

PART I - FACE SHEET

APPLICATION FOR FEDERAL ASSISTANCE		1. TYPE OF SUBMISSION: Application <input checked="" type="checkbox"/> Non-Construction														
Modified Standard Form 424 (Rev.02/07 to conform to the Corporation's eGrants System)																
2a. DATE SUBMITTED TO CORPORATION FOR NATIONAL AND COMMUNITY SERVICE (CNCS): 10/15/12	3. DATE RECEIVED BY STATE:	STATE APPLICATION IDENTIFIER:														
2b. APPLICATION ID: 13SR144081	4. DATE RECEIVED BY FEDERAL AGENCY: 10/15/12	FEDERAL IDENTIFIER:														
5. APPLICATION INFORMATION																
LEGAL NAME: Bay Aging DUNS NUMBER: 101712602	NAME AND CONTACT INFORMATION FOR PROJECT DIRECTOR OR OTHER PERSON TO BE CONTACTED ON MATTERS INVOLVING THIS APPLICATION (give area codes): NAME: Christie L. Yarborough															
ADDRESS (give street address, city, state, zip code and county): 5306 Old Virginia St Urbanna VA 23175 - 2179 County: Middlesex	TELEPHONE NUMBER: (804) 758-8853 FAX NUMBER: (804) 758-8854 INTERNET E-MAIL ADDRESS: cyarborough@bayaging.org															
6. EMPLOYER IDENTIFICATION NUMBER (EIN): 541085032	7. TYPE OF APPLICANT: 7a. Non-Profit 7b. Area Agency on Aging															
8. TYPE OF APPLICATION (Check appropriate box). <input checked="" type="checkbox"/> NEW <input type="checkbox"/> NEW/PREVIOUS GRANTEE <input type="checkbox"/> CONTINUATION <input type="checkbox"/> AMENDMENT If Amendment, enter appropriate letter(s) in box(es): <input type="text"/> <input type="text"/> A. AUGMENTATION B. BUDGET REVISION C. NO COST EXTENSION D. OTHER (specify below):	9. NAME OF FEDERAL AGENCY: Corporation for National and Community Service															
10a. CATALOG OF FEDERAL DOMESTIC ASSISTANCE NUMBER: 94.002 10b. TITLE: Retired and Senior Volunteer Program	11.a. DESCRIPTIVE TITLE OF APPLICANT'S PROJECT: Bay Aging RSVP															
12. AREAS AFFECTED BY PROJECT (List Cities, Counties, States, etc): Virginia #1: Ten counties of the Northern Neck and Middle Peninsula, to include, Essex, Gloucester	11.b. CNCS PROGRAM INITIATIVE (IF ANY):															
13. PROPOSED PROJECT: START DATE: 04/01/13 END DATE: 03/31/16	14. CONGRESSIONAL DISTRICT OF: a.Applicant <input type="text" value="VA 001"/> b.Program <input type="text" value="VA 001"/>															
15. ESTIMATED FUNDING: Year #: 1	16. IS APPLICATION SUBJECT TO REVIEW BY STATE EXECUTIVE ORDER 12372 PROCESS? <input type="checkbox"/> YES. THIS PREAPPLICATION/APPLICATION WAS MADE AVAILABLE TO THE STATE EXECUTIVE ORDER 12372 PROCESS FOR REVIEW ON: DATE: <input checked="" type="checkbox"/> NO. PROGRAM IS NOT COVERED BY E.O. 12372															
<table border="1" style="width: 100%; border-collapse: collapse; font-size: small;"> <tr><td style="width: 20%;">a. FEDERAL</td><td style="text-align: right;">\$ 72,291.00</td></tr> <tr><td>b. APPLICANT</td><td style="text-align: right;">\$ 30,982.00</td></tr> <tr><td>c. STATE</td><td style="text-align: right;">\$ 10,000.00</td></tr> <tr><td>d. LOCAL</td><td style="text-align: right;">\$ 0.00</td></tr> <tr><td>e. OTHER</td><td style="text-align: right;">\$ 20,982.00</td></tr> <tr><td>f. PROGRAM INCOME</td><td style="text-align: right;">\$ 0.00</td></tr> <tr><td>g. TOTAL</td><td style="text-align: right;">\$ 103,273.00</td></tr> </table>	a. FEDERAL	\$ 72,291.00	b. APPLICANT	\$ 30,982.00	c. STATE	\$ 10,000.00	d. LOCAL	\$ 0.00	e. OTHER	\$ 20,982.00	f. PROGRAM INCOME	\$ 0.00	g. TOTAL	\$ 103,273.00	17. IS THE APPLICANT DELINQUENT ON ANY FEDERAL DEBT? <input type="checkbox"/> YES if "Yes," attach an explanation. <input checked="" type="checkbox"/> NO	
a. FEDERAL	\$ 72,291.00															
b. APPLICANT	\$ 30,982.00															
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g. TOTAL	\$ 103,273.00															
18. TO THE BEST OF MY KNOWLEDGE AND BELIEF, ALL DATA IN THIS APPLICATION/PREAPPLICATION ARE TRUE AND CORRECT, THE DOCUMENT HAS BEEN DULY AUTHORIZED BY THE GOVERNING BODY OF THE APPLICANT AND THE APPLICANT WILL COMPLY WITH THE ATTACHED ASSURANCES IF THE ASSISTANCE IS AWARDED.																
a. TYPED NAME OF AUTHORIZED REPRESENTATIVE: Kathy Vesley	b. TITLE:	c. TELEPHONE NUMBER: (804) 758-2386 27														
d. SIGNATURE OF AUTHORIZED REPRESENTATIVE:		e. DATE SIGNED: 10/15/12														

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Executive Summary

RSVP sponsor Bay Aging was established in 1978 to serve seniors and people with disabilities throughout the 10 counties of the Middle Peninsula and Northern Neck. The RSVP program has been an integral function of Bay Aging since the very beginning.

As the Baby Boom generation races toward traditional retirement age, the 60+ age set will make up 30% of the region's total population by 2020 and 38% by 2030 -- all greater than the state average. Also escalating is the number of adults age 85 and over, increasing more than 40% in just ten years. Recognizing the coming "Age Wave," the Virginia General Assembly expanded the duties of the Virginia Department for the Aging by mandating a four-year planning process for aging services. At the same time, Area Agencies on Aging have been mandated to do more with fewer resources. The goal of RSVP sponsor Bay Aging's is to maintain a solid foundation from which aging services can reach today's seniors and people with disabilities and to plan for the increasing number of people who will need services in the next few years. The RSVP program plays a huge role in meeting some of these needs.

Meals on Wheels is the most well known and provides the most critical of the most basic need for mankind -- food. No one should have to go hungry! Bay Aging has a dedicated core group of RSVP volunteers who tirelessly make themselves available to deliver meals to the homebound frail, elderly and people with disabilities. Active Lifestyle Centers (senior centers) are the focal point in 325 senior's lives. These people receive nutritional meals, participate in a variety of activities and learn how to better manage their health and nutritional needs. Access to transportation is a huge issue throughout Virginia and can be especially challenging in rural areas. RSVP volunteers help ensure that seniors and people with disabilities have access to the services they need through MedCarry non-emergency transportation. Public safety is essential to help seniors avoid becoming victims to fraud. Building the capacity of Bay Aging's volunteer resources is becoming more critical as we work together to stay

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ahead of the incoming wave.

Strengthening Communities

The Middle Peninsula and Northern Neck (MP/NN) region of Eastern Virginia is characterized as rural with many people living in isolated areas who are in need of services. In many instances these people would not be able to continue to live independently if not for the services we provide, including Meals on Wheels. Nine of the ten jurisdictions within the MP/NN are fully designated as Medically Underserved Areas by Health Resources and Services Administration (HRSA). In addition, transportation continues to be a critical need for seniors and people with disabilities to access health care services, employment and consumer goods.

Data sources indicate that the landscape for seniors and people with disabilities has changed due to an unprecedented growth of Virginians who are 60 years and older. The Virginia Department for the Aging projections show that by the year 2020, at least 22% of the state's population will be 60 years and over. Projections for the MP/NN show that the 60+ set will make up 30% of the total population by 2020 and 38% by 2030 -- all greater than the state average. Also escalating is the number of adults age 85 and over, increasing more than 40% in just ten years. Seniors make up 8% of the region's population with incomes below the poverty level as compared to the state average of 5.5%. Likewise, seniors comprise 38.4% of the total disabled population in the MP/NN while the state average is 31%. (Data derived from American FactFinder, U. S. Census).

The Middle Peninsula and Northern Neck is unique in that we have an influx of retirees who live well above the poverty line, while many "natives" live below that line. Marked differences can also be seen where people moving into the area build million dollar homes, while we have seniors who live in homes that have no indoor plumbing or have failing systems. The majority of businesses consist of small family owned operations or small service companies. The largest employers are the hospitals and school systems. The elderly and disabled residents who need help are those whose income has not

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kept the pace with the rising cost of living.

The critical need to support more with less continues to be a trend throughout the United States, rendering volunteers an extremely valuable commodity that drives successful programs and services. Levels of volunteering and other community engagement are high in the Middle Peninsula and Northern Neck. Participation in activities and volunteering transcend socio-economic backgrounds leading to greater fulfillment. According to a 2011 Older Dominion Partnership Survey of MP/NN volunteers show 29% of seniors age 65+ were satisfied with their opportunities to volunteer, while 48% were very satisfied. In 2010-2011, 842 RSVP volunteers gave 51,968 hours of service to this rural region -- a \$1,174,477 savings to our communities. Many volunteers graciously delivered meals several days a week to help ensure our meals recipients would not go hungry. Because these volunteers are so dedicated, Bay Aging is able to keep the cost of meals down and avoid waiting lists for home delivered meals.

Established in 1978, Bay Aging is well known throughout the region for providing top-quality, professional services. Bay Aging has a well established relationship with many community partners to include county Boards of Supervisors, schools, Departments of Social Services, the faith community, resource councils, hospital discharge planners, physicians, home health, Brain Injury Association, Alzheimer's Association, hospice, Northern Neck Telemedicine Consortium, Middle Peninsula Northern Neck Community Services Board, Peninsula Center for Independent Living, Hunter McGuire Veteran's Affairs Medical Center, American Red Cross, Salvation Army, Gloucester Partnership, the Samaritan Group, community and civic groups, Three Rivers Health District, businesses and others. RSVP has a well established Advisory Council that effectively represents the ten counties of the MP/NN. Council member representation includes the sheriff's department, Middle Peninsula Northern Neck Disabilities Services Board, Active Lifestyle Centers, the faith community, food banks, veterans, Senior Employment Program, Board of Supervisors and the Aging and Disability

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Resource Center. The RSVP Council meets quarterly to share information about available services, events and activities, education and referrals for people who need services as well as increased volunteer needs for identified locations within the region. RSVP managers, volunteers and council members keep the RSVP Director informed of community based services and residents who need help within their communities. Bay Aging Options Counselors keep the RSVP Managers abreast of any changes or pending needs in the community that may impact services offered. This network of for-profits, non-profits and individuals works really well to provide the services needed, identify emerging needs and provide meaningful opportunities for neighbors to help neighbors.

Bay Aging's dedicated volunteers provide services that exceed the Healthy Futures national performance measure outputs by transcending into other Priority Measures such as Economic Opportunity (housing, financial literacy and veterans). Volunteers who deliver hot meals ensure that the homebound frail and seniors can age in place. Hundreds of meals recipients will say that yes, they look forward to the meals, BUT they treasure time spent with another human being. Volunteers can alert the RSVP Managers about other needs meals recipients may have. Although they are not "mandated reporters," RSVP volunteers monitor the living conditions and report any changes in the client's mental and/or physical health to Bay Aging Options Counselors. Options Counselors visit the clients for reassessment and to determine if other services are needed. Services are then provided directly by Bay Aging or referred to the appropriate entity.

In addition to referrals, community needs are identified through an Immediate Needs Assessment completed annually to determine the most urgent needs within the service region. Customer satisfaction surveys and periodic surveys conducted within specific services also help determine what seniors and people with disabilities need to live healthier. The information derived from these tools is used for 1) long-term planning and program development to meet service needs; 2) assessing volunteer needs and placement; and 3) program design to not only meet national performance

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measure outcomes, but also fulfill Bay Aging's mission of providing the services and supports people need to live better and healthier lives. Examples of excellent, long-lasting partnerships resulting from identified community needs include (not inclusive of all partnerships between Bay Aging and the community):

Northern Neck Interfaith Council -- partners with RSVP assess community needs, provide storage facilities, furniture, clothing, appliances, construct handicap ramps and deliver meals.

Departments of Social Services -- social workers make referrals and identify the need for volunteer services including non-emergency medical transportation. Social workers will also recommend new programs that will benefit their low-income clients.

Skilled Home Health Agencies -- staff refer patients to RSVP for transportation assistance, meal delivery, telephone reassurance and friendly visitor services.

Resource Councils -- are comprised of health and human service agencies, representatives communicate what is happening in their area that impacts the elderly, the disabled and families.

Council members work together to determine how to best meet those needs.

Aging and Disability Resource Centers -- include each of the 11 Active Lifestyle Center (RSVP stations) to serve as referral sites for Aging and Disability Resources. Each station has a computer available so that volunteers can assist residents with information they are seeking or for services they need.

Veterans Independence Program -- is a veterans' directed home and community based program, conducted in partnership with the U.S. Department of Veterans Affairs and Bay Aging, and provides services for veterans of any age who are eligible for skilled care nursing. RSVP volunteers play a major role by providing transportation to the Richmond based McGuire Veterans Medical Center for appointments. RSVP volunteers also deliver meals to veterans and keep in touch with them through the friendly visitor program. Since 2009 Bay Aging staff and volunteers have assisted 73 veterans access services that prolong their independence. Bay Aging continues to be the only Area Agency on

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Aging in Virginia that provides veterans directed home and community based services.

The Treakle Foundation -- is a local funding resource that has been instrumental in providing the funds necessary to purchase accident and liability insurance to cover volunteers as they travel in this 2600 square mile, rural, 10-county region. The coverage is above and beyond the personal liability coverage the individual carries. The Foundation also covers the cost of travel expenses for the RSVP Director.

TRIAD -- partnership with local law enforcement offices and Bay Aging, utilizes RSVP volunteers to provide safety and awareness programs. TRIAD groups have expanded their topics to meet the needs such as telephone scams, door-to-door solicitor credibility and identity theft.

Little Angels -- is a community effort to provide Christmas gifts to the homebound, seniors and children, is made up of volunteers (some are RSVP), businesses and community groups. Volunteers seek, sort, wrap and deliver the gifts to the Meals on Wheels recipients. Over 1,000 gifts were delivered. Volunteers also gather and deliver toys and gifts to children who otherwise would not have received this type of assistance through other service organizations. Over 300 children received gifts and toys.

Weavers of the Word -- offered through local libraries and elementary schools, the program brings together children of all ethnicities and socio-economic backgrounds to enjoy the written word. RSVP volunteers provide storytelling, readings and tutoring to encourage children to learn and enjoy reading.

Earned Income Tax Credits (EITC) and Virginia Individual Tax Assistance (VITA) -- utilize RSVP volunteers to assist families with their federal and state tax preparations. RSVP volunteers helped over 100 families in 2011. As the EITC program continues to grow, so will the call for more people to lend their talents and expertise to help low-income families. Volunteers are trained and receive their certification from the Internal Revenue Service.

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Recruitment and Development

RSVP volunteers are the catalysts for Bay Aging programs and services. They recruit, train and manage new volunteers. They deliver meals, provide non-emergency medical transportation, collect items for various "drives," reassure seniors through visits and telephone calls, assist veterans and their families gain access to services, partner with schools and libraries to help children read, address public safety issues affecting seniors and people with disabilities, assist with the development and implementation of new programs with congregate meals sites and advocate on behalf of the community's seniors and people with disabilities. Because there is a dedicated group of RSVP volunteers who deliver meals, Bay Aging is able to keep the cost of meals down and avoid waiting lists for home delivered meals, unlike other areas of Virginia.

Bay Aging staff considers cultivating additional partnerships and opportunities for volunteer recruitment essential activities to keep programs and services viable and to encourage people to lend their skills and talents so that others less fortunate may live better lives. The Middle Peninsula and Northern Neck region's population trend is leaning toward a rapidly growing group of people age 60 and over. With this trend comes increasingly complex social problems with limited financial resources -- do more with less -- creating a growing demand for engaging people in new and different ways. Engaging residents and empowering them to create stronger communities and families is critical to Bay Aging's infrastructure and the thousands of people served.

Volunteer recruitment is an ongoing activity that occurs through several mechanisms:

- 1) community wide events;
- 2) website;
- 3) Chamber of Commerce newsletters;
- 4) church events;
- 5) volunteers recruiting others through advocacy;
- 6) media releases and advertisements;
- 7) radio spots;
- 8) direct contact made by coordinators to local and faith based organizations;
- 9) recruitment materials at speaking engagements;
- 10) encourage staff and Board of Director members to help recruit more volunteers.

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Community needs play a major role in volunteer recruitment activities. Ensuring inclusive representation of the region's population is critical to the success of the volunteer program and furthering Bay Aging's mission to serve others in need. The agency's volunteer program has historically been inclusive and sensitive to representing all segments of the region's population and will continue to do so. The MP/NN has a growing Hispanic population. The U.S. Census 2010 expects the region to have over 4,000 Hispanic people and by 2030 that number will increase to 6,166. The Bay Aging and Bay Transit websites are "translator friendly" to reach our Hispanic neighbors. Further, the agency recruited people who are proficient in Spanish to volunteer their time and expertise to translate educational and service materials. Additional volunteer recruitment activities will include the capacity to increase Bay Aging's presence in the Hispanic community by engaging people who are fluent in the language and have a desire to advocate on behalf of this growing segment of the region's population. Bay Aging Board of Directors and staff believe the organization is strengthened by the folks who volunteer in their communities through RSVP. We also believe that volunteers are retained over the many years because they feel good about what they are doing -- as proven by the volunteer surveys that are completed each year. RSVP staff makes every effort to let volunteers know how much they are needed and appreciated. A presentation is developed for each volunteer recognition luncheon. These presentations show the number of services, hours, people served and the overarching benefits of their volunteer role in the community. Thank you cards are sent throughout the year and especially during volunteer week and at recognition events. In turn, volunteers have expressed their appreciation for the RSVP program and opportunities to give back to their community in ways they may not otherwise be aware they could help. Giving back to society, either financially or socially, are some of the major motivators for our seniors. Over one-third report that they volunteer because they want to give back to society some of the benefits they received individually. National Volunteer Week is recognized and all stations are provided signs thanking our wonderful

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volunteers. In addition they are recognized through 'letters to the editor' in all area-wide newspapers and radio, and in the station where they volunteer from. County Boards of Supervisors are always willing to develop a proclamation and publicly thank their constituents for lending their time and talents for others in their community.

Effective volunteer management is critical to retaining volunteers. RSVP staff trainings, planned and directed by the RSVP Director, are conducted quarterly and serve as the vehicle to provide program updates, introduce new initiatives and to discuss emerging community needs and brainstorm solutions. Motivation encourages retention. The RSVP Director and staff encourage interactions with volunteers through -- open communication and relevant organizational or programmatic updates, staying connected with volunteers as much as possible, addressing volunteers by their name, connecting volunteers to others in the organization, sharing stories that help volunteers see the difference they make, making the effort to understand what motivates our volunteers to identify the proper way to thank them for their efforts, and giving meaningful assignments. Some local efforts like the 'Little Angels' were developed by staff and volunteers brainstorming ideas for community outreach during the Christmas holiday. Bay Aging staff recognizes that volunteers are our ambassadors and have some great ideas to contribute.

The RSVP Director attends all seminars, trainings and conferences sponsored by the Corporation for National and Community Services at the state and federal levels. These activities are utilized to share best practices and creative ideas among colleagues to bring back to our region and offer locally.

Program Management

The RSVP Advisory Board surveys itself on annual basis to determine if it is effective in . . .

- * aligning RSVP activities with Bay Aging's mission and goals
- * fulfilling board member mentoring to ensure an active program
- * encouraging staff and volunteers and helping to keep them motivated

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* using community needs assessment and other survey instruments to advise RSVP Director and staff

The RSVP Advisory Board's membership capably represents the older population. Members include the Middle Peninsula Northern Neck Community Services Board, social services representatives, legal aid, hospital discharge planners, family caregivers, consumers of services, the faith community, transportation, the Alzheimer's Association, businesses and other public and private health and human services providers.

Annual surveys are sent to random volunteers asking them to . . .

* critique the program for which they are providing their time and talents

* identify areas where there is a need

* rate their level of satisfaction with their . . .

o volunteer assignment

o perception of how they are helping their neighbors

Survey responses are tabulated and reviewed by the RSVP Advisory Board and Director. Any new developments and issues are immediately addressed by both and if necessary, ad-hoc committees are formed to provide an assessment and design a corrective action plan.

The goal of having good training -- tailored to the job -- is to help volunteers perform their jobs well, confidently and independently without having to interrupt the staff to ask questions. Volunteer assignments are designed specifically by the station staff to meet the identified need associated with that station, and is managed by the station manager. In addition, station managers review standard operating procedures and volunteer guidelines so that volunteers will understand their role within the organization. Throughout the year, the RSVP Advisory Board and Director provide leadership and mentoring roles. These steps help ensure that volunteer assignments are engaging and that the results of their efforts produce a measurable, positive impact on the communities they serve.

The RSVP sponsor Bay Aging has 34 active volunteer stations that have been in place for many years.

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The program is extremely fortunate to have had stable staffing which is also important when managing volunteers. These established stations will continue to serve relevant and needed functions to satisfy long established needs in the region that directly align themselves with the sponsor's Primary Focus Area of Healthy Futures for Homebound Seniors and Disabled Individuals -- home delivered meals, transportation and other services that allow them to live independently for as long as possible. In response to other areas of need and community priorities, RSVP partners with other organizations that are pooling resources to address unmet needs without duplicating services. RSVP will continue partnering with organizations and strengthen public safety programs such as TRIAD, which is in its 23rd year of reducing criminal victimization of older persons; improving quality of life for older adults; educating and involving the community in implementing solutions; and enhancing delivery of law enforcement services to the elderly.

Beginning in April 2013 and ongoing, the RSVP Director and Bay Aging staff will continue to partner with local TRIAD centers to deliver programs to seniors and enter into partnerships with emerging TRIAD centers in the region. RSVP and Bay Aging staff will also partner with fire and rescue organizations throughout the region to deliver fire and rescue safety and awareness programs to seniors throughout the service region.

To minimize disruptions to current volunteers, RSVP proposes:

- * promoting these opportunities to recruit new volunteers
 - * allowing volunteers to expand their volunteer roles within the sponsor organization Bay Aging, understanding that they will only be counted once -- wherever the most impact is evidenced
- Station Memorandums of Understanding (MOUs) are renewed every three years. MOUs will be reviewed to ensure that staff roles are clear, information exchange is present through a monthly newsletter, reporting needs are outlined, include structure that will guide volunteer activities and ensure compliance with RSVP program regulations.

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Station managers ensure that their volunteers complete their data input logs to capture performance measure outcomes and outputs. This data is entered into RSVP Reporter, the software management tool utilized by sponsor Bay Aging. RSVP Reporter enables staff to track stations, jobs, clients, placements, hours and other data for program and volunteer management.

Staff training will be developed for emerging stations developed through TRIAD and other public safety programs, which are outside Bay Aging's identified Primary Focus Area. As with current stations, MOUs will clearly outline program expectations and the role of volunteers within each emerging station. Volunteers will maintain their data logs to capture performance measure outcomes and outputs.

RSVP does not accept cash contributions, however in-kind contributions are numerous. A few examples of very generous in-kind contributions include conducting volunteer recognition banquets at locations that waive their fees; caterers who significantly reduce meal costs; senior centers that receive computers, recreational equipment, Direct TV subscriptions; seasonal/holiday gifts for senior center participants and more.

RSVP sponsor Bay Aging has a rigorous system of checks and balances in place to manage project resources to ensure accountability and efficient and effective use of resources. RSVP submits and/or approves all invoices charged to their financial management system element code. Monthly expenditure reports are sent to the RSVP Director to review and check against department records.

Fiscal analysis meetings are held monthly to review each Bay Aging program budget. Meetings include Bay Aging's President and CEO and senior level staff. These monthly meetings have proven to be very beneficial and are viewed by all as a critical piece of Bay Aging's successful system of accountability.

Bay Aging conducts annual program evaluations and reports the results/findings to the Board of Directors. Program Evaluations are conducted to ensure that the services provided effectively produce

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the family and/or community results or outcomes for which they were designed. These evaluations are valuable to the Board of Directors in prioritizing and selecting which program strategies the organization will use to address the needs of the people it serves.

RSVP operates under the management of the office of the Senior Vice President of Community Living Programs. RSVP staff consists of one part-time director, one part-time assistant, five full-time and five part-time Active Lifestyle Center Managers and two volunteers. Each position has a detailed job description. RSVP staff receives annual performance appraisals from objectives related to program goals. Training, which is an ongoing activity, is provided in the areas of safety, personal growth, customer service, technology and good management techniques.

Bay Aging provides the RSVP program with ample office space and access to an activity room for volunteers to hold activities and special projects, RSVP Advisory Board meetings and Station Manager meetings. The RSVP Director is also provided a vehicle for travel.

Following Bay Aging protocol for purchases, RSVP uses purchase orders to purchase items for the RSVP office, activities and events. For rush purchases, the RSVP Director does have permission to purchase items out right. The Director then process a voucher request for reimbursement, including receipts and any other documentation that pertains to the purchase. RSVP staff also receives mileage reimbursement of 35 cents per mile (the standard Bay Aging reimbursement amount) when they are required to use their personal vehicle. All receipts are attached to a detailed travel expense form that is completed for reimbursements or payments for out of town activities. In addition, agendas must accompany all travel documentation for activities that require an overnight stay.

Organizational Capability

The sponsor Bay Aging, one of 25 Area Agencies on Aging in Virginia, was established in June 1978 as a non-profit, 501(c)3 organization to serve the 10-county region of the Middle Peninsula and Northern Neck located in Eastern Virginia. Since 1979, Bay Aging has proudly been the region's

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sponsor for the Retired and Senior Volunteer Program. Guided by its mission, Bay Aging has a solid track record in the delivery of home and community based support services. Services are delivered through three major divisions: Community Living Programs, Bay Transit and Bay Family Housing. Each division delivers an array of services ranging from home care, respite services, companion services, Meals on Wheels, insurance counseling, elder rights advocacy, MedCarry, Options Counselors, public transportation, mobility management transportation, senior apartments, weatherization, housing rehabilitation, indoor plumbing rehabilitation and more.

An annual needs assessment is developed to determine immediate needs. The instrument is distributed among county groups, social services, health department, the faith community, community groups and other health and human service providers. Bay Aging partners with these entities to address needs brought forth from the assessment and to provide services either directly or as a referral to appropriate agencies. Client satisfaction surveys are conducted annually and measure quality assurance and ensure that existing services are meeting the needs within the region.

Bay Aging is governed by a Board of Directors consisting of 15 members, 10 of whom are appointed by their respective Boards of Supervisors and 5 are elected by their community peers. The Board of Director membership is comprised of professionals, business people, and consumers of services who are tuned in to their community's needs. Bay Aging is a designated Aging and Disability Resource Center and has an Advisory Board consisting of professionals from the health and human services fields, business people, the faith community and consumers of services who represent the region. The Board of Directors meet bi-monthly; the Executive Committee and Finance Committee meet bi-monthly or more if needed.

Bay Aging has been successful in maintaining and developing new programs and aggressively pursuing and securing grants and other sources of funding to support programs to serve seniors and people with disabilities. Audits of all programs (\$15+ million budget in 2012) continue to document

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fiscal integrity and ability to manage funds on an annual basis. Bay Aging has diversified sources of revenue to ensure continuity of programs and services irrespective of any single (or several) sources of revenue. Successful grant development sources include -- Federal Transit Authority, Department of Rail and Public Transportation, Department of Housing and Community Development, Department of Housing and Urban Development, Centers for Medicare and Medicaid Services, Community Development Block Grants, Virginia Department for the Aging and others. Further evidence of flexibility and diversity is outlined in the annualized budget, 990, audited financial statements. Financial reporting is completed in accordance with Federal Acquisition Regulations, Financial Accounting Standards Advisory Board guidelines, Cost Accounting Standards and Generally Accepted Accounting Principles.

Bay Aging President and CEO Kathy Vesley-Massey has been with Bay Aging 14 years, first as the Chief Operating Officer and in 2011 was promoted to President and CEO. Her previous experience includes -- Deputy Commissioner of the Virginia Department for the Aging where she managed an administration of \$30 million in aging services in the Commonwealth of Virginia; Director of the Virginia Office of Volunteerism where she directed all aspects of agency operations including program and policy development and implementation and budget and financial management; Acting Deputy Director of the Virginia Department for the Deaf and Hard of Hearing where she functioned as agency personnel and finance officer in addition to directing all policy and program development.

The organizations Chief Financial Officer Diana Giles has been at Bay Aging for 11 years. Prior to that Ms. Giles was Senior Vice President, MIS, for Atlantic Bankshare Corporation. She has 20 years of banking experience managing accounting and data processing departments.

Patsy Taylor, the Senior Vice President of Community Living, has been with Bay Aging for 35 years. She directly oversees the RSVP Director. She also manages programs in 10 service areas that come under the Community Living umbrella and the professionals who provide the services. She is directly

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responsible for the development, implementation and management of program budgets. She also provides support and oversight for 12 active lifestyle centers (senior centers) and 3 adult day health services centers.

Performance appraisals are conducted annually. The President/CEO is audited annually by the Board of Directors. The Board of Directors annually assesses their performance as a governance board. Training is provided for staff in the areas of safety, personal growth, customer service, management principles and technology. A staff retreat is held annually for updates on the 'state of Bay Aging' and to provide an opportunity for interactive discussion/problem solving/input into issues that affect the organization as a whole.

Bay Aging has numerous policies in place to monitor programmatic and organizational activities. They include: Employee Handbook, Program Management, Fiscal Policies, Purchasing Procedures, Fixed Asset Reports and others. The Board of Directors reviews and/or updates policies and approves. The RSVP Advisory Board's membership capably represents the older population. Members include the Middle Peninsula Northern Neck Community Services Board, social services representatives, legal aid, hospital discharge planners, family caregivers, consumers of services, the faith community, transportation, the Alzheimer's Association, businesses and other public and private health and human services providers. Members, as shown above, are in tune to their communities and continually seek input from citizens about issues that affect the older adult population. For example, the Advisory Board has identified lack of access to transportation as a serious detriment to seniors and people with disabilities residing in the MP/NN. The Board is developing ways to ensure people can access transportation in order to access the services they need.

Other

Healthy Futures -- Homebound Older Adults and People with Disabilities

In the period October 1, 2011 through September 30, 2012 over 173,273 meals were delivered to 687

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homebound frail, elderly and people with disabilities by 692 RSVP volunteers. The Virginia Department for the Aging projections show that by the year 2020, at least 22% of the state's population will be 60 years and over. Projections for the MP/NN show that the 60+ set will make up 30% of the total population and 38% by 2030 -- all greater than the state average. Also escalating is the number of adults age 85 and over, increasing more than 40% in just ten years. Seniors make up 8% of the region's population with incomes below the poverty level as compared to the state average of 5.5%. Likewise, seniors comprise 38.4% of the total disabled population in the MP/NN while the state average is 31%. (American FactFinder, U. S. Census). RSVP volunteers are extremely dedicated to the Meals on Wheels program and "their people" -- the folks they deliver meals to every week. Meal deliveries are beneficial on many levels -- 1) good source of nutrition for people who might otherwise reduce their intake of meals; 2) meals recipients look forward to seeing a friendly face and some conversation; 3) volunteers have an opportunity to observe if there are any unusual conditions that would require intervention; 4) volunteers benefit from staying active and knowing they are providing an extremely valuable service for their neighbors and communities.

Community Priorities -- Senior Centers

Bay Aging has 11 senior centers in the MP/NN. These centers have proven to be an integral part of these seniors' lives. In 2012, 325 seniors actively participated in activities at their local senior center. Whether they drive themselves to the center, have a family member bring them or arrive on Bay Transit, seniors look forward to the activities and social interaction among their peers. It's not all fun and games though. Education is an important part of attending the senior center. Our seniors receive information on health and nutrition, avoiding falls, dressing properly for hot summer days and the cold winter months, blood pressure, use of salt in their diet, diabetes and much more. Exercise is a daily activity as well as receiving hot, nutritious meals. Seniors enjoy visits and special treats from community and civic groups during holidays throughout the year. All centers are equipped with

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computers and available to all seniors. As one senior wrote to Bay Aging, "The center makes a big difference in my life. I get out of the house a few days a week and the with my senior center family. It is a great place for friendship, laughter and learning things like being careful not to fall and to use less salt when cooking."

Other Focus Areas and Capacity Building

Public Safety (TRIAD)

TRIAD, a crime prevention program for seniors, is a cooperative effort of law enforcement agencies (police/fire/sheriff), senior citizens, and senior organizations, focused on reducing crimes against our most vulnerable citizens: our seniors. The goal of TRIAD is to reduce the fear of crime and victimization among seniors by increasing awareness of scams and frauds targeting them, strengthening communication between the law enforcement and senior communities, and educating seniors on local and state resources that are available in their community.

The presence of TRIAD groups in the MP/NN is on the rise. Bay Aging is interested in partnering with each county's public safety department -- sheriff/fire/rescue -- to bring safety awareness to our senior population and the tools they can use to protect themselves from becoming victims of crime. We believe that seniors helping seniors can have a tremendously positive effect on the success of TRIAD programs in our region. An example is the TRIAD group in Gloucester County. This very small group of seniors and law enforcement is in the process re-energizing TRIAD. For the group to be successful they will need to increase the number of volunteers and their capability to spread the mission of TRIAD to protect seniors in the most populous county in the region.

Sheriff's departments believe in TRIAD and are dedicated to ensuring the safety of their senior populations. Volunteers will also engage fire and rescue departments to join their county's TRIAD group to provide the knowledge and tools seniors need to protect themselves from danger.

Capacity Building

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Capacity building is critical to the success of the RSVP program and to help meet the mission of sponsor Bay Aging. RSVP staff will increase the number of volunteers by 20% by aggressively promoting the volunteer program, expounding on the tremendous value RSVP volunteers have in their communities. Special emphasis will be placed on the Baby Boomer generation as they begin to retire. We will benefit from capitalizing on their experience and knowledge to support current programs, to help meet emerging needs and to provide advocacy for the older adult population and people with disabilities.

Continuing Initiative

Begun in 2011, the We All Love Our Pets initiative delivers pet food to homebound seniors. The pet food initiative is championed by the National Meals on Wheels Association and the Banfield Charitable Trust Foundation. This program was initiated in response to studies showing that seniors share their home delivered meals with their pets due to their limited financial means. By feeding pets we help ensure that our seniors are eating all of their home delivered meals, which represents one-third of their daily nutritional needs. In the MP/NN donated pet food is delivered to those Meals on Wheels recipients who pets in their home. Over 13,000 pounds of dog and cat food are delivered annually.

The companionship and unconditional love of a pet has tremendous health benefits to our homebound seniors. It is the sponsor Bay Aging's goal, as well as RSVP, to continue this program.

PNS Amendment (if applicable)

N/A