



# Narratives

Executive Summary

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to services for veterans and military families.

### Strengthening Communities

STRENGTHENING COMMUNITIES COA/RSVP KC will operate in Jackson, Clay and Platte Counties in MO consisting of urban, suburban and rural communities. The population is 75% White, 8% Hispanic, 13% African American, 2% Asian and 2% identified as other. The population by age is Jackson County at 668,417, 12% over 65; Clay County at 215,707 with 10% over 65; Platte County with 85,896 at 9.8% over 65. Bordered by two rivers, the Kaw and the Missouri, the metropolitan area straddles two states and has over 100 independent townships and cities. Both Kansas City and Independence, two largest cities in the service area, have well defined neighborhoods in their center cores with aging infrastructure and older housing. Although median household income is \$53,508, more than one in four Kansas City metro area residents live in a household with income less than 200% of the Federal Poverty Level (FPL). Between 2000 and 2007, half the growth was in the suburban areas. Poverty rates for adults increase considerably after age 75; nearly 1 in 3 at age 75+ live below 200% FPL. 14% of the population age 50+ at all income levels have a disability. Nearly one in four people with income below the FPL has a disability. One in seven residents is without health insurance (232,000). Records for one month show that over 20,000 residents were enrolled in the federal food assistance program. According to the Communities for All Ages Report, the available data about characteristics of midlife and older adults for Jackson, Clay and Platte Counties foretell significant challenges as well as opportunities that the growth of this population will present. The primary focus area impacted by this trend is "Healthy Futures". To address increasing unmet needs, RSVP volunteers will work with stations/community partners that provide food delivery, transportation and respite care. It is projected that the 55+ population for this area will grow to 19% in the coming decade. With this increase comes the need for enhanced services for people 55+ who desire to age in place. RSVP volunteers will work with 6 nonprofit stations/community partners that

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provide these specific services. As nonprofits, these stations/community partners, are funded by community support and donations.

Plans and infrastructure to manage RSVP volunteers and their stations/community partners as a highly effective means of addressing the identified community needs in the Primary Focus Area include the following: (1.) An Advisory Council of community leaders, business people and former elected officials, participate in the identification and evaluation of station activities and critical community needs on an on-going basis. The Advisory Council meets no less than quarterly and the RSVP Coordinator meets with each Advisory Council Member individually twice a year. These advisors provide input and generate ideas to enhance and improve the RSVP program. (2.) To effectively identify community needs a Volunteer Managers Focus Group will be formed to include representatives from stations/community partners. This group will be asked to help ensure that RSVP volunteers are working to impact the critical needs identified in the Primary Focus Area "Healthy Futures". Participants will be encouraged to develop ways to better recruit, train and enhance opportunities for midlife and older adult volunteers. (3.) Capacity Building is a critical component of enhancing the infrastructure to manage RSVP volunteers. The Coming of Age Learning Lab: "Capturing the Energy and Expertise of People 55+" and "Explore Your Future" workshops are powerful tools to help build the capacity of nonprofits. As older volunteers "age out" by choice or by chance nonprofits leaders must have the knowledge and skills to successfully recruit, train and retain people 55+. These two workshops provide an invaluable resource to help ensure that the volunteer pool will continue to be sufficient to help meet the critical needs in the Primary Focus Area, "Healthy Futures". (4.) Community partner site visits and interviews with stations/community partner leaders will be conducted by the RSVP Coordinator. The purpose of these visits will be to critically assess the quality of the volunteer impact in the Primary Focus Area, to ensure that National Performance

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Measures, outputs, and outcomes are being met, and to evaluate the appropriateness of the site as a continuing station/community partner. Site visits serve as an evaluation tool that measures the factors that affect the quality of the program: physical space, leadership, infrastructure, partner support, population served and community impact. Additionally, the RSVP Coordinator will work with Johnson County Community College (JCCC), the University of Kansas and the University of Missouri Kansas City as collaborators to identify and improve the impact of services provided to individuals and organizations. The following are short and long term goals:

### Short-term

- (1.) Increase knowledge and skills that will enable the organizations to successfully engage people 55+ in compelling volunteer opportunities.
- (2.) Expand awareness and increased motivation of veterans to pursue options for contributing and connecting to their local community through "Explore Your Future" workshops.
- (3.) Implement organizational capacity-building workshops for stations and other nonprofits.

### Long-term

- (1.) Increase number of people 55+ in the Tri-County area, connecting with and contributing to the local community as volunteers.
- (2.) Increase number of volunteer opportunities in the local community that address the priority focus area of "Healthy Futures".
- (3.) Increase the number of veterans serving as volunteers.
- (4.) Demonstrate impact of 55+ civic engagement on specific community issues and/or neighborhoods and the quality of life of our veterans and their families.
- (5.) Engage diverse populations in opportunities to connect and contribute as volunteers.

### Stations/Community Partners

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RSVP has an integral relationship with the community it serves. Stations/community partners play a key role and are chosen based on how well they address the identified community needs in the Primary Focus Area "Healthy Futures" in addition to 3 others.

The following focus areas were used in the selection of stations/community partners:

1. Healthy Futures (Priority Focus Area)
2. Education (Community Priority)
3. Veterans and Military Families (Other Focus Area)
4. Capacity Building and Civic Engagement (Key Focus Area)

### Primary Focus Area of "Healthy Futures"

The following are the three major elements in the Primary Focus Area of "Healthy Futures"

#### I. Community need

- (1) Need: 20% of low income older adults experience Food Insecurity

According to the Missouri Department of Health Senior Report and the Mid American Regional Council Survey, the aging population in Jackson, Clay and Platte is the largest in Missouri. Studies have shown that 20% of low income older adults and lower income adults with disabilities living alone, experience food insecurity. These local surveys support that older and disabled adults who live in their own home and have acceptable nutritional health standards are more likely to remain independent than those not receiving proper nutrition. As people age chronic illness and conditions often limit abilities to perform routine tasks like preparing regular meals. For homebound older and disabled adults, daily home-delivered meals may be the only nutritious meal they eat. Delivery of

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those meals is often their only daily social contact.

(1.) Service Activity: Volunteers will serve with Northland Meals on Wheels and Clay County Senior Services Meals on Wheels to provide daily scheduled meal deliveries and social interaction for homebound adults.

(2.) Anticipated Outcome: Homebound adults will have increased food security and social interaction.

### II. Community Need

(1.) Need: Affordable transportation homebound adults

Census records show that 12% of Jackson County, 10% of Clay County and 9.8% of Platte County age 65 and over. In these areas 14% of the population 50 and older, at all income levels, have a disability. Those who fall within the above referenced populations require enhanced services in order to live independently. Human services records for this tri-county area for one month show that over 20,000 residents were enrolled in the federal food assistance program. Services such as transportation and assistance to have access to nutritious food from area grocery stores; transportation to medical appointments and financial institutions; accompanying these individuals to health care appointments to take notes if needed, all serve to increase their ability to have healthy futures. Addressing these needs impact food security and access to health care.

(2.) Service Activity: Volunteers will participate in food security activities with Shepherd's Center Northland transportation and Grocery Van programs to ensure access to nutritious foods and selection of healthy menu items.

(3) Anticipated Outcome: More frail and homebound adults will report feeling food secure and more will have daily meals, healthier food choices and increased access to health care services resulting in fewer undiagnosed and untreated medical conditions.

### III. Community need

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### (1.) Need: Companionship for older adults and respite for caregivers

Homebound residents who are frail elderly or have a disability are at risk of social isolation, limited access to support and inadequate assistance in emergency situations. One quarter of those living alone live in poverty and report poor health. In some instances their status necessitated moving to retirement communities that provide more affordable housing options, which enhances their ability to live independently and to age in place. Even this change does not assure positive daily social contact. Frail seniors often experience isolation and disorientation while receiving health care, especially in those cases when family support is not readily available. Caregivers in these instances also require respite support to enhance their ability to care for those who are frail and/or disabled. Caregivers of older adults often report fatigue, depression and become ill themselves. If they are care giving alone for an older adult with advanced dementia or Alzheimer's disease they frequently suffer from lack of sleep due to the constant vigilance they must maintain 24 hours a day. Respite for these caregivers is vital for their own health and well being. Volunteers who provide companionship through scheduled visits offer the best hope for breaking the cycle of feelings of isolation, depression and loneliness. Companionship visits are critical for homebound older and disabled adults.

(2.) Service Activity: Volunteers will provide companionship for older adults on a flexible schedule of 2 to 4 hours per week. In addition respite care will be provided for caregivers on a flexible schedule with hours to be determined by the caregivers themselves. Volunteers will carry out these activities at Shepherd's Center Northland Friendly Visitor Program, North Kansas City Hospital, St. Luke's Hospital and St. Luke's South Hospital.

(3.) Anticipated Outcome: More older and homebound adults will age in place successfully by experiencing increased social interaction and suffer fewer maladies associated with isolation and depression. Those hospitalized will have less emotional trauma while receiving health care services. Care givers will have the opportunity to have some time for themselves and some relief from the

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constant challenge of care giving.

### Veterans and Military Families

Planned activities for veterans and military families include developing a partnership with Kansas City Veterans Alliance . This alliance is comprised of nonprofit organizations that provide direct service such as housing and credit counseling, as well as to referral services for education and employment. COA/RSVP KC , will provide opportunities to engage veterans and military families by using the "Explore Your Future" workshops to help them answer the question of "what's next" in their lives. In addition, working with the "Heartland Stand Down", volunteers will assist veterans in need of rebuilding their lives with access to resources to establish homes/apartments for those once homeless or in need of affordable housing, as well as clothing for those in need of appropriate attire, often critical for job interviews.

### Capacity Building

Through the community priority area of Capacity Building volunteers will serve with our community volunteer program to assist nonprofit organizations with their demand for volunteers to provide services and activities throughout the service area. In addition the selection of stations/community partners will be bolstered by offering training to share best practices. Stations/community partner organizations are encouraged to participate in the coming of Age Learning Lab, "Capturing the Energy &Expertise of Volunteers, 55+". Nonprofit managers with stations/community partners leave these workshops better equipped to understand the generational characteristics of demographic cohorts and the seven characteristics of impactful volunteer opportunities for people 55+. They learn and practice facilitative volunteer management, as well as effective interviewing and screening skills. The Learning Lab helps stations/community partners ensure that the individual volunteer has a high-quality experience and that the organization receives maximum benefit from volunteer time and

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service.

### Recruitment and Development

#### Recruitment and Development

Plan and infrastructure to create high quality volunteer opportunities:

COA/RSVP KC is structured to ensure that adequate time is devoted to educating, engaging and re-enrolling volunteers. Through this Process we will ensure the continuation of a strong volunteer force in Jackson, Clay and Platte Counties, under the auspices of Shepherd's Center Central. SCC has and will continue to dedicate substantial resources to identify volunteer assignments which offer opportunity for volunteers to share their experiences, abilities and skills to improve their communities and themselves through service in their community. Several strategies have been employed to increase impactful volunteer opportunities: 1.) Heightening public awareness about the potential of this age group 2.) Developing collaborations with local media outlets 3.) Strengthening relationships with strategic stations/community partners, elected officials, and leading nonprofit organizations. As the current pool of volunteers "age out" it becomes critical to increase awareness of options and opportunities to impact the community by giving time and service. COA/RSVP KC will continue to actively recruit new 55+ volunteers through a diverse outreach plan, including:

Sponsoring/Co-sponsoring special community wide events.

Networking with faith communities.

Engaging civic and social organizations.

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Providing Life Planning workshops, i. e., Explore Your Future.

Using social media.

Speaking publicly in a variety of settings.

Publishing a monthly electronic newsletter "Inspiring Opportunities", featuring paid and unpaid opportunities for lifelong learning, service, and encore careers.

Publishing a COA/RSVP KC quarterly newsletter which encourages current volunteers to invite a friend, neighbor, co-worker, or relative to volunteer.

Plan and infrastructure to ensure RSVP volunteers receive necessary training:

New volunteers will meet with stations/community partners for an interview before placement. The interview process and information provided on volunteer enrollment forms enable us to match expertise and skills that will best assist stations/community partners in accomplishing their mission of impacting the lives of those in need. The stations/community partners and RSVP Coordinator will match interests and skills of the volunteers with the needs of the station/community partner and the interest and skills of the volunteer. Each station/community Partner has its own volunteer recruitment and training program with RSVP participation. Training programs for individual volunteers exists in the station/community partner's work plans. COA/RSVP KC will offer opportunities for volunteers, staff and directors to receive comprehensive training in effective

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leadership and project-related skills. Volunteer Connect, a nonprofit training and resource organization, offers position-specific training for all volunteers and staff from nonprofits within the community.

Plan and infrastructure to recruit a diverse volunteer pool reflective of the demographic:

Emphasis is placed on 1.) Recruiting a more diverse cadre of new volunteers inclusive of individuals of all races, ethnicities, sexual orientation, and degrees of English language proficiency 2.) Reaching out to and recruiting veterans and military family members as volunteers 3.) Seeking volunteer opportunities for persons with disabilities, age related disabilities and visual impairment.

RSVP volunteer opportunities bring together people of diverse backgrounds. COA/RSVP KC will be committed to inclusion. We strive to bring people of diverse backgrounds together by maintaining a broad and inclusive set of stations/community partners and volunteer opportunities that reflect the demographics of the Jackson, Clay and Platte County communities. Through interviews and site visits with our Community Partners, accommodation for persons with physical challenges will be assessed. Learning Lab workshops encourage nonprofit leaders to be inclusive in their volunteer recruitment to encompass persons with a wide range of abilities.

In order to ensure that a diverse and inclusive pool of RSVP volunteers are in place we mobilizes resources in the following ways:

\* Recruit adults 55+ to volunteer by participating in community organization meetings including those representing the interest of underserved minority populations such as the NAACP, Lulac, Mana, Minority and Women's Leadership Development Councils, and the LGBT community.

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\* Raise funds and in-kind donations from local funders including those who represent diverse businesses, including small, minority and women owned businesses.

\* Train nonprofit leaders to better utilize staff and resources to successfully recruit and retain volunteers for every demographic represented in the tri-county area.

Shepherd's Center Central (SCC) is committed to ensuring that volunteers with COA/RSVP KC are placed in areas that help them develop new skills, enhance the quality of their lives and where their leadership is valued. Training for specific volunteer responsibilities and service is conducted by each individual station/community partner.

Plan and infrastructure to retain and recognize RSVP volunteers:

COA/RSVP KC will retain and recognizes individual volunteers in many ways. A volunteer will often say they expect no reward or recognition. The truth is everyone wants to be appreciated and thanked. The Annual Volunteer Recognition event is a highlight of the year for many RSVP volunteers. RSVP volunteers will be offered a wide variety of interesting and impactful volunteer opportunities. Based on information provided by the volunteer enrollment form, matching interest and abilities to the needs of stations/community partners RSVP volunteers are assigned to varied activities and leadership roles. Impact of volunteer assignments will be documented by in-person and e-mail assessments to determine the numbers of persons served and relative impact of the service. RSVP volunteer opportunities include choices in order to maximize the impact of the volunteer experience. RSVP volunteers may choose the length of commitment, flexible hours, locations, days of the week, and RSVP volunteers will participate in community activities through RSVP volunteer stations that provide opportunities in the Primary Focus Area of "Healthy Futures", Other Focus

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Area of "Veterans and Military Families" and the Key Focus Area of "Capacity Building". In addition to ongoing assignments, volunteers may also assist with special community wide events sponsored or co-sponsored by Shepherd's Center Central and COA/RSVP KC. Two such annual events are our "911 Day of Service and Remembrance" and the annual "Extreme Yard Rakeover". Both of these activities attract groups of volunteers for projects that make an immediate community impact. RSVP volunteer retention is aided by our system of follow up, recognition, and timely volunteer management:

- 1.) A form is used by our stations/community partners to report volunteer hours.
- 2.) There is also a section of the COA newsletter that is designed to collect volunteer hours through self reporting .
- 3.) Volunteers may report their hours by e-mail.
- 4.) On a weekly basis volunteer hours are recorded in our Volunteer Reporter system. An annual survey of volunteers is used to provide feedback regarding satisfaction and value of their experience. Volunteers who have a positive experience are easier to retain. They provide a living example of the importance of community service. As previously mentioned, the annual volunteer and community partner recognition program will be held in the Tri-County Communities, planned with input from the Advisory Council. This program shares volunteer success stories and provides a way to demonstrate appreciation for volunteer time and service which makes a huge difference in our community. Volunteers are also recognized in the COAnewsletter, SCC's website and in print, electronic and social media.

### Program Management

Program Management

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Plan and infrastructure to ensure compliance with RSVP regulations and applicable laws:

In order to ensure management of volunteer stations is in compliance with RSVP program regulations and applicable laws each prospective volunteer station submits an overview of its program and services, proposed position description, mission, vision, volunteer management procedures, current staffing. These documents are reviewed by the COA/RSVP Coordinator to determine compliance with RSVP program regulations and applicable laws.

Plan and infrastructure to develop capacity to meet needs outside the primary focus area:

The COA/RSVP Coordinator will verify that there are stations/community partners that address specified unmet community needs outside the Primary Focus Area. This is accomplished by the COA/RSVP Coordinator through interviews with station/community partner program directors, reviews of agency mission statements, goals and verification of populations served. This will help ensure compatibility with meeting community needs outside the Primary Focus Area. The result of these interviews will reflect the accomplishments and impact of the project identified, needs and challenges of the client population in the community. This process will be helpful in making adjustments in RSVP stations/community programs, work plans and job descriptions for RSVP volunteers.

Plan and infrastructure to responsibly graduate volunteer stations:

The COA/RSVP Coordinator will assess each station/community partner to determine if their work plans are meeting changing community needs. In so far as possible and in collaboration with the organization's leaders COA/RSVP will seek to make adjustments to ensure that current community needs are being met by these stations/community partners. Every effort will be made to minimize disruptions to current volunteers where possible, including reassigning volunteers at the

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station/community partner to capacity building or other suitable assignments. Volunteer stations/community partners may choose to "graduate" to a new status within COA/RSVP KC, a decision which will be respected.

Plan and infrastructure to ensure National Performance Measures are measured and collected: COA/RSVP KC will ensure that tangible outcomes and results of the volunteers' services in the community are measured and collected. Performance Measures include the "what" (indicators); the "how" (tools); and the "proof" (targets). This will be done by utilizing the eGrants Performance Measures Module (PMM) following the Step-by-Step Instructions. Requirements 1, 2, 3, and 4, as outlined in Part III-Section A. About Performance Measures Requirements will be followed. SCC will make any internal process changes necessary to meet the new standards and measurements. Focus areas are outlined elsewhere in this application. The COA/RSVP Coordinator will be primarily responsible for complete compliance with these new requirements.

Plan and infrastructure to manage project resources: Project resources will be managed by the Coordinator of COA/RSVP KC, the Director of Coming of Age Kansas City Metro and the Executive Director of Shepherd's Center Central. Budgets will be reviewed every six months and as necessary to make any adjustments. SCC's staff includes an Administrative Manager who is responsible for interfacing with an outside accounting agency. In order to ensure fiscal compliance and accurate financial record keeping the financial policies and procedures of SCC are embedded with redundancy, and checks and balances for the handling of all monies for all of SCC's programs and services. The Administrative Manager works with center managers to develop the annual budget and to ensure compliance with all applicable laws and

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regulations as well as timely filing of required financial reports. SCC's financial records are audited annually by an outside, independent accounting firm which reports to the Executive Director and the Board of Directors. In-kind support is documented and acknowledgments made as appropriate. To ensure accountability and efficient and effective use of available resources the Board of Directors, the Executive Director and Program Directors work closely together. The Executive Director of SCC oversees human resources and supervises the manager of volunteers. It is the goal of SCC to hire the best possible staff and to attract qualified and dedicated volunteers to ensure that efficient and effective use of human resources is achieved.

### Organizational Capability

#### Organizational Capability

Plans and infrastructure to provide sound programmatic and fiscal oversight:

SCC's plan to provide required oversight includes day-to-day operational support and data collection based on clearly defined internal policies. The organization's infrastructure includes the Board of Directors, Executive Director, COA/RSVP Advisory Council and staff which operate in the following ways:

- 1.) Sound programmatic oversight is provided by the Executive Director, Board of Directors and Program Managers who are required to submit monthly reports to the Board of Directors. These reports outline program objectives, progress toward program goals, and populations served by category, number and impact.
- 2.) Sound fiscal oversight is provided by the Board of Directors, Executive Director, the Administrative Manager, an outside accounting group and an independent audit firm. The Administrative Manager is responsible for centralized purchasing and record keeping for contributions. Their oversight includes the use of generally accepted accounting principles for nonprofit organizations. The outside

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accounting group prepares payroll, reviews payables and receivables, completes the quarterly 941 payroll reports and the annual 990 forms resulting from annual audited financial statements in compliance with IRS regulations. Reviews and oversight are conducted to ensure all legal and ethical standards are adhered to in connection with financial management. Compliance training is a requirement of employment with SCC. SCC successfully manages funds from a multitude of private sources which support its programs and services. Day-to-day operational support is provided by Program Managers who are responsible for the individual SCC programs. There are Program Managers for all of the following: Coming of Age Kansas City Metro, Coming of Age/RSVP Johnson County, The Caregiver Institute, Medicare Counseling, Meals on Wheels, Friendly Visitor, Grocery Shopper, and Adventures in Learning. In addition, a Volunteer Manager is responsible for interviewing and selecting volunteers to provide support as agency receptionist, to enter volunteer data and assist with special events.

Data collection is the responsibility of each Program Manager. The COA/RSVP KC

Coordinator collects volunteer data using a form published in the COA/RSVP Kansas City quarterly newsletter, forms submitted by stations/community partners, electronic volunteer self reporting, surveys, in-person interviews and written assessments. Data that is collected by the Program Managers is entered into an electronic Volunteer Reporting system.

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Descriptions of clearly defined staff positions

JoEllen Wurth is the Executive Director of SCC and has over 30 years experience serving the midlife and older adult population. She has an MSW and a post-graduate certificate in Gerontology. Her employment experiences include Geriatric Care, Alzheimer's Care, Wellness Elder Care and consulting to care providers. Sandra Aust is the Director of Coming of Age Kansas City Metro and has over 20 years in the field of geriatrics, home health nursing, research and care management. She holds a BSN/RN degree from the University of Missouri Sinclair School of Nursing and has three decades of organizational management experience. Cheryl Henderson is the Coordinator of COA /RSVP Johnson County. She has a Master's Degree in Guidance and Counseling and has over 20 years experience in volunteer management, program development, and grants management at the local, state and national levels.

Additional support staff include: Katya Woolard, Administrative Manager; Danielle Wootton, Manager of Center Operations; Deb Dickenson, Manager of Volunteers

These positions will be sustained as authorized by the Board of Directors and funded in part by this grant and primarily by funding from various ongoing private sources.

Organizations track record in the Primary Focus Area

Shepherd's Center Central (SCC) is dedicated to the Primary Focus Area "Healthy Futures". This nonprofit just celebrated 40 years of providing programs and services which fulfills its mission: "to

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empower midlife and older adults to live healthy, engaged, and independent lives." Programs and services include Coming of Age Kansas City Metro, The Caregiver Institute, Medicare Counseling, Coming of Age/RSVP Johnson County (RSVP Grantee), Meals on Wheels, Extreme Yard Rakeover, Grocery Shopper, Friendly Visitor, and Adventures in Learning. These programs are primarily volunteer driven. Performance measures, outcomes and data collection are a routine part of each program. Thousands of meals are delivered each month solely by volunteers; and the Adventures in Learning program is managed by a volunteer leadership team which also staffs the program. These volunteers are supported and provided guidance by the center's Manager of Volunteers.

### Demonstration of strong organizational infrastructure

- 1.) Shepherd's Center Central has tangible assets including a facility that houses offices, conference rooms, office furnishings, office equipment and storage for operating supplies.
- 2.) The governance structure is the responsibility of the Board of Directors comprised of business and community leaders with expertise in operations and management. It is guided by a set of bylaws and standing rules in compliance with all applicable laws both state and federal. Purchasing policies and procedures are established by the Board of Directors. The Administrative Manager is responsible for centralized purchasing and reimbursement for allowable expenditures among other duties. Personnel management including hiring, orientation and ongoing performance evaluation is the responsibility of the Executive Director whose authority is derived from the Board of Directors. Personnel policies are printed in an Employee Handbook which is provided to every employee during their orientation.
- 3) The RSVP Advisory Council ensures input from the community. It is comprised of community leaders from the business community, nonprofit organizations, experts in the area of aging and former elected officials.

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4) Shepherd's Center Central has a management team with a robust management system in place that includes managing federal grant funds. SCC uses generally accepted accounting principles and the accounting support of an outside accounting group, Support KC that provides oversight and preparation of the annual form 990 to ensure compliance with IRS requirements resulting from audited financial statements. Since July 2010 SCC has successfully managed the RSVP grant for Johnson County Kansas. Demonstration of organization ability to adequately sustain required non federal share SCC has the capacity to more than adequately sustain the required non federal funding share. SCC has a 40 year history of successful fund raising to support all of its programs and services. In addition, through strategic community partnerships SCC has been and continues to be the recipient of generous in-kind contributions. SCC has made a multi year commitment to provide office space as an in-kind match for the COA/RSVP Kansas City grant. Clay County Senior Services has just renewed a significant grant for 2013. Our ongoing funding partners include bank trusts, private foundations and community donors. There is an ongoing and robust grant writing effort which helps to successfully fund the center's annual budget. Approximately 90% of the operating budget is derived from individual donations, bequests and members of the philanthropic community. SCC's reputation for facilitating cost effective programs for mid life and older adults is well documented in the community. Integrity is the hallmark of SCC's financial management and stewardship of precious financial resources is a long standing value of our management team

### Other

COA/RSVP Kansas City will be a thriving impactful program for three counties in the Kansas City Missouri Metro area.

### PNS Amendment (if applicable)

N/A