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### Executive Summary

The incumbent Adams/E. Arapahoe Colorado RSVP, sponsored by The Senior Hub, Inc. proposes to have an estimated 675 unduplicated volunteers serving in project activities in 77 volunteer stations. The volunteers will serve a mixed population including 450 K-12 students with literacy needs; an estimated 7500 individuals (2500) economically disadvantaged families requiring long-term assistance from food banks/food pantries and 300 others from community gardens; homebound older adults or persons with disabilities requiring food delivery (195), companionship (125) and transportation (120) to maintain their independence; 200 economically disadvantaged older adults requiring tutoring and assistance in preparing their taxes; 75 veterans requiring companionship services. They will assist the general population with programs to increase disaster preparedness (225 persons) and to increase the collection and recycling of recyclable materials (15 tons). In the Other Community Priority Area 200 volunteers (30%) will assist 37 volunteer stations with activities such as serving congregate meals; acting as docents in museums; providing volunteer clerical and receptionist assistance to participating stations; assisting hospital patients/families with information; serving on organizational boards of directors; and more. The Primary Focus Area will be Healthy Futures and include 5 of the 12 work plans in the areas of food delivery, transportation, companionship, food pantry support and developing/maintaining community gardens. In the Primary Focus Area 44% of the unduplicated volunteers and all of those in the 19% of unduplicated volunteers with outcome measures will serve. The anticipated outcomes will be: 145 Meals on Wheels clients; 90 clients receiving transportation services; and 95 clients receiving companionship services reporting feelings of increased social ties/social support and 225 persons receiving produce from community gardens reporting increased food security. The federal investment of \$69,570 will be supplemented with \$34,006 of non-federal resources.

### Strengthening Communities

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The Senior Hub, Inc. is the incumbent sponsor of Adams/E. Arapahoe Colorado RSVP. The project area includes the north and east metro-Denver suburbs, and rural communities east to the Adams/Arapahoe county line (50 miles).

Pertinent economic/demographic information for the project area includes the following: According to 2012 data from the Colorado Children's Campaign, both counties continue to suffer economically with unemployment rates of 9.8% in Adams County and 8.4% in Arapahoe County that exceed the Colorado rate of 8.2%. According to U.S. Census data from 2006-2010, the average per capita income in Adams County was just \$23,999 compared to \$30,151 for Colorado. Adams County had a 2010 poverty rate of 13.1%, compared to 12.2% for Colorado. While Arapahoe County's per capita income figure was \$31,898 and above the state figure, there are extensive pockets of poverty in the sections of Arapahoe County served by our RSVP project, particularly in the City of Aurora. Aurora had a 16.7% poverty rate in 2010 compared to all of Arapahoe County at 11.6% and Colorado at 12.2%. An Adams County Food Security study in 2006 revealed that approximately 18% of residents experienced some level of food insecurity during the previous year. Although the study has not been replicated, given the current state of the economy it is probable that the Adams County food insecurity level still exceeds the state average which was 13.4% in 2008-2010. Within the poverty pockets in both the Adams and Arapahoe County sections of our service area, these percentages of food insecurity may well be even higher.

Colorado's Hispanic/Latino population was 20.7% of the total in the 2006-2010 census. But in Commerce City in Adams County, the population was 46.8% Hispanic/Latino. Aurora's black residents constitute 15.7% of the city population vs. 4.3% for Colorado. Aurora Hispanic/Latino residents constitute 28.7% of the city population vs. 20.7% for Colorado. Lower educational

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attainment also contributes to community problems. For example, Adams County has a high school graduation rate of just 81% compared to 89.3% for Colorado. Graduation rates are lower among black and Hispanic/Latino students than the average for all students. Many residents in both counties, particularly those in the black and Hispanic/Latino population are forced to settle for low-income jobs that require less education, but have minimal chance of advancement. These jobs tend to be filled by a disproportionate number of black and Hispanic/Latino citizens. For families in this situation poverty is a constant threat.

The population in both counties is also aging, with the number of persons 65 or older in Adams County having increased by 29.9% and in Arapahoe County by 37.3% between 2000 and 2010 according to the Colorado State Demographer's Office. Many of these older persons are on fixed incomes and that creates financial hardships for them in obtaining food and medical care.

Healthy Futures Primary Focus Area: The data suggests that our primary focus area for the allocation of RSVP volunteers should be in the Healthy Futures Focus Area, and in the objectives of Aging in Place and Obesity and Food.

Overview: In order to strengthen the communities served in our RSVP project area based upon the needs just identified in the above data Adams/E. Arapahoe will have taken the following steps prior to March 31, 2016 at the end of the third year of the grant cycle. The volunteer portfolio will be adjusted to reflect 475 (70.4%) of 675 unduplicated volunteers working within the National Focus Areas and 200 (29.6%) serving in Other Community Priorities. A total of 295 (43.7%) of the 675 unduplicated RSVP volunteers will be serving in the following areas within the Healthy Futures Primary Focus Area: 166 volunteers will serve in 15 project area food banks/pantries; 57 volunteers will help to

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develop and maintain 20 community gardens donating fresh produce to these food banks/pantries and directly to families participating in the WIC (Women Infants and Children) Program and to other needy persons helping in the gardens; 27 volunteers working through 4 Meals on Wheels stations will deliver meals to homebound persons and older adults unable to provide their own meals; 30 volunteers working through 2 volunteer stations will provide in-home care and companionship to temporarily or permanently homebound individuals or older adults; 15 volunteers will help to provide transportation services for homebound persons and older adults through either hospital or church-based stations. Note: An additional 20 unduplicated RSVP volunteers will be serving veterans in the Veterans Focus Area. In the first grant year, a team of veterans and veteran spouses will be recruited to serve as a steering committee to help project staff identify the most pressing needs of veterans in the project area, to initiate contact with the V.A. Medical Center in Aurora, with the National Guard, and with other veteran's organizations such as the VFW, American Legion, Viet Nam Veterans, etc. The goal will be to enlist their help to identify veterans who would benefit from a companionship program directed by older RSVP veterans and veteran spouses. We expect that by the end of the grant cycle, at least 20 RSVP volunteers will be serving in this "Vets for Vets Program."

Details: Our project has maintained a close working relationship with 12 area food banks/pantries, many for at least twenty years. We will be adding up to three more food banks/pantries during this project period. Twenty community gardens have been developed in the project area to help provide for the needs of the food banks and also the WIC program families and other needy persons who help by participating alongside our other volunteers in the gardens in exchange for receiving fresh produce. The Tri-County Health Department oversees the WIC program and provides nutrition information to their participating family members about how to eat healthy and adequately on limited food budgets.

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Other partners in the community garden project include local churches, an assisted-living facility, and area schools. The project has grown from one garden in 2005 to its current twenty, with any gardens not continuing being replaced by other new gardens. We anticipate that this number will be constant or may increase slightly during the grant period. We will continue to recruit additional RSVP and other volunteers to ensure the adequacy of workers needed to sustain the community-garden project. The RSVP project director has served as the community garden CO-OP facilitator. The CO-OP brings the lead gardeners of each garden together once a month during the garden season to get guidance from the Colorado State University Cooperative Extension which provides the expertise of their master gardeners. The project operates through 2 work stations: Crossroads Assisted Living Center, and the remainder of the gardens through RSVP Special Projects Health/Nutrition Community Gardens under direction of the CO-OP with the RSVP Project Director as the facilitator.

Four Meals on Wheels programs operate as RSVP work stations, two of them through other departments of Senior Hub, the RSVP sponsor agency. All four partner with Volunteers of America as sites to receive the VOA-prepared meals and then deliver them to eligible clients through the four outlets. In addition, several area restaurants provide the program with meals for clients desiring to spend a bit more than they would for the VOA meals.

In-home RSVP companionship volunteers serve through either the Senior Hub In-Home/Respite Care department providing longer-term assistance, or through local churches under the station name RSVP Ecumenical Homebound Support, providing companionship through shorter-term visitations to those requiring temporary assistance.

Lastly, RSVP volunteers are serving through hospitals and churches to provide both long-term and

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short-term transportation services to homebound persons and older adults. These volunteers serve under either a hospital/RSVP Memo of Understanding, or through our own station name RSVP Ecumenical Transportation.

In summary, we will strengthen our communities to meet the needs identified by: Placing 166 unduplicated and 195 total RSVP volunteers to provide long-term food pantry support to an output target of an estimated 2500 unduplicated individuals representing 7500 total family members served by 15 food banks/pantries. We will place 27 unduplicated and 50 total RSVP volunteers with 4 Meals on Wheels outlets delivering meals to an output target of an estimated 195 unduplicated homebound or older adult clients with an outcome that 145 will report having increased social ties/perceived social support. We will place 30 unduplicated and 50 total RSVP volunteers through 2 volunteer stations to provide companionship services to an output target of an estimated 125 unduplicated homebound or older adult clients with an outcome that 95 will report having increased social ties/perceived social support. We will place 15 unduplicated and 17 total RSVP volunteers through 2 volunteer stations to provide transportation services to an output target of an estimated 120 unduplicated homebound or older adult clients with an outcome that 90 will report having increased social ties/perceived social support. We will place 57 unduplicated and 70 total RSVP volunteers through 2 volunteer stations to develop and maintain twenty community gardens helping an estimated output target of 300 unduplicated individuals to alleviate long-term hunger by receiving fresh garden produce, and 225 will report an outcome of increased food security for themselves and their families as a result. In total, we will place 295 unduplicated RSVP volunteers (43.7%) with output measures in our Primary Focus Area: Healthy Futures. Of that number 19.1% will also have outcome measures, or approximately double the required minimum amount. An additional 180 unduplicated volunteers (26.7%) will serve in Other National Focus Areas, and 200 unduplicated volunteers (29.6%) will serve in Other

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Community Priorities outside the National Focus Areas. As mentioned before, 20 unduplicated RSVP members who are veterans or veteran spouses will have helped to develop a program of "Vets for Vets" within the Veterans and Military Families Focus Area, to provide companionship to veterans identified by veteran and military organization partners.

### **Recruitment and Development**

Adams/E. Arapahoe RSVP works with its volunteer stations beginning with the initial Memo of Understanding visit and continuing thereafter, to ensure that volunteers are placed in challenging and interesting assignments where their skills, abilities and past experience can be effectively utilized. We require each volunteer station to provide us with updated lists of their current volunteer opportunities. We keep the lists on file so that prospective volunteers may be matched with high quality volunteer opportunities to fit their skills, experience and interests. By providing meaningful assignments, we want our volunteers to feel that their efforts are significant and that they do make a positive difference in their communities. Besides working through volunteer stations, we also offer volunteers the opportunity to create their own volunteer jobs in areas of interest to them to address specific community needs. We are in the process of developing a Leadership Academy to train volunteers to lead and direct small volunteer work groups in such areas under the direct supervision of the RSVP project office.

We work with our volunteer stations to ensure that each volunteer receives sufficient training for their assignments so that they will feel prepared for their volunteer jobs and confident that they possess the skills that those jobs require. The importance of providing adequate training for volunteers is thoroughly addressed during Memo of Understanding and other visits with our volunteer station partners. We also provide new RSVP volunteers with sufficient materials and information to understand the expectations and privileges of serving in RSVP. We publish three or more RSVP

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Volunteer Voice newsletters each year that are mailed to current RSVP volunteers. Besides identifying new volunteer opportunities, the Volunteer Voice is also a tool used to keep the volunteers informed and provides updates of expectations and requirements so that they will always be fully prepared as RSVP volunteers.

We also keep our volunteers apprised of new volunteer opportunities through our monthly column in the Prime Time for Seniors newspaper and the quarterly Senior Hub Advisor (an insert in area newspapers) covering the project area. And in addition, we post volunteer opportunities on the Senior Hub website at [www.seniorhub.org](http://www.seniorhub.org) and also on the websites of Volunteer Match, United Way and Metro Volunteers.

The numerous channels used to alert the public to our volunteer opportunities, and the extensive portfolio of volunteer opportunities that we maintain through our volunteer stations, help us to ensure that we are able to recruit and place volunteers of all races, ethnicities, sexual orientation, and degrees of English proficiency, including those with age-related or other disabilities, and also address the needs of prospective volunteers who are veterans or military family members. During our Memo of Understanding visits with our volunteer station partners, we emphasize that no one should be denied the opportunity to serve as a volunteer, and state the expectation that reasonable accommodation should be made for volunteers who self-identify as requiring assistance due to disability or handicapping conditions. To be an RSVP volunteer station, the organization or agency must certify that they are in compliance with all current non-discrimination and disability legislation requirements.

To ensure retention of RSVP volunteers, we attempt to contact them within a few months of their

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initial placements to be sure that there are no unaddressed issues, and to reinforce their significance as RSVP volunteers serving in the community. The periodic updates through the Volunteer Voice newsletter also help us to keep all volunteers reminded of their importance to the RSVP team. Project staff and RSVP Advisory Council members visit RSVP volunteer stations periodically as well, and these visits give us the chance to speak to individual volunteers and groups of volunteers about RSVP, and to thank them for their service. Our annual RSVP Recognition Luncheon is our primary event where volunteers have the chance to come together as a group representing the entirety of the project area and all facets of its volunteer service. At the luncheon we honor volunteers for their hours and years of service, and for the noteworthy accomplishments that they have made. We also utilize local, state, and national volunteer awards competitions to spotlight the efforts that individual volunteers have made that far exceed expectations and raise them to a level worthy of special recognition. Because of the extra effort provided by the members of our RSVP Advisory Council, we also provide an annual Advisory Council dinner function to thank them for their collective efforts.

### **Program Management**

The Memo of Understanding (MOU) template used with all of our volunteer stations is based upon RSVP program regulations and applicable laws and ensures that no prohibited activities are undertaken. MOU renewal visits are scheduled well in advance of their due dates to ensure that there is no lapse in MOU coverage. The MOU template has been slightly revised to incorporate any changes requested by the Colorado State CNCS office during their compliance monitoring visits of the project, and is considered to be in full compliance with the regulations. Additional assurance that compliance with RSVP program regulations is the primary guide for our daily operations has been confirmed by our satisfactory compliance monitoring visits. Only minor program adjustments have been suggested, and all have been incorporated into our daily operations following those visits. All forms, databases, files, program management documents, Advisory Council guidelines and other

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information generated by the program for informational or media releases have been found to be in compliance with the regulations.

Volunteer stations which address needs outside the Primary Focus Area are nevertheless subject to the same regulations, and operate under the same MOU guidelines based upon RSVP regulations and applicable laws. Every volunteer station, whether in the Primary Focus Area or not, can expect to benefit from our recruiting efforts and shared volunteer management. They can feel assured that their RSVP volunteers are committed and well-prepared to serve. Whether a volunteer station is serving in a national priority area or not we let them know that our RSVP project through its own efforts and our national database of best practices stands ready to assist with ideas that will help them to improve the management of their program and the meeting of community needs. In other words, no station will receive preferential treatment because they focus on activities in the Primary Focus Area. All stations will be treated alike.

In order to achieve the required balance of 70% of our RSVP volunteers serving in National Focus Areas and no more than 30% in Other Community Priorities, it will be necessary to restructure our volunteer assignments. While a significant number of new RSVP volunteers will be recruited to serve in National Focus Area work plans, a reduction will need to be made in the number of volunteers currently serving in Other Community Priorities. We reviewed the current volunteer assignments of all RSVP volunteers to identify our unduplicated volunteer counts in light of the new percentage requirements. Based upon this review, we determined how many volunteer slots would still be available in Other Community Priorities if we reduced our total volunteer count to 675 volunteers (90%) of the 750 volunteers listed for our project in Appendix A Part 1 of the NOFO for this competition. We then reviewed the volunteer jobs of all unduplicated volunteers serving in Other

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Community Priorities to see where we might responsibly graduate sufficient volunteers and/or volunteer stations to align our project with the required percentage placements. We tried to determine which groups of volunteers would probably continue as community volunteers even if they were no longer in RSVP and did not individually decide to accept new volunteer positions in one of the National Focus Areas. We also tried to determine where problems or service voids might occur in the community if certain jobs were removed from the RSVP portfolio. Lastly, we had to judge between the value of certain jobs by comparing their activities. For example, we compared volunteer jobs in hospitals, at senior centers, and in singing or entertainment groups performing in the communities we serve. Based upon that final comparison it was determined that the volunteers currently serving in singing or entertainment groups attached to three of our senior centers would need to be graduated in the following manner: Those affected volunteers will be informed that those particular activities will no longer be considered part of our RSVP portfolio of volunteer positions after the current grant cycle ends at the end of March, 2013. However, they will also be informed of the available opportunities within each of the National Focus Areas that will require additional volunteers during the new grant cycle beginning in April, 2013, and will be encouraged to take on new assignments in those areas. Of course they may choose to continue with their singing or entertainment groups as community volunteers outside of RSVP, but we hope many will avail themselves of the new opportunities to serve more strategically in one of the National Focus Areas. Because the singing or entertainment groups constitute only part of the volunteer positions at the three affected senior centers, it will not be necessary to graduate any of the three stations, only to graduate the affected volunteer jobs. Some of the volunteers in these singing and entertainment groups already serve in other capacities at their senior centers or elsewhere, and will continue to be counted as unduplicated volunteers in the appropriate National Focus Areas or Other Community Priorities work plans. By filling any additional remaining volunteer slots in the National Focus Areas with newly recruited RSVP

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volunteers once those in the singing or entertainment groups have been given a chance to move into National Focus Areas instead, we will be able to meet the required percentages for both National Focus Areas and Other Community Priorities. We will also graduate several additional stations that fall in the Other Community Priorities area but have not had any RSVP volunteers assigned with them during the previous grant year, unless there is a compelling reason to keep them for future volunteer placements.

We select and/or develop our data collection instruments for the National Performance Measure outputs and outcomes well in advance of when they will be used. We then work with our volunteer stations to let them know well in advance the kinds of data and measuring instruments that we will be requiring their assistance with to gather the required information. We allow sufficient time for them to gather the required information so that we can prepare the required performance reports. The need to gather accurate and compelling data is reemphasized during MOU renewal visits as well. During the three-year project period, all volunteer stations will receive their required MOU renewal visit.

The RSVP Department and Senior Hub Accounting Department work together in the management of financial and in-kind resources. The Project Director is provided with updated expenditure records on a monthly basis and whenever requested. From these expenditure lists, the Project Director creates his own spreadsheets to monitor ongoing expenditures and the funds remaining to ensure that budgeted funds are utilized as efficiently and effectively as possible, and to identify any areas that might require an adjustment or reduction if needed. His review of expenditure records ensures that the Accounting Department has entered all expenditures into the proper fund category whether CNCS or grantee, and provides a backup to guarantee the accuracy of accounting for project funds.

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### Organizational Capability

Adams/E. Arapahoe RSVP operates as a department of its sponsoring agency, The Senior Hub, Inc. The agency began operating as a non-profit 501 (c) (3) resource center for seniors in 1986. Adams/E. Arapahoe RSVP has served under the sponsorship of The Senior Hub since 1986, and before that under the sponsorship of the Adams County government beginning in 1973. When the Senior Hub opened in 1986, Adams County asked the Senior Hub to take over the sponsorship of Adams/E. Arapahoe RSVP due to the similarity of the agency's and RSVP's missions. The mission of The Senior Hub is to advance the quality of life for older adults through advocacy, community partnerships, and a variety of direct services planned to sustain an independent, healthy aging experience. The Senior Hub is an active participant in numerous organizations which support both this mission, and the health and well-being of all citizens in Adams and Arapahoe Counties. The Adams County Aging Network, Arapahoe County Council on Aging, Adams County TRIAD, United Way, Denver Regional Council of Governments (DRCOG), A-Lift (transportation provider), Keep Thornton Beautiful, Adams County Youth Initiative and other organizations benefit from having Senior Hub staff members as participants and as board members.

The agency has an extensive employee handbook and other internal policies and procedures which all employees and departments are required to follow. These policies and procedures outline the programmatic expectations of departments and department directors. They provide guidance related to the oversight responsibilities of the Senior Hub Executive Director and Senior Hub Board of Directors. Fiscal oversight is provided by the Executive Director and the Accounting Department. Day-to-day operational support is provided through direct access to the Executive Director whenever needed, and through two monthly meetings, one for the department directors and the other for all staff members. The Executive Director is the head of the Administration Department, which also

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includes the Development Director and a staff grant-writer who helps acquire local government and foundation grants for matching funds. Data flows back and forth between each department and the Administration Department, and all departments contribute to collecting the data required by the agency to substantiate its accomplishments and maintain its funding portfolio of local, foundation and national grants. The agency encourages private donations as well, and also hosts 2-3 annual fund-raising events including the "Annual Adams County Commissioner's Golf Tournament to Benefit The Senior Hub" and "The Annual Senior Hub North Area Yard and Crafts Sale" held annually in the parking lot of the metro-area's largest water park nearby. The Senior Hub has consistently been able to provide RSVP grant funds exceeding the required 30% grantee match.

The Senior Hub employs approximately twenty-five full and part-time staff operating in six departments in three facilities in the Adams and Arapahoe County service areas. Each staff member has a clearly defined job description. In that regard, the RSVP Project Director is the department head for the RSVP department. He is assisted by the SWAT (Schools Where All Thrive) Tutor Program Coordinator who has oversight responsibilities for the tutoring program which was developed as a Programs of National Significance (PNS) grant in 2010, and that supplements our other RSVP educational program with the local school districts which has existed since 1973. Job descriptions for both RSVP positions are on file with CNCS.

The Project Director, Tom Rapp is beginning his thirteenth year as the RSVP Project Director for Adams/E. Arapahoe RSVP. Prior to that, he served for 26 years as a teacher and school administrator in Adams County School District 12 which is one of the project's volunteer stations. Mr. Rapp has extensive experience serving on boards and commissions at the state and local level. He was a six-year member of the Colorado Governor's Commission on Community Service, a two-time president of

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the Colorado State Senior Corps Directors Association, chair of the Agency for a Clean Thornton and Keep Thornton Beautiful boards, president of the Adams County Aging Network and member of the Arapahoe County Council on Aging, and was a member of the church council in his church for fourteen years as well. He also facilitates the Adams Community Garden CO-OP network of twenty community gardens (now expanding into Arapahoe County) which he helped to launch in 2006, after helping to establish a garden at a local assisted living facility with RSVP's help in 2005.

The SWAT (Schools Where All Thrive) Tutor Program Coordinator, Frank (Ron) Ausmus was hired in 2010 to operate the PNS Tutor Program which was added to Adams/E. Arapahoe RSVP's portfolio of programs. Mr. Ausmus has many years of experience as both a teacher and school principal, and as a member of the business community. His many contacts in the school and business arenas have made him an excellent fit for addressing the needs of the Tutor Program and driving its expansion in elementary schools throughout the school districts in our RSVP project area. His past experience in working with programs to remediate student academic needs, particularly with Hispanic/Latino students in the Denver-metro area makes his services even more valuable. His articulate command of the Spanish language is of particular value given the demographics in our RSVP service area. He has developed an impressive list of community partners for the Tutor Program which have included Colorado Lieutenant Governor Joseph Garcia's Colorado Early Childhood Literacy Project; Junior League of Denver , who donated some 350 books to give away to our children; Colorado MotherRead/FatherRead organization, recent recipient of a CNCS Social Innovations grant through Mile High United Way, who provided some valuable training for parents. Ron has also been a long-term partner with Adams County Youth Initiative, collaborating on mentor recruitment and continuing education.

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The Primary Focus Area, Healthy Futures was chosen because the Senior Hub RSVP Department has consistently placed well in excess of the required 25% of its volunteers in activities that fall into that focus area. During the current Project Director's tenure dating back to the year 2000, more volunteer stations have been hosts for food banks than any other type of activity. In addition, four Meals on Wheels outlets have been part of our volunteer station portfolio, two others have delivered in-home care services to homebound individuals and older adults, and a significant number of volunteers have helped to provide transportation services to many of these same individuals. Our community garden project was launched in 2006, and has grown into a CO-OP of twenty gardens across Adams County and now moving into Arapahoe County. The RSVP Director started this project and continues as the CO-OP facilitator. During previous grant cycles, the project has been able to collect pertinent performance measurement data for each of these activities in the Primary Focus Area. The affected volunteer stations are cognizant of the need to provide adequate and comprehensive measures to RSVP for its CNCS reports and other reports required by the Senior Hub to substantiate RSVP's accomplishments to its local and foundation funding entities. Our past positive compliance reviews would indicate that our track record in acquiring and reporting out the data that was measured has been satisfactory.

The Senior Hub provides adequate facilities, equipment and supplies to allow its departments, including RSVP to do an effective and efficient job. For example, the Project Director was given a new computer in 2012 in accordance with the agency's technology replacement schedule, which ensures that all employees will be able utilize adequate computer and ancillary resources. The Senior Hub is involved in a capital campaign to enlarge the facility to provide additional office and storage space. While the current space is adequate, the enlarged facility will be more user-friendly for clients and staff.

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As discussed earlier, The Senior Hub has sufficient operation policies, purchasing procedures, and personnel management guidelines in place to provide for strong and adequate governance by the Executive Director and Senior Hub Board of Directors. These documents have been fine-tuned as needed since the Senior Hub's inception in 1986 and have been periodically reviewed for adequacy when compared with those of other non-profit agencies, and by utilizing information compiled by the Colorado Employer's Council and Colorado Association of Non-Profit Organizations. The Senior Hub's accounting and purchasing policies have been found to be exemplary during annual agency audits.

Adams/E. Arapahoe RSVP utilizes an Advisory Council comprised of volunteers from a variety of volunteer stations served by the project, and also enlists business or other representation from the communities served. The Advisory Council meets monthly to provide input, discuss emerging and continuing human and social needs in the project area and ensure that the project adequately addresses them. The Council also assists with agency fund-raising and publicity, provides periodic assistance with project management activities during peak times to facilitate the smooth flow of operations, and helps in other activities such as planning and developing the Leadership Academy to help train lead volunteers for various project activities. We are also striving to add additional members to the Advisory Council so it will be more representative of the project area's demographic composition. The Advisory Council member list is included as an attachment in the Documents Section of the application.

The Senior Hub continually seeks to increase its funding base for all agency activities, including acquiring the needed capital funding for the expansion of its main building. The Form 990 included in

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the documents attached to this application demonstrates the wide base of funding that has been acquired by aggressively pursuing funding from local and regional governments, foundations, corporations, individuals and through The Senior Hub's own fund-raising events. Maintaining this funding mix has been a challenge during the current economic downturn, but the agency has sufficient reserves to weather the tough times, and also has a base of support in the community that makes it a more likely recipient when funds are hard to come by. The agency's accounting system has consistently been found to be exemplary during agency audits, part of which have included reviewing fund accounting procedures and the expenditure of federal grant monies. Federal grants have been a significant funding source for Senior Hub's activities since its inception and no issues have ever been identified that would question the organization's ability to manage federal funds.

In 2013, The Senior Hub proposes to provide a 31% grantee match and another 2% in excess funds to provide for the successful operation of Adams/E. Arapahoe RSVP financially. (The 2% in excess is due to the Project Director's writing of the competitive RSVP grant application and assisting with Senior Hub fund-raising which raises funds for all Senior Hub departments including RSVP.) The Senior Hub has demonstrated its ability to sustain its RSVP program by consistently providing a grantee match in excess of the required 30% during its years as an RSVP sponsoring agency.

### **Other**

N/A

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

N/A