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### **Executive Summary**

An estimated 300 Unduplicated RSVP volunteers will serve. Volunteers will promote the delivery of home delivered meals to the elderly and shut-in who are not physically able to prepare nutritious meals for themselves, develop and maintain Community Gardens, provide companionship for homebound, elderly age 65 and over, provide nutritional information and will help individuals obtain food from Food Banks or other non-profit organizations through a network of nine (9) volunteer stations such as Community Action Agencies, Senior Citizens Centers, and Faith Based Churches and organizations. Not only will service be provided to the elderly, but low-income individuals and veterans. Volunteer Stations will be located in Chatham, Glynn and Charlton County. The primary focus area of this project is Healthy Futures. At the end of the 3 year performance period it is estimated the following outcomes will be achieved: Obesity and Food, 200 individuals will be educated about nutrition and referred to food sources; while 1200 individuals will received direct service from Food Banks/Pantries and 125 individuals will benefit from produce from Community Gardens. In the objective of Aging in Place, 75 homebound seniors age 65 and over will be provided companionship and 140 seniors age 65 over will benefit from the delivery of meals. The CNCS federal investment of \$80,072 will be supplemented by \$54,930 of non-federal resources.

### **Strengthening Communities**

Savannah Retired and Senior Volunteer Program (RSVP) is a community-based project that will operate in Savannah (Chatham County), Brunswick (Glynn County), Alma (Bacon County), Darien (McIntosh County), Hinesville (Liberty County), Folkston (Charlton County), Pierce (Pierce County) and Rincon (Effingham County) in a manner which would welcome community participation and partnership. Savannah is the largest city in, and the county seat of, Chatham County, Georgia, USA. According to the United States Census Bureau, Savannah has a total area of 78.1 square miles of which 74.7 square miles is land and 3.4 square miles is water (4.31%). Savannah is the primary port

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on the Savannah River and the largest port in the state of Georgia. Latest U.S. Census figures show Chatham County, has a population of 271,544 a 14.3% over the 2000 figure of 232,048. Persons 65 years old and over represent 12.8% of the community and 15.1% of those age 65 or over were below the poverty line. The county seat and largest city is Savannah. From 2005 -- 2009 there were 24,044 veterans in the area. According to the U.S. Census Bureau, Savannah's 2011 estimated population was 139,491, slightly up from the official 2010 count of 136,286 residents.

An article in the Savannah Morning News on September 25, 2011 reported latest Census Data show that one Savannahian in four is poor and one in five lacks health insurance. But, at 25.1 percent, Savannah's poverty rate -- up more than 3 percent over the last decade is grim. It's higher than the nation's, Georgia's and Chatham County's. Although the poverty level for a family of four is \$22,314, "a family needs at least double that income to make ends meet," states the Georgia Budget and Policy Institute, and independent Atlanta-based think tank. The census found 19.1 percent of families here and 23.7 percent of those with children under 18 -- were below the poverty level. Meanwhile, one Savannahian in five lacks health insurance and almost one child out of every three in the city lives in poverty. In 2010, 5379 people were homeless at some point in Savannah, according to figures The Savannah Homeless Authority compiled by counting people who received social services. High concentration of individuals in poverty leads to food insecurity in the Savannah/Chatham County Area.

Food security refers to a household's physical and economic access to sufficient, safe, and nutritious food that fulfills the dietary needs and food preferences of that household for living an active and healthy life. The World Health Organization defines food security as having three facets: food availability, food access, and food use. USDA Household Food Security in the United States in 2011 estimated 85.1 percent of American households were food secure throughout the entire year in 2011; meaning that they had access at all times to enough food for an active, healthy life for all households

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members. The remaining households (14.9%) were food insecure at least some time during the year. In 2011, 9.2 percent of households (11.0 million households) experienced very low food security and 5.7% (6.8 million) of U.S. households had very low food security at some time. Nine states exhibited statistically significant higher household food insecurity rates than the U.S. national average 2008-2010. One of which was Georgia with a 16.9% rate of food insecurity. Savannah RSVP volunteers will focus efforts to address identified problems of food insecurity. Food insecurity will be addressed in our Primary Focus Area of Healthy Futures.

Volunteers will provide service in the objective of Aging in Place (H8 Number of homebound or older adults and individuals with disabilities receiving food, transportation, or other services that allow them to live independently). Volunteers will provide services to homebound adults (individuals unable to leave their residence due to disability, injury, or age), age 65 and over through the delivery of food, commonly referred to locally as Meals on Wheels.

Senior Citizens, Inc. in Savannah acts as a clearinghouse to provide meals with 1/3 of the daily nutritional requirements to seniors in need. The Savannah RSVP will have Memorandum of Understandings with four (4) Senior Citizens Centers in Chatham County that will utilize RSVP volunteers to deliver meals to the elderly. The Centers are the Pooler Senior Citizens Center, Carver Heights Center, Port Wentworth Senior Center and Effingham Senior Center. These centers promote the delivery of home delivered meals to the elderly and shut-in who are not physically able to prepare nutritious meals for themselves. It is well documented that well nourished independent seniors have healthier, longer lives and lower health care costs. People are living longer and independent living among seniors is a very important issue, mentally, physically, and economically. Volunteers will record number of meals delivered on an activity log. The log will collect data on service (meals) provided to individual clients. Volunteers will complete the instrument every day that he/she provides meals to the client. Participants will be trained on how to complete the instrument by RSVP Project

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Director.

Volunteers will also address food security in the Primary Focus Area of Healthy Future under the objective of Obesity and Food (H11 Number of individuals receiving support services, education and/or referrals to alleviate long-term hunger). Volunteers will provide service in this area by providing education and services to individuals who seek help at food banks and pantries. Food Banks act as clearinghouses between food donors, charities, and individuals. The main purpose of Food Banks is to provide nutritionally balanced food to clients who are at risk of hunger. Volunteers will work to address food security in our community by increasing access to nutritious food and providing nutrition education. In 2010, 4.8 percent of all U.S. households (5.6 million households) accessed emergency food from a food pantry one or more times. Feeding America's Child Food Insecurity Study, released in August of 2011, and revealed that 27.9% of Georgia's children live in food insecure households -- more than 700,000 children under age 18. This means only 72.1% of Georgia's children live in households that are food secure. Volunteers will also collect, weigh, sort and distribute food. The Savannah RSVP currently has a relationship with the following stations which have agreed to supervised and place volunteer: St. Paul CME Church, Coastal GA Community Action Agency, Golden Isles Church of God, McIntosh Senior Center and Charlton County Food Bank. Three to six month after completion of receiving the education/training or food, a questionnaire would be administered to the adult family members asking about a) the current level of food security of the adults and children in the household and b) their level of food security prior to receiving the service. Volunteers will also address food security in the Primary Focus Area of Healthy Future under the objective of Obesity and Food by providing service in developing and maintaining community gardens. A Community Garden is defined as a single piece of land gardened collectively by way of designated plots. Each plot is cared for by an individual or shared by a group of people; to grow vegetables, fruits, and flowers for personal use and/or for donation. The group assumes responsibility

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for all garden activities including maintenance and upkeep of grounds. The utilization of Community Gardens as a food supply will help families reduce food insecurity. RSVP volunteers will work with individuals and families to create and sustain gardens. Gardens will help individuals and family acquire education and life skills to alleviate food insecurity. Three to six month after completion of receiving the education/training or food, a questionnaire would be administered to the adult family members asking about a) the current level of food security of the adults and children in the household and b) their level of food security prior to receiving the service. The questions would address current and prior food security.

Finally, volunteers will work to address the aging population in our area by serving in Aging In Place under Healthy Futures - number of homebound or older adults and individuals with disabilities who receiving services that allow them to live independently. Savannah RSVP will focus on companionship as provided by the Telephone Reassurance program. Telephone Reassurance volunteers will call seniors to ascertain their well-being and provide telephone companionship.

In addition to placing volunteers in Healthy Futures, the Savannah RSVP will address service to veterans in our area. The Savannah Primary Care Clinic is conveniently located close to Hunter Army Air Field. The clinic serves approximately 8,000 patients in 10 Georgia and South Carolina counties. RSVP volunteers will assist staff in scheduling appointments with primary care providers and provide assistance to clients who are learning about their condition, how to live a healthy lifestyle and ways to self-manage their own health. Volunteers will also provide customer service in assisting veterans who may have a concern or complaint.

We know that seniors will serve, that they benefit from service and that they add important resources to the community agencies. With people living longer, estimates of the people 65 and over are expected to climb 52% in the United States in year 2030. Every effort will be made to integrate the program into the community to ensure local ownership of the program. To provide local input we will

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hold Community Advisory Council meetings to encourage participation of community volunteers and program stakeholders. The Community Advisory Council will assist in assessing community needs, support the development of service in our community, link the project with other community service resources, advise on focus areas, assess project accomplishments and impacts, assist in developing non-federal resources and assist in the visibility and recognition of the program in the community. Advisory Council members will be key players in mobilizing community resources to ensure the stability and growth of the program. By working closely with project staff, this partnership will seek to garner not only financial resources for the project but in-kind support as well.

Local input into the program design will also come from Economic Opportunity Authority, the sponsoring agency, Board of Directors. The sponsor will show that it values the program as an integral part of its organizational vision and operation by communicating the importance of the program to its Board, staff, and volunteers. Board members will be encouraged to provide input about the program and the operation of the program. Board meetings are held the third Tuesday of every month.

The nature of the program in Savannah and the Coastal Empire is a cooperative undertaking of nonprofit organizations and schools that accept the responsibility for the assignment and supervision of volunteers. The local office provides centralized recruiting and referral of volunteers for effective placements. Community participation is also generated from our local funding sources, The City of Savannah and The Savannah Foundation. The program has also benefited from the involvement of fraternal organizations, such as Omega Psi Phi Fraternity and other volunteer groups such as Hands On Network of Savannah.

A strong community relations program will also provide opportunities to solicit additional community partners. Those wishing to partner with the program will be offered an opportunity to serve on the council or be culled to be a potential volunteer station. Every effort will be made to involve interested parties in the program. Community partners will enhance program operation by providing insight

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into the community, additional funding for the program or they may take on the role of referring volunteers.

The sponsor and the project director will assume the responsibility of informing all social service agencies, city and county officials, senior citizens' organizations, and communication media about the project's development, growth, and success. Systematic contacts with newspapers, radio, and television stations will be established and maintained. Public Service Announcements (PSAs) will be run monthly about the program. PSAs will run in The Savannah Herald and The Savannah Tribune, weekly ethnic publication. The Senior Journal, a monthly senior publication, will also be contacted to run information about the program. The Spirit Newspaper, a newspaper publication of Bryan/Effingham and South Chatham Counties, will also be contacted to run weekly PSAs.

Volunteers will be our organization's greatest asset as they significantly increase our capacity to serve a diverse community. In order to enhance communications with persons of diverse backgrounds thus strengthening the foundation critical for community building; we will advertise our program in non-English publications and post flyers at different community gathering places. We will also bring people with diverse backgrounds together by affiliating our programs with a variety of businesses and organizations throughout our area and providing opportunities for sharing during meetings, trainings and recognitions. Our program and our agency are affiliated with EOA's Multi-Cultural Council which consists of represents from the Hispanic Community, the Islamic Community, and African Community etc. By exposing these individuals to our program they can be a source of recruitment for the program. Volunteers will be encouraged to participate in National Days of Service such as "Make a Difference Day and the Martin Luther King Day of Service." Our program also explores ways to sensitively discuss with volunteers social and cultural issues that influence our community and applies the principles of diversity to improve innovation, creativity, and teamwork in our program.

Recognizing that foundations and local funders are demanding results for their financial investments

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will be a key element in our program mobilizing financial resources. We will demonstrate that we are a wise investment of public funds. This will be done by documenting accomplishments and presenting measurable outcomes. The project director will document how senior volunteers expand services, save money, and help channel resources to meet the needs of individuals. The RSVP currently receives local contributions from the City of Savannah, Savannah Foundation and Wal-mart.

There has been a trend of shrinking public resources for human services organizations in our community. RSVP helps agencies and schools in our community provide additional services or assistance in maintaining services in an economical and cost-effective way. Since its inception in Chatham County in the mid-1980, the RSVP has placed older volunteers in community settings where they interact with younger generations, volunteer in community organizations and countless other settings throughout the community. The heart of the RSVP mission is placing older adult volunteers in community settings where they can tackle community needs that mesh with their own personal interest. Studies have shown that volunteering prolongs life. In helping others, RSVP volunteers are helping themselves to a more gratifying and satisfying life through volunteer service. Retired and Senior Volunteers will have the opportunity to remain productive, useful and valued as contributing members of society, apply the skills of a lifetime to new challenges and activities, acquire new friendships and pass cultural information onto a new generation and create productive and reciprocal relationships. Our program will seek to increase the level of individual engagement in volunteer activities and build the infrastructure of nonprofits and communities to create more volunteer opportunities, and to respond to significant community challenges through citizen mobilization. This will be done by building and sustaining the capacity and infrastructure within our organization to support volunteers and match them with appropriate and meaningful opportunities, to train them to succeed, and to manage and reward their work. The relationship between our program and the community is to offer volunteer service to those in need.

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### Recruitment and Development

The Savannah RSVP will develop service opportunities that parallel high interest in our area.

Volunteer stations will be encouraged to support recruitment by referring prospective volunteers. Staff will work with volunteer stations to help develop high impact service opportunities. Developing and cultivating the leadership capacity of RSVP volunteers will be one of best ways to ensure a high quality volunteer experience. We will develop projects and assignments that target the volunteers' skills to strengthen our project. For instance if a volunteer has strong clerical skills, efforts will be made to place them at a volunteer station in need of clerical help. This will best utilize the volunteers skills and provide additional support at the volunteer station. Providing additional clerical help will give the volunteer station assistance in documenting measurable impact. Volunteers will be periodically polled to ensure the program is providing a high quality experience for them. Site visits will also provide a forum where volunteers can reflect on the meaning of service in their communities. We will offer volunteers the opportunity to build new skills by introducing them to a variety of different volunteer opportunities. Other benefits we share is that volunteering enables individuals to explore new networks, acquire new skills and enhance their marketability. It also enables them to make new friends and affiliations, belong to a group, and cultivate new interests.

Recruitment will be a continuous and ongoing effort in our service area. We will maintain a strong public awareness campaign in our community with the assistance of our Community Advisory Group, volunteer stations and current members. Currently, we have the Chatham County Commissioner serving on our Advisory Council and a member of the City Council. The Advisory Group has representatives from local senior centers groups. In recruiting volunteers from diverse backgrounds, different culture groups will be contacted such as LASO, the Latin American Service Organization. The Volunteer Coordinator will also attend different culture celebrations in the community. Advertisement will also be placed in non-English publications. Another tool will be the

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utilization of the agency's Multi-Cultural Council that has a diverse range of individuals from different backgrounds. Current volunteers from diverse backgrounds will also be used to recruit members from their culture and backgrounds. Staff will be encouraged to value the diversity of members from different races, classes, ethnicity, physical ability, national origin, age, gender, religious affiliation, sexual orientation, or geographic region. Efforts also will be made to attract male volunteers. Studies show men tend to volunteer for social service programs in lower numbers than women. Existing male volunteers will be informally surveyed to generate ideas on recruiting other males. Special recruitment will be done to attract veterans. Our agency is in close proximity to Hunter Army Air Force Base and staff will develop an outreach plan to support staff on base. In addition to this, staff will work with the local Combined Federal Campaign and participate in their non-profit awareness fairs for military members three times a year. Other organizations such as the Veterans of Foreign Wars and the American Legion will be contacted. Special recruitment will also be done to place volunteers with disabilities. For instance volunteers that are not ambulatory will be encouraged to volunteer with our Telephone Reassurance Program or to coordinate donations for our Recycling Program.

To assist in recruitment of volunteers, staff will secure both print and broadcast psa's, attend community meetings, and participate in public speaking appearances which will include but not be limited to church groups, neighborhood groups and trade associations. Our volunteer coordinator will secure at least two public speaking engagements per month. Some organizations we have presented the program to include: Neighborhood Associations, Senior Centers and Retired Firemen Association. We will also engage in collaboration with other Corporation-supported programs, other organizations serving the elderly, retiree programs, and senior citizen centers. RSVP volunteers will be our best source of recruitment. We will solicit input from our current volunteers. Once a year we will hold an annual recognition luncheon for the volunteers. Through this event, we will secure media coverage

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which entices other seniors to volunteer with the program. Our recruitment plan will include outreach to senior citizen housing communities, senior centers, and other congregate service settings for older people. In recruiting seniors, we will attempt to secure feature articles and do monthly psa's. We will also utilize the monthly newspaper focused on seniors and ethnic publications. A solid marketing campaign will ensure the continuous recruitment of seniors in our service area. A successful recruitment strategy will be the foundation of our program. Russ Donahue, AmeriCorps director states the individuals we select and place within the community will represent our program every day; their interactions will either enhance or detract from our organization's reputation. As we stated earlier part of our recruitment plan will include frequent presentations and our current members. Recognizing that current members will be a part of our recruitment plan, every effort will be made to retain volunteers. Volunteers will be periodically assessed for their satisfaction with the program and encouraged to be involve in other ways with the programs, such as making community presentations. Member satisfaction leads to higher rates of retention. Steve McCurley and Rick Lynch in their book Volunteer Management state retaining volunteers is the key to success and there is no point in being good at recruitment if you cannot keep volunteers coming back. "Recruitment is a solution to the problem of not having enough volunteers; retention is a way to avoid the problem altogether." We will employ McCurly and Lynch philosophy that the key to retaining volunteers is to make sure they are getting their particular complex of motivational needs met through their volunteer experience. He goes on to say, "Another way to say this is that if the volunteer experience makes the volunteers feel good, then they will continue to want to volunteer. When the work experience boosts a person's self esteem, they feel good about their job, be it paid or volunteer work and they look forward to going to the workplace." Finally, in retaining volunteers, we will ensure that volunteers feel connected to the program. By fostering a sense of belonging and a sense of being part of a group it will further ensure volunteers satisfaction and retention. Each member of our staff is highly qualified to

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make presentations pertaining to the program. Project Director has over 15 years experience managing the Program and Project Coordinator has 12 years of experience with the Program. To ensure that the potential volunteer's first impression of our organization is positive, staff are trained and a volunteer management system is in place. Interviewing and screening procedures, orientation and training plans, evaluation processes and record-keeping and risk-management systems are all established. Everyone in the office who receives calls from people who express an interest in volunteering are prepared to answer a call. The RSVP is highly visible in our agency's annual report and on our agency's website. Volunteer activities and flyers are visible in the building. Training will be ongoing for all individuals associated with the program. Training and technical assistance will be a strategy to enhance the management and programmatic skills of project staff, volunteers, volunteer station supervisors, and community participation groups. It will be mandatory for Project Director and one other staff member to attend face-to-face training events that provide workshop sessions, direct interaction with Corporation staff, subject matter specialists, networking with peers and colleagues. Attendance at the National Conference on Service and Volunteering will be a prime opportunity to receive additional training. Staff will also be encouraged to attend local training events sponsored by the United Way and the Georgia Center of Non-Profits. Staff will also take advantage of the Corporation's Knowledge Network that offers online distance learning such as webinars and tutorials. The Knowledge Network offers online training tools, such as Performance Measures tutorials and financial management webinars. Staff will take advantage of The Network's extensive library of materials, including effective practices, toolkits, sample work plans, event calendars, and a catalogue of printed publications and videos available on loan.. Training will be provided to our Community Participation Group or Advisory Council quarterly during regular scheduled meetings. New Council members will receive hand-outs on the roles and responsibilities and will be oriented to the structure and work of the program. Each Council meeting will have a training component to refresh and

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acquaint members with the short-term and long-term goals of the program. Council members will become familiar with the organization and revisit its mission quarterly. Volunteer Station Supervisors will receive periodic training on site. Trainings will include: supervision of a variety of activities, i.e. establishing goals with the volunteer, observing the volunteer's activities to achieve the goals, providing guidance so the volunteer achieves the goals effectively and efficiently and evaluating the volunteer's performance. The critical area of training will revolve around programming for impact to ensure measurable outcomes are being made.

### Program Management

Our project will recruit and place at least 300 volunteers in strategic locations in the community to address Healthy Futures and other focus areas of the Corporation. To accomplish this goal, volunteers will be provided with transportation assistance, accident and liability insurance, and meals when available. Transportation will be consistent with budget amounts. By sharing talents and resources the Project Director can help build a unified group identity in the community and can help more organizations. Project Director will continue to consult with staff, RSVP volunteers, the volunteer stations, and the Community Advisory Group in determining priority community needs. Volunteers at stations that no longer meet priority community needs and the Corporation focus areas will be encourage to change stations or may be reassigned to their current station in a capacity building assignment. Project will also work closely with the United Way of Savannah to reassign volunteers seeking opportunities not available through RSVP. In order to provide meaningful opportunities for service for volunteers, staff will work with volunteer stations to involve stations in developing volunteer assignments. We will also routinely notify volunteers of new volunteer assignments that are developed or become available. Staff will ensure that volunteer stations provide volunteer assignments that challenge volunteers and provide a measurable amount of difference in our community. Staff will also ensure variety among volunteer stations so that volunteer assignments appeal to a diverse group

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of volunteers and accommodate varying volunteer skills and interest. Once Volunteer Stations are established, the Volunteer Coordinator will meet with them during regular scheduled visits. Volunteer stations will be encouraged to support recruitment by referring prospective RSVP Volunteers to the project. Volunteer stations will be made aware of regulations that they must take to maintain in good standing with the program, such as maintaining and signing volunteer timesheets and assisting project staff with documenting outcomes.

Community Advisory members will be responsible for conducting Project Performance Evaluations which will provide information on stations which have a greater need for services and stations that are meeting goals and objectives. Council members will provide on-site visits to volunteer stations to assure all goals and objectives are being met and which will result in a high quality project. Volunteer Station supervisors will also be encouraged to observe volunteers to assess their satisfaction with the program. The Project self-assessment will ensure that RSVP staff, volunteers and the Community Advisory Group all contribute to the effectiveness of the RSVP project. Reporting and record keeping will be an essential function of the project to ensure proper stewardship of public funds and to provide information required by Congress and the federal government. The sponsor has developed a record keeping system to permit the orderly collection, storage and retrieval of information relating to volunteer stations. Project will utilize the Volunteer Reporter software to keep track of volunteers and demographics pertaining to each volunteer. The Reporter software system also has the capabilities to prepare the RSVP yearly roster and data for the annual Project Profile. Project Director will ensure that time sheets are maintained that display the actual hours served by each volunteer. The time sheets will be signed by the individual volunteer and the responsible volunteer stations supervisors. Documentation will also be maintained for volunteer expenses such as transportation and in-kind meals. Project staff will maintain a file folder for each volunteer containing a signed enrollment and beneficiary form, proof of age, information on the volunteer station and a copy of the volunteer's

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written assignment description. MOU's between RSVP and each station will clarify what is to be accomplished and within what time frame. MOU's will be reviewed and renewed every three years for participating stations. We will also hold periodic meetings with station supervisors where we will refresh their knowledge regarding the paperwork and directives of the program. Project Director will have the responsibility of collecting this information and will cull the information for potential problems, ascertain that measurable outcomes are being made and to ensure volunteer satisfaction with the program. Project Director will also utilize this information to make sure the project is serving a cross-section of the community and those volunteer assignments parallel local community needs. Project Director will be responsible for assuring that the program meets the required non-federal share (30%) of the program budget. Project Director will review monthly expense and income reports to manage project resources both financial and in-kind to ensure accountability and efficient and effective use of available resources. The monthly review will consist of making sure all expenses are properly documented and have appropriate signatures. Project Director will also be responsible for securing resources and preparing grants to obtain additional funding for the program. Meal and recognition in-kind will be reviewed with each station yearly and upon signing a new memorandum of understanding. Local resources will ensure the project is sustainable and will provide potential expansion of the program. Some of the in-kind partners for the program include Coastal Georgia Community Action Agency which donates in-kind office space in the amount of \$4,600 yearly. Based on the strength of the Project Directors fifteen year experience with RSVP, the Project is able to operate with a part-time director and a part-time coordinator. Having a part-time director makes the program more cost effective. The program has successfully operated with a part-time director since 1996.

### **Organizational Capability**

Economic Opportunity Authority for Savannah-Chatham County, Inc., (EOA) is a private non-profit

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agency created by joint resolution of the City of Savannah Chatham County Commission and the Board of Public Education in 1964. EOA was conceived in late 1964 when a citizen's task force was formed to research and obtain information from the community necessary to apply for federal funds which could be used for the administration of programs for low-income people. Since its inception, EOA has received funding from the U.S. Department of Health and Human Services, U.S.

Department of Housing and Urban Development, Georgia Department of Human Resources, U.S.

Department of Agriculture, City of Savannah, Georgia Housing Finance Authority, United Way and the Corporation for National Service. EOA currently has the responsibility for administering 12 million dollars in federal funds. EOA's focus is the empowerment of families and individuals. Programs include Head Start, Housing, Weatherization, Homeless Services, Employment, Youth-At-Risk, and many others. The agency's mission is to provide community-based services which empower citizens to attain economic independence and a higher quality of life.

EOA has derived experience in working with volunteers from operating the Head Start program 48 years and operating the RSVP and FGP. The agency has also developed experience in mobilizing community volunteers through their nine year involvement with the Martin Luther King Day of Service. This project has enabled the agency to recruit a diverse group of volunteers coming together and united in service.

EOA has intensive involvement with seniors in our community and working in the Primary Focus areas of Healthy Futures, particularly meal delivery, food distribution, and Telephone Reassurance.

In 1972, EOA was subcontracted by Senior Citizens, Inc. to provide the first home delivered meals for the elderly to replace the TV dinners. For over 30 years the agency participated in the Commodities Distribution Program which provides food for distribution to the elderly and low-income. In the early 80s, the agency was also one of the leading developers of community gardens. Again, the agency also has experience in the Healthy Futures Focus Area from operating the RSVP program since 1996

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which has included having volunteers deliver Meals on Wheels, Telephone Reassurance and placing volunteers in Food Pantries/Banks.

Not only does EOA have experience in the Healthy Future focus area. The agency is fortunate to have committed, dedicated staff. The Project Director is responsible for daily program operations and is supervised by the agency's Executive Director, who has been in his position over 35 years. John Finney is the Executive Director for Economic Opportunity Authority and is responsible for day-to-day operations of the agency. He has over 42 years of executive and professional experience in human service work. Mr. Finney achieved his B.S. at Savannah State University and his M.S. degree at Atlanta University in the study of Sociology. He acquired additional training in Management and Executive Leadership at Harvard University and Business School at Cambridge, MA. Mr. Finney currently serves as Treasurer of the Cardiovascular Stroke Council, Chairman of the Curtis V. Cooper Health Board of Directors, Member of the Sickle Cell Association, Member of the Savannah Development and Renewal Authority, Member of the Youth Futures Authority Collaborative, Member of the Georgia Community Action Association, Member of the Beta Phi Lambda Chapter of Alpha Phi Alpha Fraternity Inc.

The Project Director, Debbie W. Walker, has 20 years of experience in working with CNCS Senior Corps. The Project Director started working with the programs in 1989, as the Volunteer Coordinator for the Senior Companion Program and Foster Grandparent Program of Senior Citizens of Savannah. In 1993, Walker was promoted to Project Director. In 1995 Senior Citizens relinquish the Foster Grandparent Program. Walker left Senior Citizens Dec. 31, 1995 to become the Project Director of the Retired and Senior Volunteer Program and Foster Grandparent Program of Economic Opportunity Authority (EOA) on January 2, 1996. Walker is still serving in that capacity. During her tenure at EOA the FGP has received 3 competitive PNS grants and four (4) Martin Luther King Service Day grants. Walker has served on the Corporation for National and Community Senior Corps Training and

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Technical Assistance Sounding Board. The Sounding Board is a standing group that strengthens training and technical assistance provided to Senior Corps grantees. Walker has also served on the Senior Corps FGP/SCP Eligibility Work Group and most recently the Independent Living Curriculum Work Group. In addition to this, Walker has served on the state of GA Senior Corps Project Director Association in various capacities one of which was Vice-President. Walker has also served on planning committees for several conferences and has presented information at many conferences. Walker has also served as secretary for the National Association of Foster Grandparent Directors. Walker earned an ABJ (Bachelors of Arts Degree in Journalism) from the University of Georgia in 1993. In January of 1996 when the programs began operating at EOA of Savannah a waiver was issued to have a part-time project Director based on the strength of Walker's performance. The initial grant application that was approved paired the RSVP and FGP program under the direction and leadership of Ms. Walker. Since 1996 there has not been a new director or change in sponsorship of the programs.

The Project Coordinator has been with the program since 1999. In 1969, she enrolled in Savannah Institute of Business (SIB), and graduated in 1971. Fields attended Savannah State College for three years. In 1974 she began employment with Sears as a Customer Service Representative. After four years she was promoted to Office Supervisor where she supervised 10 Service Representatives. In 1986, she was promoted to Personnel Manager where she supervised 14 employees. In 1997, she began employment at Economic Opportunity Authority, as an Office Assistant for Head Starts' Learning Coordinator. From August 1, 1999, to present date, she has served as the Project Coordinator with the Retired and Senior Volunteer Program and Foster Grandparent Program of EOA.

The RSVP also has an additional Volunteer Coordinator, hired on a consultant base. Bea Jordan, who handles volunteer recruitment, orientation and training in the project's Southern Counties (Glynn, Charlton, McIntosh and Pierce. The Volunteer Coordinator position for the Southern Counties evolved as a need to have a greater presence away from our primary home base. Because of budget

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constraints funds were not available for a full-time or part-time position. Ms. Jordan has served in this position for over 8years.

The Program also received supports from a Fiscal Officer who is responsible for tracking monthly expenditures and informing Project Director of ways to improve the financial management of the program. The Fiscal officer has a Bachelors of Administration in Accounting from Savannah State University. She has served as Senior Accountant for the City of Savannah, Bureau of Public Development, and as Accounting Manager at Goodwill Industries of the Coastal Empire. She has also served as Accounts Manager at Coastal Harbor Treatment Center (formerly Charter Hospital) in Savannah.

The agency's financial management systems consist of using the accrual method of accounting, recognizing revenues when earned and expenses when incurred. All expenditures for property and equipment in excess of \$1,000 are capitalized. Donated facilities, wages, supplies, transportation and other professional services are recorded in accordance with SFAS 116, Accounting for Contributions Received and Contributions Made. Donations are recorded at their estimated fair value at the date of the donation. The agency uses Black Baud Financial. The software packages is set-up in that all transactions flow from other modules into General Ledger's accounts and projects. This provides ease for tracking and reporting from multiple perspectives and access critical information to guide the agency's strategic planning. With the customizable General Ledger as its foundation, the agency is able to demonstrate fiscal responsibility to its donors and funders. The software package also enables the Fiscal Officer to perform payroll budgeting, including salary and benefits, on a per-employee basis, execute driver-based planning by using parameters and costs that drive our organization and view line-item budget details and notes for details of budget assumptions that make up the overall account budget. It also publishes budget guidelines and assumptions to personnel with budget responsibility and allocates employees to multiple departments or projects. It can track multiple budget adjustments

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and view budget impact of items as they are entered and monitor financial commitments through encumbrance tracking.

The RSVP is housed in the EOA building which is located in the historic Beach-Cuyler school building, the first facility built for the education of Negro citizens in Chatham County. Since that time the building has undergone major renovation to be able to provide adequate facilities for all programs housed in the building. The Project Director has a sufficient budget for purchasing equipment and supplies to aid in program operations. Purchasing Procedure: The agency has clear policies relating to purchasing. It is the policy of EOA to follow a practice of ethical, responsible and reasonable procedures related to purchasing, agreements and contracts, and related forms of commitment. It is the policy of EOA to utilize a purchase order system. A properly completed purchase order shall be required for all purchases of goods and services in excess of \$500, with the exception of travel advances expense reimbursements and recurring bills such as utilities etc., which require the preparation of a separate form. Purchase orders and purchase order numbers will be computer generated, and issued upon request from an authorized purchaser. All department heads shall have the authority to initiate purchases on behalf of their department, within the guidelines established in the purchasing policies manual. In addition, department directors may delegate purchasing authority to responsible individuals within their department. Department directors shall inform the Fiscal Office of all individuals that may initiate purchases. The Fiscal Office shall maintain a current list of all authorized purchasers of EOA. The Fiscal Office shall be responsible for processing purchase orders. The Fiscal Officer has approval authority over all purchases and contractual commitments as defined in this policy. The Executive Director shall make the final determination on any proposed purchases where budgetary or other conditions may result in denial. Personnel Management support, including clearly defined roles for staff and administrators: The Program staff receives personnel management support through its indirect cost rate agreement. Human resources assures the agency follows all

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appropriate federal guidelines in reference to hiring, workman's compensation, health insurance and other items. The agency's employee manual outlines clearly defined roles for all staff and administrators and internal policies. Job Description for all employees are including the Personnel Book. Travel Policy: The agency also has clearly defined travel and business policies. Funds will be advanced for upcoming travel only upon receipt of a completed and properly approved request for travel advance. Travel advances are to be used only for the purpose intended. At the conclusion of an EOA business trip, an employee or member of the board of directors that has incurred business-related expenses should complete an Expense Report in accordance with policies. An employee will not be reimbursed for expenses not meeting the preceding criteria. EOA shall reimburse travelers only for those business-related costs that are reasonably incurred. In order to ensure continuous improvement, policies are review by the Personnel Committee of the Board of Directors.

The Board of Directors also conducts a 5-year strategic plan to assess emerging community needs and to ensure EOA is operating in accordance with its mission and vision statement. Different departments in the agency conduct evaluations of their programs, for instance the Head Start program has the Policy Council to assist in program operation and the Foster Grandparent Program and the Retired and Senior Volunteer Program utilizes a Community Advisory Council to evaluate program operation. To provide local input we will hold Community Advisory Council meetings to encourage participation of community volunteers and program stakeholders. The Community Advisory Council assists in assessing community needs, supporting the development of service in our community and assists in developing non-federal resources. Advisory Council members are key players in mobilizing community resources to ensure the stability and growth of the program. By working closely with project staff, this partnership will seek to garner not only financial resources for the project but in-kind support as well. Once every three (3) years the agency in conjunction with the Community Advisory Council will implement a self-assessment of the program to ensure continuous improvement and to