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Executive Summary

RSVP of the Capital Region, Inc., is a self-incorporated, free standing agency. Capital Region is a 40 year CNCS grantee, now covering eight counties, Adams, Cumberland, Dauphin, Franklin, and Perry, in southcentral PA, under the CNCS grant application covered by this request and Capital Region-East, a previously relinquished and new county area of Lancaster, Lebanon, and York.

An estimated 605 unduplicated RSVP volunteers will serve. They will deliver meals, provide transportation, serve in food banks/soup kitchens, tutor and mentor children, make supportive phone calls, assist in adult day programming for people with challenges in order to allow them to volunteer, provide health insurance anti-fraud education, at 79 stations, such as not for profit organizations and schools. The primary focus area for RSVP of the Capital Region is Healthy Futures. At the end of the three-year grant, at least 181 seniors will remain independent in their homes and have increased social supports through food delivery, transportation, and telephone assurance calls, and at least 200 individuals will have increased food security under Healthy Futures.

Populations proposed to serve: Frail seniors, children, veterans, low income population

The CNCS federal investment of \$127,048 will be supplemented by \$ 281,876 in matching and excess funds. Excess funds include additional federal sources of funding that cannot be reported as match in the amount of \$150,000, which are utilized in RSVP's After School programming. This leaves non-federal sources of \$131,876 in support of RSVP of the Capital Region, Inc.

Strengthening Communities

Q1. RSVP of the Capital Region, Inc., encompasses a five county area of approximately 2,991 square miles, covering Adams, Cumberland, Dauphin, Franklin and Perry Counties, in Pennsylvania.

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Approximately 174,286 seniors, 55 and over (24% of total population of 800,500), reside in this region.

The goal of Aging in Place is to maintain the seniors and people with challenges independently in their own homes for as long as possible or as long as they desire. Major hurdles to keeping people independent are that they have to feel secure in their homes, have proper nourishment, and be able to continue getting to doctor appointments, grocery stores, essential services. The advantage to the general public is that maintaining people in their own homes is significantly less expensive than nursing home care, which according to the Pennsylvania Health Care Association is now averaging \$5,000 per month.

In a 2010 National Survey tied to the Older Americans Act, meals on wheels provided weekdays allowed 93% to feel that they could now stay in their own home, 91% of the recipients to feel more secure in their homes, 87% to display improved health, and 85% to eat healthier. The main objective then becomes how to economically deliver the meals to the homes on a daily basis, and, of course, the key becomes the volunteer.

Food security is an issue of seniors, children, the general public. In 2011, the Central PA Food Bank annual report cited that "the organization and its partners continue to see an increase in the need for emergency food assistance." That equated to 23 million pounds of food in 2011, a record year. Retired and senior populations have been hit the worst. A competition ensues between utilities, medications, and food for most low income seniors. In various counties, the manner in which food reaches seniors may vary. But overall seniors are being supplied with elder share boxes of staple goods each month, and at least one housing location is providing a fresh produce co-op. Volunteers are the links to

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delivery and prepping fresh produce to manageable amounts in usable forms.

But food security, food distribution, takes on many challenges in the community. A 2011 study by the Central PA Food Bank and Feeding America, "Map the Meal Gap: Child Food Insecurity," showed that 21% of the population of children under 18 in the 27 counties in Central PA covered by the Food Bank, or 137,000 children were undernourished.

How do all these food distribution and food equality programs get solved? The 2007 Feeding America Almanac pointed to volunteers and faith-based organizations as the lifeline of the emergency food distribution system, citing 90% of all food pantries and 86% of all soup kitchens utilizing volunteers and more than 65% of all food pantries and 40% of all soup kitchens being 100% volunteer run, as we find in our five county region. Returning to our thoughts on community needs addressing senior specific issues, that need to feel secure in one's own home is also connected to feeling connected to the outside world. That need for social interaction can be met through a telephone assurance program offering daily calls to the frail elderly, to people with mental health issues, or it can include having a safe place to go for people with challenges who do not function well within traditional senior centers and require more guidance or assistance, as in an adult day program setting.

The loss of mobility, whether through physical challenges or ability to drive, is the next road block to independence. In the next 20 years, the number of drivers 70 and over will triple. According to SmartMotorist.com, those drivers are more likely than younger drivers to be in multi-vehicle accidents. That psychological loss of independence that coincides with loss of "our wheels" has to be taken into consideration along with the physical one of simply getting people to where they need to be in an economical and pleasant fashion. Twenty-five years ago, Dauphin County responded to this

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need in an unusual fashion, forming independent, not for profit, totally volunteer run agencies with the help of Dauphin County Area Agency on Aging and RSVP. Many operate to this day, several as RSVP stations, and provide much lower cost and more efficient and pleasant service as compared to the County based transportation service. Dauphin County is the only county in PA offering such service.

Q2. The hardest areas to serve seniors with meals on wheels are rural. The "journeys" each day may encompass 40 miles to deliver 13 meals. RSVP specifically attempts to support those stations to provide as many volunteer transportation supports as possible, in this case through funding from the United Way and local foundations. In Dauphin County, all of the meals on wheel stations are volunteer operated. They handle meal counts, delivery routes and schedules, food ordering, and distribution with no staff. The only thing handled by the County is the actual procurement and drop-off of the meals at the stations. While each county establishes their delivery systems differently, Dauphin County predominantly has the same volunteers delivering at least weekly or more. Those stations are also a priority for RSVP.

Likewise, food banks and soup kitchens which are totally volunteer operated are an RSVP priority for recruitment of volunteers to assist and supports for volunteers who serve 30 hours a week, essentially holding down management positions, ordering food; supervising storage, preparation, distribution, volunteer staff; learning and abiding by food service preparation regulations and who is eligible to be a food recipient; cleaning and sanitizing.

As stated, RSVP of the Capital Region was involved with the development of unique, free standing transportation services for seniors 25 years ago, and has stayed with those not for profits who wanted

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that continued assistance and association. Stations are 100% volunteer operated from obtaining funds to purchase vehicles (which are then insured through Area Agency on Aging), dispatching, driving, to maintaining the vehicles. RSVP volunteers are voted in as officers who are then the managers of the "business" for their term. They fundraise or arrange for local businesses to fundraise on their behalf and make arrangements for low cost gasoline through the boroughs or townships and at cost parts and free mechanical services.

The Telephone Assurance Program is a fantastic way to utilize volunteers who might themselves be homebound to support others and remain purposeful and useful in their community. Likewise, an adult day program held at no cost to the participants who in turn help with appropriate volunteer projects and have socialization gives purpose to those who feel or are too challenged to participate in volunteer roles in the general community.

Q3. RSVP volunteers serve either through Aging offices or regional senior centers to deliver meals on wheels daily. They may also deliver elder share staple food boxes monthly or fresh produce from a produce co-op operated by volunteers on an as available basis. Daily food deliveries allow seniors to remain independent in their own homes by providing security in that someone is coming daily to check on them, while allowing them to eat healthier resulting in improved health. So there is a dual purpose in the food delivery in that it lends social supports as well as health benefits.

RSVP volunteers either solely operate food banks and soup kitchens or work side by side with other community volunteers to stock shelves, pack bags, load cars, unpack boxes, portion and repackage, clean, order food from the larger food banks, prepare food, attend trainings on food safety, whatever tasks need done to support or operate the food banks in their communities to endure that there is

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emergency food accessible for those in need, thus providing those recipients with more food security.

Volunteers in Dauphin County providing transportation services for seniors may dispatch, drive, repair vehicles, manage the program, track hours, track data, raise funds, whatever tasks need done to maintain these not for profits from stem to stern, as they are 100% volunteer driven. In turn, they keep other seniors off the road who should not be driving; those who simply cannot drive due to age, never learning to drive, and/or challenges; or those who can no longer afford to keep a vehicle.

Seniors make calls to other seniors for the daily social contact and to be certain that they are safe and well. This can be achieved from home. It provides a great social support to the recipient, but there is also a huge benefit to the caller.

Q4. Seniors who are principally homebound need healthy meals and need to feel secure in being in their own homes to remain independent, which in turn benefits the community as a whole by keeping costs down to maintain seniors in nursing homes. In this case 255 RSVP volunteers will deliver meals through 12 stations across the counties served to at least 210 seniors, who will in turn remain independent in their homes and have increased social supports.

Low income individuals, whether seniors, children, or the general public, need sustenance, food security, knowing that there will be a meal on their table at least three times a day. Fifty-five RSVP volunteers will serve through six stations across the counties served to provide at least 200 individuals with food from the emergency food banks and thus increase their food security.

Seniors require transportation to doctor's appointments, grocery stores, and other essential sites to

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keep them independent in their own homes. Sixty-six RSVP volunteers will serve through four stations in Dauphin County to provide at least 75 individuals with ongoing transportation needs to allow them to remain independent in their homes and have increased social supports.

Seniors attempting to live independently in their own homes, need to feel secure and safe. At least four RSVP volunteers will make daily calls to at least six seniors who wish to live independently in their homes and feel comfort from that daily social support.

Q5. RSVP of the Capital Region has just begun to embark into veterans services and those provided to military families. At this point in time, definitely plans to work with the veterans' court systems in each county to seek veterans as volunteers to mentor those veterans who have been brought into the court system and additional volunteers to support needs that those court adjudicated or court by-passed veterans may have, such as accountants to work through tax issues or financial advisors to work on credit card debt. There are also opportunities to work with the Joint Family Assistance Team out of Indiantown Gap on Yellow Ribbon events as Guard units leave and return from active service. Those events cross county lines. Finally, each Coordinator is meeting with County Veterans' Affairs Directors to assist with projects that they are aware of, which seem to continue along lines with some of what our existing 57 RSVP volunteers who are veterans have been providing--to keep veterans, especially those who are older and or challenged, part of the community; to ensure that they participate in programs for veterans; and to make certain that their basic needs are being met, whether socialization, food, or transportation. Capital Region plans to target 25 RSVP volunteers on veterans service organization based projects and serve at least 125 veterans or their family members.

Recruitment and Development

Q6. RSVP offers diverse volunteer experiences to accommodate volunteers of all abilities, ages, skills

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and desires. Major areas of volunteer opportunities that RSVP wishes to enhance or continue are outlined in the strategic plan, providing direction to all services. Operating programs or being an equal partner with the station facilitates our ability to provide quality volunteer experiences. Under the new guidelines, the removal of many opportunities was of grave concern; however, there has been enough flexibility maintained to accommodate the volunteer with intellectual challenges to the retired college professor, the most physically able to the most physically challenged. All RSVP is concerned with is finding a role or many roles in the community that "fit" each volunteer.

Through the annual survey, volunteers tell their stories of what community engagement means to them emotionally and physically. Anecdotal responses included: "Increased skills to manage projects and supervise coworkers. Always is a great feeling to be able to assist others." "I'm nicer to people and not shy." "Formed new relationships. Contributed to others' enjoyment."

The results of the most recent volunteer survey are as follows:

How long have you been a volunteer?

Less than one year 15 25%

1 to 5 years 18 30%

5 to 10 years 11 18%

10 or more years 16 27%

Has volunteering made a positive difference in your life?

Yes 57 95%

No 3 5%

Are you satisfied with your volunteer placement?

Yes 51 85%

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No 2 3%

No response 7 12%

Numerous leadership opportunities are available through Explore Your Future/Coming of Age and PA Senior Environment Corps Committees and trainer roles. America Reads volunteer leaders help with recruitment, training and gathering outcome data. RSVP volunteers are After School Advisory Board members, CARIE Health Care Fraud presenters, RSVP Board members, lead quilting classes and manage not for profits (Dauphin Co. senior centers and transportation providers, Perry and Dauphin Co. senior computing programs, Newport and Antioch Food Banks) with no staff assistance.

Volunteers are featured as leaders in media opportunities, speaking engagements and presentations to funders and organizations. RSVP feeds the need that boomers have, overall, for highly skilled positions with leadership opportunities.

RSVP once again garnered a statewide 21st Century Community Learning Center grant to resume free elementary after school services utilizing volunteers at Newport School District. This is the only free after school programming in Perry County. It was gone for an entire school year as grants were delayed. Newport School District came to RSVP and again asked that our agency pursue the funding and manage this volunteer oriented program. In Program Management, you will read about responses to community needs in Lower Dauphin School District and how RSVP structures responses that also optimize experiences for volunteers, the stabilization of financial resources for RSVP, and garner the best outcomes reporting possible. These are examples of how RSVP knows that quality, "pulse of the community" opportunities are offered to new and existing volunteers providing fresh experiences.

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Q7. Potential tutors participate in RSVP's two hour in-house training with the elementary school station providing a second two hour training. Tutors understand expectations, have boundaries set and go through classes together. The school portion of the training provides comfort with security and "how things work." Stream monitors receive eight training hours before conducting stream tests independently. Ongoing trainings and refreshers are available at least annually. Many other volunteer positions offer trainings, participation in in-services or a "buddy" approach to teach the skills needed for the volunteer roles.

Q8. Volunteer is definitely a "mixed bag of tricks" to recruit a blended mix of volunteers. RSVP receives excellent press, but the greatest recruiting tool remains word of mouth. VolunteerMatch is quite effective in "bringing people to the door." A new (one year old) website designed by a student web design group from Harrisburg Area Community College adds another branded element to the package of Senior Corps of PA materials. The website allows us to drive the public to the website for comprehensive information and direct listings from VolunteerMatch. At present, a new volunteer has been enlisted to continue upgrades to the website. RSVP is a member of the United Way of the Capital Region Volunteer Center, sits on the Advisory Board for United Way of Adams County Volunteer Center, and in these capacities participates in group volunteer opportunities, such as Day of Caring, MLK Day activities, and Bag the Bounty (food collection), that help introduce RSVP to the general population. RSVP staff and volunteer leaders display at senior expos and fairs, community and health fairs, and United Way corporate events, and present to senior, church, civic, and corporate groups. The idea is to cover as much of the five county area, urban, rural, suburban, in as many formats as possible to reach people of all economic levels, ethnicities, abilities, education, races, cultural groups, as possible. Staff is encouraged to broaden their knowledge base of various cultures by attending cultural diversity trainings and events. This year a new LGBT (Lesbian, Gay, Bisexual, and

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Transgender) Health Fair in Harrisburg requested RSVP's attendance. The agency has never felt the need to specifically recruit based solely on sexual orientation; however, this was the first opportunity to specifically be seen as being, as the organizers called us, "LGBT friendly." Capital Region has always maintained a special emphasis on advocating for volunteers with challenges from hearing impairment to intellectual disabilities to mental health problems to the wide range of physical challenges. The ED learned to at least sign passably to work better with two volunteers who are deaf. The agency has hosted events inviting community provider agencies to meet with representatives from CNCS' National Service Inclusion Project. This has resulted in a recent partnership with Keystone Services' mental health division on a peer to peer mental health related telephone assurance program that blends well with one already in place for seniors through RSVP.

RSVP has always been part of the annual Combined Federal Campaign and Multicultural Days at the New Cumberland and Mechanicsburg Defense Logistics Activities bases. However, this year, those events along with many other military/veterans/ military families based opportunities took on new meaning with regard to recruiting and trying to develop relationships with potential stations to offer more enticing volunteer posts for existing and new veterans and/or family members. The Cumberland and Franklin Counties Area Coordinator presented PA RSVP's and what they can offer veterans' service organizations at the Pennsylvania Cares networking meeting along with Bernard Brown, CNCS PA State Program Director. New affiliations with First Lieutenant Carolyn Clements of the Joint Family Assistance Team, hosting Yellow Ribbon Events; Veterans' Court in all counties served under the auspices of Julie Bergstresser out of the Lebanon VA; Larry Klink of the ESGR (Employer Support of Guard and Reserves) at Indiantown Gap; and Kathy Doran, the Regional Service to the Armed Forces Coordinator for the American Red Cross of the Susquehanna Valley are starting to open contacts among veterans' service organizations where veterans and military family

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members may more likely serve and are served. RSVP is basically defining the community need at this point in the area of veterans. However, the opportunities to recruit those connected in some fashion to the military ballooned. In addition to the events at the Defense Logistics Activities bases, the Cumberland and Franklin Counties Area Coordinator was also asked to attend a fair at the Army War College at Carlisle, and PA Services Connect--sponsored by one of 13 teams under SAMHSA (Substance Abuse and Mental Health Services Administration) selected under the First Annual White House Faith-Based and Community Partners initiative to host a fair for military families in the country and to speak about volunteerism at the Defense Logistics Activities retirement ceremonies. As to the latter, she has already been asked back for the next ceremony.

Q9. Capital Region retains newly recruited volunteers with many of the techniques that have worked for the past 40 years, by acting as an employment service for volunteers, placing the right skill set, perhaps the desire to learn new skills, interests, physical abilities, and location into the mix of finding what will hopefully be a perfect placement match from the start with an appropriate station. However, the Coordinators also must remain vigilant to adapting a placement that just may not be the right fit and reassigning to meet the needs of the newest volunteers. RSVP's current statistics on volunteer retention reveals that 63% have remained active for two years or more, 14% for over 10 years, 12% for five to nine years, and 37% for two to four years. This is in conjunction with a larger population of younger volunteers entering RSVP service.

RSVP utilizes one day events to intrigue those volunteers who are more into volunteering for the social aspects, who are only available on an inconsistent basis, or who want to dabble to find their niche. Some of the Coordinators utilize e-blasts for one day event notices, which would definitely be useful on behalf of veteran service organizations and National Guard events like Yellow Ribbon.

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There are also volunteer opportunities where working as part of a team or adopting a buddy program work best and also assist in retaining volunteers who seek service as an opportunity to feel more a part of the community and make friends with like interests.

Many new volunteers want to retain roles of authority, importance, professionalism from their working life. There are leadership roles available right from the beginning, recruiting additional volunteers through displays at expos, fairs, and United Way events as emissaries of RSVP and volunteerism; assignment to a committee or Advisory Board attached to a specific type of volunteer activity; or RSVP Board of Directors/committee memberships. RSVP of the Capital Region has also been instrumental in the past 30 years in assisting volunteer created, managed, and operated charitable organizations in their creation, responding to the social entrepreneurship of community seniors to fill gaps in social services. "Ownership" over volunteer projects has strong retention value. For those volunteers who choose tutoring, Veterans Courts, or the ESGR (Employer Support of the Guard and Reserve), for instance, new volunteers bond during required training opportunities. Volunteers also participate as trainers in tutor preparation, speaking from experience.

With a new emphasis on veterans and service for veterans and families, RSVP anticipates seeing a "dedication to the corps" that has not been stressed previously that can only assist with retention.

RSVP of the Capital Region has also experimented with different forms of volunteer recognition vs the tried and true large events and awards that will appeal to younger volunteers. Monthly breakfasts, group meetings/trainings around one specific type of volunteering or one geographic area seem to retain some of the younger, more active volunteers. However, RSVP retains the older type

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events/awards as they have been found more appealing to those of lower income and more senior volunteers. New RSVP volunteer does not always equal younger, boomer aged volunteer. So retention tools have to fit three generations of seniors at RSVP--something for everyone.

Program Management

Q11. Coordinators meet with new stations, explain RSVP and its policies and station responsibilities, such as training and supervision requirements, share volunteer hour and mileage forms, gather job descriptions, and discuss needs for outcomes data. A wide range of placements are needed to meet the range of abilities among the volunteers. RSVP has been part of the push for stations to design volunteer positions for those who want to think, lead, manage, and plan, in order to satisfy many of the younger seniors' needs for engagement. At the initial meeting, the new station reviews the Memorandum of Understanding with the Coordinator. The issues of having to be a not for profit agency, school, or non-federal government agency are reviewed, along with the requirements prohibiting religious, sectarian, and political activities.

Coordinators meet with station supervisors at least once a year to review any issues, discuss unmet community needs, provide information to new staff, obtain missing hours, update MOU's, attend or conduct volunteer recognitions, and/or garner intermediate and final outcome data. The Coordinator also conducts a Station Safety Review, including the completion of an Accessibility and Safety Check List.

One of the issues that has confronted RSVP has been the rapid transition of what were not for profit stations, such as nursing homes and hospitals, to for profit, proprietary facilities. With the gradual graduation and the non-acceptance of new facilities of a medical nature, this issue will take care of itself in the next few years.

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During volunteer orientation and/or training, the specifics of the job description and program are discussed with the volunteer. Volunteers are asked to report if there are any variations to the position as described. This is of particular issue with tutors, who are assigned as one-on-one with ongoing students. If the school changes the tutor to a group setting without the same students on an ongoing basis, the outcome data collection is severely threatened. Tutors can easily report this to RSVP staff, who in turn must return to the school and review the tutoring plan and outcomes.

A review of hours and descriptions of work submitted by all volunteers on a monthly basis by the RSVP Coordinators may also reveal changes in positions, inappropriate activities, or additional work that then must be discussed by the Coordinator with the Station Volunteer Coordinator.

Q12. General guidelines/direction for what areas RSVP would like to develop are included in the agency's strategic plan, which acts as a map, a framework, for new programming or the maintenance of existing programming areas. However, RSVP of the Capital Region leaves itself open to new opportunities, new stations, adaptable responses to community needs, and new programming. Most are within the realm of services for children, an excellent fit for Capital Region. RSVP always seeks stations which can partner to meet unmet community needs that have been identified by the United Way of the Capital Region by their focus care councils, Agencies on Aging in their long term plans, or other stations.

For instance, this is year three in developing educational services with Lower Dauphin School District, in Dauphin County, based on what their administration has cited as major needs--development of a new pre-K, creation of summer and after school programming oriented toward rising elementary to

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middle schoolers and middle schoolers who have been identified as high risk for failure in middle and high school. RSVP provided Volunteer Aides and materials for the new East Hanover Elementary pre-K for the past two years and plans to do so in year three, fully funded (multiple sources) and staffed a Summer Science Program for 52 students with the help of 53 RSVP Volunteers in year one, staffed and supplied volunteers for a smaller Summer Program in year two funded by a small foundation grant the School District obtained, opened and funded an After School at the Middle School for 35 students in year two, and is currently seeking funds to operate the After School for year three.

Q13. As stated, some categories of stations, such as hospitals and nursing homes, are being permitted to come to a natural end with the end of the volunteers' service who are already placed there. Many are very senior, and there is no service to the volunteer nor the reputation of RSVP to close, move, or disrupt any volunteer who has been providing a valued service to any station. However, some categories of volunteers are being asked as a group to take on another project that falls within a Focus Area. RSVP is able to handle the 30% limit in the Community Priorities Work Plan.

Q14. RSVP utilizes Volunteer Reporter for the volunteer and station data collection. Data for outcomes is collected by each Coordinator from their stations. All Coordinators are assigned specific workplans/outcomes. Coordinators share the data collected with the appropriate person handling that workplan and set of outcomes. The Program Director oversees all project performance and evaluation at multiple times during the year as various funding sources' reports are due, in addition to CNCS. There are additional outcomes and models for various funding streams.

Q15. The Executive Director is responsible for budget development, financial management, and cash flow. Monthly financial statements are provided to the Board. There is a strong internal control

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system and an independent annual audit.

Over the past decade, RSVP has built a diverse base of funding, building on United Way of the Capital Region, to include large 21st Century Community Learning Center grants through the PA Department of Education, along with Summer Feeding Program grants, and a wide range of local foundations and other local funding sources. The Board of Directors continues to secure about half of the funds for the Volunteer Recognition event and has adopted a Holiday Auction in November as an annual fundraiser. Overall, diversity of funding, the continued securing of resources, is one of this RSVP's signature features.

Organizational Capability

Q16. RSVP operates within a five year strategic plan created through an outside consultant, Leta Beam of Vantage International, which ends in 2012, with four goal areas: Service, Marketing, Operations, and Financial. A work plan and timeline outline areas for improvement, continued maintenance, and expansion and assigns specific individuals the tasks. A Board member reviews the timeline and tracks whether or not it is being met, reports this out to the Board, and engages everyone in "catching up" when deadlines are missed or victories achieved. At present, RSVP is developing its next three year strategic plan, once again utilizing Leta Beam as consultant, and has completed the interview and survey processes and the initial draft of findings on the five county area and is now adding components to address a new RSVP East division composed of two relinquished counties, Lancaster and Lebanon, and an adjoining unserved county, York.

Created in 1972, incorporated in 1991, RSVP has served the tri-county area of Cumberland, Dauphin, and Perry Counties for 40 years, adding Franklin Co. in 2003 and Adams Co. in 2008. As a self-incorporated RSVP, there is no question of support for the grant, as the goals of being an RSVP are the

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sole interest.

The Program Director (PD) recently reviewed data collection procedures with regard to volunteer hours and mileage with Coordinators and wrote guidelines that have essentially been in place for a dozen years at a minimum, which have worked well. It is a system which incorporates a day to day reliance on trained office volunteers.

Data collection of outcomes is divided among the Coordinators and PD by focus area and objectives. Each Coordinator/PD collects data from stations/volunteers within their assigned county(ies) and turns that data over to the assigned Coordinator responsible for the relevant focus area/objective.

As a free standing corporation, RSVP maintains its own by-laws, personnel policies, travel policy, fiscal operation and data collection guidelines, and overall follows the guidelines set forth by CNCS for RSVP procedures in addition to those required by additional funders, such as the United Way and Dept. of Education 21st Century Community Learning Center grants.

Q17. The two key administrative staff positions are the Executive and Program Directors. Carol Oman, the Executive Director (ED) is responsible for grants and financial management; liaison with the Board; and agency growth/stabilization. Judy Bentz, Program Director (PD), is responsible for the supervision of five Coordinators and programs operated by RSVP. The PD writes grants/reports and participates on boards/committees that directly benefit RSVP, such as the PA Dept. of Ed. 21st Century Community Learning Center State Advisory Board, where she chairs the Quality Committee, and PA State After School Development/Youth Network.

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Coordinators are assigned by geographic (county) area--Adams (Mary Furlong), Cumberland/Franklin (Jan Zimmerman), Dauphin (Rick Sayles), and Perry (covered by the PD). Coordinators oversee the development of stations, volunteers, and programming and handle presentations, fairs/expos, public relations within their county(ies). They share in the writing of cross county applications, such as CNCS and United Way. However, each Coordinator seeks funds for volunteer/operational supports and program expansion/sustenance specifically for their geographic area. The ED and PD train Coordinators in grant writing, support their continued education, assist with key elements in all major grant applications, and provide technical support to Coordinators in their grant writing efforts.

Q18. With regard to RSVP's experience in Healthy Futures, Dauphin County Area Agency on Aging has relied upon RSVP volunteers to coordinate, dispatch, and deliver meals on wheels for at least two decades and that reliance has grown in the past eight years, particularly in the rural areas of the County. During 2012, the AAA dropped the staff position entirely which was responsible for AAA's volunteer recruitment. RSVP has also been instrumental in supporting the delivery of meals in rural Perry and Adams Counties, working hand in hand with Adams County Office for Aging and the Perry County Senior Centers, the roots of the food delivery programs.

RSVP was also involved with the founding 25 years ago of the Dauphin County unique, volunteer operated, independent not for profit, transportation services. These are relied upon by Dauphin County AAA to provide lower cost senior transportation than that supplied by the lottery supported County-wide van service.

In 2000, with the Y2K software problem, RSVP moved from a computerized RUOK system to a

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human friendly telephone assurance program, which operates successfully with referrals from Perry and Dauphin County Area Agencies on Aging and is being expanded to serve seniors and people with challenges living under Dauphin County Housing and to support people with mental health issues through a peer calling system under Keystone Human Services.

RSVP volunteers have created and operated non-staff supported food banks in Dauphin and Perry Counties, worked within traditional food banks, and supported food collections across counties for over 15 years.

RSVP has been collecting the data and outcomes from meals on wheels, senior transportation, telephone assurance programs, and food banks continuously under programming for impact workplans since their creation.

United Way of the Capital Region recognizes RSVP as a leader in volunteer services through funding of two program grants annually, one for general volunteer recruitment, the second for volunteer services in educational programs. United Way of Adams County recognizes RSVP as a leading volunteer provider by inclusion on its Volunteer Center Advisory Board and inclusion in its Volunteer Administrators Network.

Q19.i. Office space, access to computers, and use of training spaces are provided for all staff. Capital Region moved to new space in Cumberland County after 40 years in Dauphin County to achieve a more central location to the four Counties served west of the Susquehanna (Adams, Cumberland, Franklin, and Perry). An office is also maintained at Newport Elementary School, Perry County. Offices and meeting spaces are available at the United Ways of Carlisle and Franklin Counties. In

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2008, the Adams County Office For Aging became an in-kind partner to bring services for senior volunteers to Adams County by granting RSVP office space, phones, internet and furnishings.

Q19.ii. As a free standing corporation, RSVP is governed by a Board of Directors, which is charged with setting policies, participating in long range planning, and fundraising. RSVP maintains its own by-laws, fiscal operation and data collection guidelines, and overall follows the guidelines set forth by CNCS for RSVP procedures in addition to those required by additional funders. The Board maintains a Personnel Committee, and the agency maintains Personnel Policies. All staff receives detailed job descriptions. Written travel policies are in place. A bidding policy is utilized for all supplies and equipment purchased as part of the ED's responsibilities.

Q19.iii. The Board of Directors attempts to keep itself as diverse as possible and has set criteria that it tries to maintain that include at least five active RSVP volunteers, members with an understanding of senior and volunteer issues, a diversity of education, ethnicity, race, age, gender, economic background, and geographic representation across the counties. The latter has proven to be the most difficult to maintain due to the physical distances to attend meetings. The Board has moved to allow Board members to attend via conference call and moves the Board meetings to rotating sites. As part of the strategic plan process, RSVP is examining how to best represent the new division along with existing areas that have been underrepresented.

As previously noted, the strategic plan process is underway. All stations, funders, Board members, and staff and 20% of all volunteers, randomly chosen, are surveyed for comments on what they see as working with RSVP, not working, threats that may be ahead for RSVP, and opportunities. This gives the consultant an anonymous outlook on the community opinion of those knowledgeable of RSVP

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and its mission.

RSVP also conducts an annual volunteer survey with a 20% random mailing of total volunteers. Sealed results go to the Board Evaluation Committee, which provides a report back to the full Board. Volunteer comments must be acted upon by the ED with a response to the Board. The Evaluation Committee annually reads the CNCS final report and the United Way outcomes models. This provided a review of the PFI/Performance Measures/Outcomes and will continue to do so under the new Focus Areas. Any concerns from the Evaluation Committee are brought to the attention of the Board and ED in a written report. The ED must in turn supply explanations back to the Board including input from the Coordinators.

Q19.iv. RSVP contracts bookkeeping services through Christi Wilson Bookkeeping Services. The ED is responsible for financial management. QuickBooks Pro is utilized for accounting. RSVP has administered its CNCS grant since 1972. The agency has multiple federal pass through grants since 2003 from the PA Dept. of Ed. RSVP is audited annually by Wildeman and Obrock, CPA's, of Harrisburg. Audits are clean with no findings. In addition to CNCS State Office monitorings, Capital Region receives a monitoring each year through the PA Dept. of Ed. These have resulted in no findings or recommendations. As part of the most recent CNCS monitoring report, dated July 18, 2012, the State Program Specialist noted "Extraordinary efforts go into keeping financial records segregated which helps ensure accurate reporting."

Q20. Capital Region operates in a continuous state of funding research and application writing to ensure that there is sufficient budget to support the agency's objectives. As noted in the Pre-Competition Evaluation Report, "this RSVP demonstrated a strong capability of securing resources as

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evidence(d) by the multitude of grants and donations." (Please note that all staff understand the CNCS rules involving grant writing and that this RSVP budgets as Excess funds for this purpose.) If program operation funds are no longer available, that specific program ceases until such time as funds are found to continue. Such is presently the case with the Newport Summer Program. At no time does the lack of program funding interfere with what RSVP is in the community for--to recruit and place volunteers. However, funding for programs helps support overhead costs for RSVP's overall purpose, and programs operated under RSVP's direct control afford better access for outcomes and ready placement of volunteers in high quality, Focus Area experiences.

The funding base currently contained within the budget will allow RSVP of the Capital Region to carry out the proposed programs and services. However, it is not sufficient to provide for adequate volunteer or staff transportation reimbursements, for example. However, the staff is very dedicated to RSVP as are the volunteers and continue to provide services. RSVP has secured additional funds for volunteer transportation supports in the past in order to maintain volunteers in their placements and continues to apply annually to various sources.

Other

N/A

PNS Amendment (if applicable)

N/A