 2011 Madison had an increase in unemployment from 6% to 11%, which strained the limited services existing in this county of small population. In Clark County

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during that period, unemployment rose to 12%. In late 2011 unemployment fell to 9% in both counties, and in July of 2012 it was 7.5% in Clark and 6.8% in Madison, still high levels. These figures show years of poor economy in the area. According to Kids Count data, the percentage of Food Insecure Children in Clark County is 28% and, due to fewer resources, is 30% in Madison. The number of children in poverty is 29.9% in Clark County, which is the highest of six contiguous counties, higher even than larger metropolitan areas. In summary, demographics show this to be an area with a large older population, and one where, based on the figures shown, a significant number suffer from economic hardship and food insecurity. Within the Primary Focus Area of Healthy Futures, specific volunteer activities address the needs of all for food and proper nutrition, as well as the various needs of the older population.

Adequate amounts of healthy food for all is a need in our area that remains unmet. The Director of the Second Harvest Food Bank stated in a newspaper interview in August, 2012, that "contrary to public talk about an improved economy, hunger persists as a growing problem." He explained that increasing fuel and grocery prices tend to make obtaining food difficult. Further demonstration that the problem is unmet is the fact that calls to 2-1-1 in Clark County in 2012 from those needing food were 27% of all calls received, more than those requesting help with housing and utilities, and an increase over calls for food in 2011. RSVP volunteers serve at 14 stations providing increased food security to those with this need in our area.

Of the 12 food pantries and food distribution stations included in RSVP plans in this area, 9 are managed solely by senior volunteers. RSVP supports them with coordination and information as well as mileage reimbursement. Part of RSVP station and volunteer management consists of resource coordination between our community partners and volunteer stations. RSVP plans to connect the Healthy Living Coalition in Clark County, a partnership of the Health District and several community

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organizations, with food distribution sites. RSVP volunteers at 12 food pantries will distribute food to those with emergencies but also to those returning for more than six months who suffer from long-term hunger. At every visit to food pantries and distribution sites, these clients will be assisted by RSVP volunteers with food, but also with handouts, displays and personal discussions on Coalition information about nutrition, and accessing healthy foods, particularly seasonal foods. This information will also be given at two free meal sites, where there will additionally be quarterly presentations on these topics by RSVP and the Coalition.

RSVP volunteer outputs at food distribution sites will include 74 unduplicated volunteers, each spending a minimum of 4 hours a week performing all the necessary duties at these sites to sustain daily operations and to provide information. At least 10 of these volunteers will be veterans of military service, including station leaders and managers. Volunteer leaders and managers at each site will spend up to 8 hours a week coordinating supplies and food drives, as well as supervising and scheduling other volunteers and presenting educational information. These efforts will result in an outcome of 650 individuals reporting increased household food security.

At two free community meal service sites for low income and homeless individuals and families, 10 RSVP volunteers will each contribute 6 hours a week helping prepare food, serving the meals, and cleaning up. Both sites serve a meal twice a week. In addition, volunteers will provide educational materials at each meal, and assist Coalition members with quarterly presentations on access to food and good food choices. The outcome will be that 64 individuals will report increased household food security.

Needs of the aging population are likely to continue to be unmet because of the increasing numbers of

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seniors. Projections by the Scripps Gerontology Center show a 30% increase in the population over age 60 in Clark County by 2020, and an astounding 77% increase in Madison County. A State priority is to support more in-home care for the elderly due to the lower cost as opposed to facility care. Both these factors show that the needs of the elderly at home will continue to increase and not be fully met. For example, our local non-profit hospice reports that only one-third of their patients' families have respite volunteers because of the increasing numbers of clients and continuing need for more volunteers. In the area of Healthy Futures, RSVP volunteers provide service with the objective of Aging in Place, at three volunteer stations.

In the Meals on Wheels (MOW) program, RSVP volunteers deliver meals to elderly homebound clients. The seniors delivering Meals on Wheels are effective because they are reliable, highly interested in the elderly clients they serve, and take time with them. RSVP will work share with the MOW station recent studies showing the importance of the social interaction and the regularity of the service for improving the well-being and independence of clients. Part of our station management includes helping stations measure all the significant aspects of their services. RSVP has requested that the MOW survey include data about increased social support experienced by the clients. The station is enthusiastic about showing the importance of this part of the program.

To maintain independent living and social support for the homebound elderly, 37 RSVP volunteers will each spend two hours one week day picking up hot meals from the preparation site and delivering them to elderly citizens who are not able to leave their homes regularly and not able to prepare meals. Each volunteer will deliver to as many as eight clients in one day, for a total output of 59 elderly citizens served five days weekly with 56 reporting having increased social ties and perceived social support. Five of the volunteers and an estimated twenty percent of the clients are veterans.

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RSVP volunteers have the patience, the understanding, and the compassion to act effectively as respite volunteers for caregivers of hospice patients. They understand how to help with daily activities and the errands that might be required. Special senior volunteers share their musical talents for therapy and provide massage therapy for caregivers. RSVP will recruit suitable volunteers and coordinate with the station to use volunteer talents. One current volunteer who is a veteran said he is pleased to serve families of veterans and caregivers who are veterans because he and they have positive connections. Several current patients are WWII veterans. RSVP suggested to the hospice manager that a program be established to track veterans who are patients or caregivers and perhaps pair these families with similar volunteers. The hospice organization will be planning such a program and additional ways to recognize veterans.

As a way to provide support for caregivers and to sustain hospice services in our community, 13 volunteers will work an average of four hours per week providing respite services to 61 caregivers of hospice patients, under the direction of the Community Mercy Hospice Volunteer Director. Activities will include visiting and/or staying with the patient for a period of time, running necessary errands for food and medication, and providing encouragement and support as well as informational materials. The output result will be 36 caregivers who report having increased social ties and perceived social support.

Another need related to our growing older population is that of untreated and under-treated older adults with depressive disorders, as reported in a 2010 Centers for Disease Control Brief of 2010 on Aging and Mental Health. The brief shows 7% to 9% of older adults in Ohio reporting they "rarely" or "never" received the social support they needed. Statistics from the Clark County Health District show

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a higher incidence of depression than in peer counties. This emerging health issue is not met by any public group programs in our area outside of mental health facilities except by the Coordinated Assets and Resources for the Elderly (CARE) program involving senior volunteers. The untreated or undertreated incidence of depression among older adults will be effectively addressed by these volunteers in a Companion Program and Social Recreation Program at CARE. This program provides free services to the public with the objective of decreasing the social isolation of older adults who have a mental health diagnosis, and of those with to a perceived mental impairment preventing them from fully functioning in everyday activities. The goal is to provide assisted socialization and support on a consistent basis to prevent further deterioration of these conditions which will lead to inability to remain independent.

Ten volunteers will assist the social workers of CARE in a Program of Companions for 12 to 15 older adults with diagnosed mental health disorders, and in the CARE Program of Social Recreation for 50 to 60 adults perceived to have difficulties living on their own due to mental health concerns. Each volunteer will assist with one or both groups for an average of 15 hours each month. Volunteers with both groups will accompany clients on outings, provide friendly assurance, assist those who are physically less able, take part with them in projects to help the community or themselves, such as collecting items for other organizations or creating personal histories and scrapbooks, and help with special group outings and events. Those in the diagnosed group will meet two to three times weekly, with a required dosage of two times to prevent deterioration. The social recreation group will participate in activities a minimum of three times a month in order to maintain social connections. These activities will result in 85 individuals who report increased social ties and support.

It has been shown that in performing their service activities, senior volunteers produce outcomes to

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meet the unmet needs in the Healthy Futures Focus Area. In addition to the management methods for specific stations, RSVP plans to manage all stations to intensify the benefits that senior volunteers give the community. This will be accomplished by recruiting sufficient numbers of volunteers to meet goals, and by sharing National Performance Measure outcomes with stations, volunteers and the community to inspire support to increase these results. In addition, RSVP will track volunteer hours, work with station managers on keeping records of volunteer participation and activity, and on collecting data. RSVP will suggest or provide measurement instruments to stations to document results. Most importantly, RSVP will provide organizational resources and involve community partners to strengthen the activities of senior volunteers, such as the nutritional education services the Healthy Living Coalition will add to the food distribution sites. We will promote mutual benefits among programs in different areas; for example, involving the CARE Social Recreation Program participants in helping collect materials for the jail library from garage sales they visit as part of their socialization activities. As a link among our partners and volunteer stations, we will seek to share opportunities and resources. With the described plans and activities, RSVP volunteers will help make a positive change in the lives of over 900 individuals in the area of Healthy Futures.

Recruitment and Development

RECRUITMENT AND DEVELOPMENT

Our plan to provide senior volunteers with high-quality volunteer assignments is based on our overriding mission to engage seniors in volunteer assignments that will meet community needs and keep them engaged, active, and fulfilled. Our plan is carried out through an infrastructure of program policies, methods, and tools. The RSVP Registration Form is the first tool used for a new RSVP member to indicate skills and interests. A placement interview follows, using the RSVP Volunteer Opportunity List which informs volunteers of stations and jobs and also lists the opportunities to

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acquire training by becoming certified as tax preparers, OSHIIP counselors, Ombudsman Associates, and Literacy Center tutors, or to gain additional skills in Habitat projects, or to increase community awareness by helping Air National Guard families access services. Another method is to work directly with volunteer stations to create new a new job suited to the experience and ability of an individual volunteer. In addition, we offer many leadership opportunities in focus areas and in community priorities, including to: 1) serve on community boards such as Fair Housing; 2) develop and teach computer courses; 3) take responsibility as Triad Chair, Citizen Corps Chair, or VITA Coordinator. The database in which volunteers' skills and interests are entered from the registration form is another tool used for later referral to additional service opportunities of interest. Volunteers will further be made aware of how service can allow them to improve themselves and their communities through RSVP materials used in quarterly orientation meetings attended by new and current volunteers. At orientation the materials lead them to share experiences, reflect on the value of service to their organizations and themselves, and to gain a sense of achievement. Retirees often express motivation to "give back" to their communities, and RSVP's decades of quality volunteer development assist them to achieve this goal.

That RSVP volunteers are considered by stations to be effective in helping them achieve their goals was confirmed by 100% of stations in a 2011 survey. The first method used to insure that RSVP members are effective volunteers is to train them in volunteer responsibilities at RSVP orientation, using our Volunteer Handbook. The RSVP Director will review with station supervisors the importance of training, using the RSVP Station Handbook which details the responsibilities of the station to give volunteers the training and the equipment necessary for their jobs. The RSVP Director will use station visits, made at least annually, to observe how well volunteers are prepared for their jobs and to use the RSVP Safety Check List to make sure of a safe work environment for them.

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Our plan is to build a corps of volunteers that is a diverse and inclusive group. We will achieve this by actively developing volunteer opportunities in areas that appeal to a variety of interests, groups and ethnic backgrounds. We look for projects that appeal to men, such as the Habitat ReStore, and recently involved two veterans as computer instructors at the Senior Center. We help volunteers use other special skills as well. An RSVP member has served as a Spanish interpreter for RSVP and for station clients. To include all socio-economic groups, we make presentations at subsidized housing apartments and church groups in low income areas. Our mileage and bus fare reimbursements encourage many in these communities to volunteer. Our mileage reimbursement can also be used for the local bus service that provides individual transportation to the physically handicapped. One volunteer in a wheelchair uses that service to travel to hospice patients. We involve clients of the Development Disabilities Board's Quest Program for Adults in volunteer opportunities. We publicize opportunities to those living in all areas of both counties, including to the community center in the rural southern part of Madison County. We connect with minority populations through our participation in two area minority health fairs, and with presentations and displays at fairs and festivals held at two churches in areas of diverse population and one Hispanic festival. We have partnered with the Clark and Madison Counties' Veterans Offices to post volunteer opportunities on their bulletin boards and to pass out brochures in order to encourage this group of potential volunteers. Many active volunteers are veterans, particularly a group of eight with Habitat, five with Meals on Wheels, and a large number at food pantries, including three who are leaders at local pantries. Veterans and widows of veterans are active volunteers with the Family Readiness Program at our local Air National Guard base.

Our plan is to make every effort to retain all volunteers in focus areas. One way to do this is to

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strengthen commitment in order to foster retention. A method of increasing commitment is to inform volunteers of the results of performance measurement outcomes through our structure of site visits, newsletters, emails, and on Facebook, thus connecting individual efforts to the bigger picture of senior contributions to society and instilling pride in participation. The RSVP office follows up a new volunteer after the first month on the job with a phone call to encourage continuance, and communicates with station managers and lead volunteers at stations should there be withdrawals. Retention is further maintained by the provision of volunteer insurance to all volunteers and by our optional travel reimbursement. We recognize volunteers by organizing a yearly recognition event in each county in our area. It usually includes a meal, awards for years of service, small gifts to all volunteers, door prizes, congratulatory remarks from community leaders, and a video presentation featuring RSVP volunteers in action. We recognize volunteer accomplishments throughout the year in our newsletters, in press releases to the news media, and with individual messages of congratulatory.

Program Management

We plan to manage volunteer stations in compliance with RSVP program regulations and applicable laws by reviewing these regulations and laws in written form with the station director and the RSVP liaison. The program infrastructure tools we will use are the Memorandum of Understanding (MOU) with the station, the RSVP Volunteer Station Handbook, and station visits by the RSVP Program Director. Before initial MOU signing, the Program Director will determine that each station meets eligibility requirements according to RSVP guidelines, that volunteer job descriptions are available, and that there is a designated staff member responsible for volunteer management who will act as liaison with the RSVP office, oversee volunteer placement, keep necessary records, and collect data. At signing, the terms of the MOU will be reviewed with the station director and the station staff liaison with RSVP. The MOU requires the station to comply with all applicable civil rights and inclusion laws

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and regulations; states the station's responsibility to provide RSVP volunteers with station and assignment training, necessary resources, and safe working conditions; and states specific agreements between the station and RSVP. In addition, the RSVP Program Director and the appropriate station staff will also review the RSVP Station Handbook, which will be updated and reviewed at MOU renewal. The Handbook lists activities in which volunteers may not engage and the terms of RSVP volunteer service as well as explaining RSVP service and benefits to the station. The RSVP director will use the RSVP Safety Check List to review the working environment and equipment used by volunteers before volunteers are assigned. Thereafter, the RSVP Director will visit the station no less than annually for review of safety and adherence to regulations.

The RSVP program plan to develop capacity for recruiting and managing stations outside the Primary Focus Area is to maintain awareness of community needs and to develop a strong active RSVP presence with stations that meet these needs in the focus areas of Education, Economic Opportunity, Disaster, Environment and Veterans Services. There are several specific ways we will do this. 1) We will assess community needs in these areas through many sources, including a community wide Partnership for Success Needs Assessment, United Way Focus Areas in both counties, 2-1-1 reports of assistance requests, and Title III public hearings, as well as through input from partners and stations in both counties. Our sponsor receives input from the committees and work groups of most major community agencies with which USS staff serve in collaborative relationships. The continuous feedback from these sources creates new areas of service expansion responsive to the community, as well as improvement in current areas. 2) We will make existing RSVP stations in the focus areas aware that we intend to use the resources and organizational skills of RSVP to increase volunteer involvement in their stations and will solicit their help in making RSVP a stronger partner in developing their capacities and services. 3) We will solicit and use the suggestions of the RSVP

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Advisory Council and volunteers for ways to serve in areas of focus. 4) We will use our sponsor's evaluation tools to assess performance in meeting community needs in focus areas.

We have used these plans to recruit new stations and to strengthen specific stations. For example, capacity building volunteers with VFW Post 1031 were made aware of our increased focus on military service members and helped us recruit the Family Readiness Volunteer Group of the Air National Guard as a station eager to partner, and with opportunities appealing to many seniors. As another example, the Citizen Corps Steering Committee, of which the Program Director is a member, by giving presentations at volunteer events and inviting the Program Director to disaster preparation presentations and exercises, is helping us increase our capacity to recruit more senior volunteers to serve in disaster preparation.

Eight stations and the volunteers placed at them will need to be graduated from our RSVP program. These involve three thrift stores with approximately 55 volunteers and five other stations -- including three museums, a performing arts center, and a medical clinic -- employing a total of 20 volunteers. Our process of graduation will be to advise station directors of this change in focus through letters from the Sponsor Executive Director requesting meetings with her or the Program Director to present details of the change. Station managers will be advised by calls from the RSVP Program Director, again explaining the changing focus and expressing appreciation for their valuable services to the community. We will send notification letters to the affected volunteers, expressing appreciation and explaining the importance of the national focus areas. We will assess interests and previous employment from our database of the graduated volunteers in an effort to align them with new or remaining volunteer stations, allowing them to continue as RSVP volunteers in areas of interest. Two of the thrift stores are operated by communities of faith which also operate food pantries. The thrift

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store volunteers are highly motivated to work for their charitable organizations and we will direct them to the opportunity to continue with RSVP by giving some time to the pantries where there is a great need.

The other thrift store is operated by a community based organization managed entirely by volunteers. Five of the volunteers are officers of the organization which has a membership of more than 2100. They perform all volunteer management functions for their organization, which depends for its operations on more than 50 volunteers of all ages. These five leaders will be supported by RSVP as Capacity Building volunteers.

Although the RSVP office and sponsor are already working to establish new stations, we will begin our process of informing stations to be graduated and their volunteers in January, 2013, since our plans will take effect with the grant year starting April 1, 2013, should we receive the grant. We plan to have approximately the same number of active unduplicated volunteers in our program at the end of three years as under the current program by re-assigning many of those volunteers who are graduated from the program and by placing new volunteers in focus areas over the three years of the grant period.

Our plan to assure that National Performance Measure outcomes and outputs are measured and collected is to work closely with the volunteer stations to ensure that they understand our purpose and goals and are dedicated to producing the necessary measurements. We will do this by providing each station with written information about performance measurement goals in their service area and the role of the volunteer station in meeting those goals. We will collaborate with station staff on the standards for measuring progress and on developing an information system and measurement

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instruments to demonstrate outputs and outcomes. In order to maximize cooperation, we will use existing station methods and data when possible. At food pantries, RSVP volunteers will administer and collect client surveys. We will ask stations to consistently provide accurate data. In most cases the contact with the station regarding measurement data and the collection thereof will be by the Program Director but in some cases by RSVP volunteers.

Our plan for managing project resources is to keep complete records of all resources and to employ review procedures to ensure accountability and efficient use of them. The RSVP budget is prepared by the Program Director and the Assistant Director for Finance. A yearly review of RSVP expenditures will be done by the Program Director and sponsor Executive Director to assure that expenditures are made solely as necessary to efficiently carry out the program's mission. The management of resources will be done overall by the Accounting Department of United Senior Services (USS) which manages and reports on expenses and funds received in accordance with audited financial procedures. The Program Director will manage day to day expenditures and submit invoices to the Accounting Department for payment by agency check requiring two authorized signatures. Accounting Department produces a monthly trial balance of the RSVP account for review by the Program Director and by the agency Assistant Director for Finance to insure adherence to the program budget. The RSVP office keeps records of all in-kind donations in accordance with forms approved by the Corporation. Receipts are provided to all donors for their review with copies to the Accounting Department for recording of these donations. Contributions from foundations, organizations and individuals are sent directly to the sponsor agency's Accounting Department, copies of the checks are provided to the RSVP office for their files, and the funds are deposited and shown on the RSVP monthly trial balance sheets. Cash and checks obtained in fund-raising are collected by the RSVP

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office and deposited with the agency Accounting Department weekly, using agency forms, copies of which are kept in RSVP office files. Federal Financial Reports are produced by the Program Director and approved by the Assistant Director for Finance.

Organizational Capability

Elderly United of Springfield & Clark County OH, Inc., operating as United Senior Services (USS), is a private, not-for-profit, 501(c)3 agency managing extensive senior programming in Clark County with clearly defined policies for overall management and oversight. The Executive Director is responsible for carrying out management, programming, and fiscal policies. She supervises two Assistant Directors who are respectively in charge of 1.) Programs (Social and Recreational) and Facilities, including five agency satellite locations, and 2.) Finance and Personnel. The Executive Director supervises the Director of the Coordinated Assets and Resources for the Elderly (CARE) Division of the agency who manages professional social worker staff in six programs of direct services to clients. The Executive Director also supervises Program Directors and Coordinators in the areas of Transportation, Nutrition, HEAP and other assistance, Meals on Wheels, Homemakers, Medical Claims, including OSHIIP, and RSVP. The Executive Director further provides oversight of all programming, using as guidelines the measurements and assessments required by funders, as well as input from community organizations and internal agency reviews of outcomes. Program Directors and Coordinators manage day to day program activities in consultation with the Executive Director regarding program plans. The Executive Director arranges outreach for programs, including RSVP, to community organizations partnering with the agency. The main agency staff provides office support when program office staff is not available.

Fiscal oversight for all programs is provided by the agency Assistant Director in charge of Finance, with the Accounting Department staff of two. All programs have the appropriate software for the

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necessary data collection for financial and programmatic reporting. Volunteer Reporter software is used to produce RSVP reports. USS maintains internal written policies in many areas, including those regarding Employee Protection, Accounting Practices and Financial Management, Record Retention and Destruction, Drug and Smoke Free policies, Program Accessibility and Non-Discrimination, Confidentiality, Conflict of Interest, Ethics, Property Management and Facilities Accessibility, Safety and Disaster Procedures, Incident Reporting, and applicable Personnel Policies detailing FMLA, Benefits, and Reimbursements.

The RSVP office has one full time staff, the Program Director, and a part time Administrative Secretary. The program is under the direct supervision of the USS Executive Director. The RSVP Program Director is responsible for program and grant management. This position has been held for 14 years by Norma Knowlton. Under her directorship RSVP received a PNS grant in 2003 in order to expand services in Madison County, and yearly grants since 2010 from the Springfield Foundation. She works a full time schedule at USS for RSVP, with 5% of her time spent in fundraising for the program. A Waiver of the full time Director requirement for this grant will be requested in compliance with OMB circulars related to fundraising. Her time spent in fundraising will be documented on time sheets signed by her supervisor and will not be charged to grant funds. The part time RSVP Administrative Secretary assists with all office work including managing volunteer time reports and data entry. Carole Huff has been employed in this position by USS for 12 years at 20 hours per week. Two full time USS staff work with RSVP. Joyce Ware, Assistant Director for Finance and Personnel, with a BS degree in Accounting, has been with USS for 21 years. Denise Gresh, Accountant, has a BS Degree in Computer Science and an Associate Degree in Accounting and has been employed by USS for 5 years. Joyce Ware is familiar with all aspects of RSVP and can manage the program should the need arise. Should there be vacancies in any of these positions, they will be filled by USS in

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accordance with their hiring and personnel policies.

In the Primary Focus Area of Healthy Futures, USS has numerous programs of services to seniors. One of these, the CARE Division's Social Recreation Program, helps seniors who have mental health diagnoses, or concerns, remain living independently, and is served by RSVP volunteers under the objective of Aging in Place. Another with the same objective is the Meals on Wheels Program operated successfully by USS for 43 years. In addition, the agency has, through RSVP, supported senior volunteers in the objective of Obesity and Food, working at increasing food security, which is a serious community need in the Healthy Futures Focus Area.

USS has served seniors since 1968 with the mission of keeping seniors involved, active and independent. The agency currently offers informational, recreational, and service programs to over 4,000 senior members, and serves several thousand frail seniors who are not members. It is estimated the agency serves over 15,000 needs annually. The Ohio Department of Aging has designated USS as the focal point for senior services in Clark County.

USS has more than 300 volunteers as instructors, aides for recreational programs, and general volunteers assisting with service, social and informational programs. The volunteers are directly managed by Program Directors using agency policies and procedures and common application forms and assessments maintained by the agency Administrative Assistant. She and the Executive Director, with approval of the Board, update the USS Volunteer Handbook and distribute changes to program directors for volunteers.

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Performance measurement is an important part of USS's management plans. Program Directors, Coordinators, and Department Heads are evaluated yearly by the Executive Director. These staff members evaluate their department staff with review by the Executive Director. USS programs are measured through the use of various tools, which are partially dependent on requirements of multiple funders. For the RSVP program, Performance Measurement outputs and outcomes will be reviewed. United Way funded programs must demonstrate the direct impact that funded services have for the targeted population. To assess effectiveness for Title III, the agency utilizes Quality Assurance activities, such as client satisfaction and monitoring of program files, units of service, compliance with standards of safety, and wait lists. Mental health programming uses Continuous Quality Assurance reviews to look at client goals, clients' rights, incident reports, and peer review. Besides the evaluations and assessments of programs which are completed for funders, USS reviews its own programs and outcomes to ensure high program quality. The Board of Trustees conducts a yearly review and participates in strategic planning sessions to assure that services are meeting the community's needs and expectations. The agency also has its own Strategic Plan for Keeping Seniors Independent. Community needs are identified yearly with reference to a community wide Partnership for Success Needs Assessment, United Way Focus Areas, and Title III public hearings. In addition USS receives input from committees and work groups from most major agencies in Clark County with which USS staff serve in collaborative partnering relationships. This feedback creates new areas of services responsive to the community, as well as improvement in current areas.

USS maintains a main facility, a CARE Annex, and five Satellite locations serving different areas of the county. Support for the agency comes from many funding streams which assure continuation of staff levels, maintenance of facilities, maintenance and replacement of equipment, and purchase of supplies. The agency supports extensive office and program equipment, including 16 vans for

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transportation, supervised by the Transportation Director. The Assistant Director for Programs and Facilities supervises maintenance of facilities and equipment with a staff of custodians and two office staff. All supplies necessary for operations are purchased, distributed and accounted for under the supervision of the Administrative Secretary.

The governing body of the agency is The Board of Trustees of Elderly United of Springfield & Clark County, OH, Inc, operating under By-Laws which are reviewed annually. The Assistant Director for Finance and Personnel supervises personnel policies for staff, providing them with a job description, training in agency organization and record keeping, and an Employee Manual which outlines policies for staff scheduling, travel reimbursement, service reporting, client confidentiality and rights, and grievance procedures. The Accounting Department, in accordance with their audited financial procedures, manages agency resources. Expenditures by staff are requested only by Program Directors using Accounting Department forms requiring a supervisor's signature approval. All agency checks require two signatures, the Director and one Assistant Director, who are not involved in recording cash or in preparing payroll. Personnel timesheets are maintained by funding source and project and are signed by the employee and a supervisor having knowledge of the employee's services.

The agency benefits from the input of many community partners on various projects. A formal advisory group for the RSVP project is the RSVP Advisory Council, which is made up of people of diverse career and ethnic backgrounds, and various ages. Several are community leaders age 35 to 55, and two are active RSVP members over age 60 who serve in the program. Council members serve on various boards and service groups from the County Library Board to the Kiwanis Club, and are aware of community needs. The RSVP Advisory Council performs a biannual evaluation of the RSVP project which includes review of office procedures, and surveys of stations and volunteers in order to evaluate

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RSVP volunteers' accomplishments, how the program meets the identified needs of the community, and the extent of volunteer satisfaction. Members of the RSVP Advisory Council, several of whom have administrative and fund raising experience, help mobilize community resources such as monetary support for volunteer incentive awards from a local bank and in kind materials from businesses, which also provide substantial prizes for a fund raising raffle and expenses for annual volunteer recognition events in both counties.

USS has a management system that has handled many types of funds for more than 43 years. The annual budget is currently more than \$4.8 million. The agency successfully manages funds received from the Clark County Senior Services Levy, Area Agency on Aging, United Way, Mental Health Recovery Board, membership fees, and donations, as well as considerable community donations and co-sponsorships of programs. In 2011, the agency managed \$ 538,718 of federal funds through RSVP, Title III, and MHRB. The USS Accounting Department ensures the proper tracking and reporting of all funds, including in-kind, and all accounting entries are supported by appropriate documentation. The accounting system is electronic, employing Financial Edge software from Blackbaud. The standard books of accounts are maintained, including a General Ledger, in which postings are made daily, and Cash Receipts, Cash Disbursements, Payroll and Accounts Payable Journals. The accounting system tracks and documents disbursement of funds for a clear audit trail, and tracks costs by funding sources. Common costs are accumulated into cost pools for allocation to projects and grants. Management procedures include approval by The Board of Trustees of the agency budget and monthly financial statements provided to the Board for their review. These statements include current actual figures compared to the budget and prior year. Clark, Schaefer, Hackett, & Co., CPA's, audit the agency financial statements annually in accordance with A-133. The agency has always had

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a clean opinion audit from the independent auditors and all oversight agencies.

USS will sustain the non-federal share of RSVP by donating space for the RSVP office and for fund-raising efforts, by providing in-kind supplies and space for the Volunteer Recognition event, by program and financial management support, by supporting applications for funds from community donors such as The Springfield Foundation, and by promoting the value of RSVP throughout the community to generate additional contributions.

Other

NA

PNS Amendment (if applicable)

NA