

## PART I - FACE SHEET

<b>APPLICATION FOR FEDERAL ASSISTANCE</b>		1. TYPE OF SUBMISSION: Application <input checked="" type="checkbox"/> Non-Construction														
Modified Standard Form 424 (Rev.02/07 to confirm to the Corporation's eGrants System)																
2a. DATE SUBMITTED TO CORPORATION FOR NATIONAL AND COMMUNITY SERVICE (CNCS): 10/18/12	3. DATE RECEIVED BY STATE:	STATE APPLICATION IDENTIFIER:														
2b. APPLICATION ID: 13SR144380	4. DATE RECEIVED BY FEDERAL AGENCY: 10/18/12	FEDERAL IDENTIFIER:														
<b>5. APPLICATION INFORMATION</b>																
LEGAL NAME: Family And Child Services of Washington, D.C. DUNS NUMBER: 077809424	NAME AND CONTACT INFORMATION FOR PROJECT DIRECTOR OR OTHER PERSON TO BE CONTACTED ON MATTERS INVOLVING THIS APPLICATION (give area codes): NAME: Gwendolyn J. Coleman															
ADDRESS (give street address, city, state, zip code and county): 1509 16th Street, NW Washington DC 20036 - 1461 County: District of Columbia	TELEPHONE NUMBER: (202) 289-1510 1182 FAX NUMBER: (202) 518-8926 INTERNET E-MAIL ADDRESS: Gcoleman@familymattersdc.org															
6. EMPLOYER IDENTIFICATION NUMBER (EIN): 530208258	7. TYPE OF APPLICANT: 7a. Non-Profit 7b. Community-Based Organization															
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: <b>Corporation for National and Community Service</b>															
10a. CATALOG OF FEDERAL DOMESTIC ASSISTANCE NUMBER: 94.002 10b. TITLE: Retired and Senior Volunteer Program	11.a. DESCRIPTIVE TITLE OF APPLICANT'S PROJECT: The National Capitol Area RSVP															
12. AREAS AFFECTED BY PROJECT (List Cities, Counties, States, etc): District of Columbia All 8 Wards in Washington, DC, Competition Appendix A Part 1 Funding Opportunities, Opportunity 1	11.b. CNCS PROGRAM INITIATIVE (IF ANY):															
13. PROPOSED PROJECT: START DATE: 04/01/13      END DATE: 03/30/14	14. CONGRESSIONAL DISTRICT OF:    a.Applicant <input type="text" value="DC 001"/> b.Program <input type="text" value="DC 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;">\$ 76,005.00</td> </tr> <tr> <td>b. APPLICANT</td> <td style="text-align: right;">\$ 88,581.00</td> </tr> <tr> <td>c. STATE</td> <td style="text-align: right;">\$ 88,581.00</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;">\$ 0.00</td> </tr> <tr> <td>f. PROGRAM INCOME</td> <td style="text-align: right;">\$ 0.00</td> </tr> <tr> <td><b>g. TOTAL</b></td> <td style="text-align: right;"><b>\$ 164,586.00</b></td> </tr> </table>	a. FEDERAL	\$ 76,005.00	b. APPLICANT	\$ 88,581.00	c. STATE	\$ 88,581.00	d. LOCAL	\$ 0.00	e. OTHER	\$ 0.00	f. PROGRAM INCOME	\$ 0.00	<b>g. TOTAL</b>	<b>\$ 164,586.00</b>	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	\$ 76,005.00															
b. APPLICANT	\$ 88,581.00															
c. STATE	\$ 88,581.00															
d. LOCAL	\$ 0.00															
e. OTHER	\$ 0.00															
f. PROGRAM INCOME	\$ 0.00															
<b>g. TOTAL</b>	<b>\$ 164,586.00</b>															
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: Dolphene Williams	b. TITLE: Chief Officer, Progr	c. TELEPHONE NUMBER: (202) 289-1510 1188														
d. SIGNATURE OF AUTHORIZED REPRESENTATIVE:		e. DATE SIGNED: 10/18/12														

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## **Narratives**

### **Executive Summary**

An estimated 350 RSVP volunteers will serve. They will assist a Department of Veterans Affairs Program and provide other community based activities that serve veterans through three sites including the Washington DC Veterans Administration Medical Center, Walter Reed Hospital and the Library of Congress. The primary focus area of this project is Veterans and Military Families. RSVP/DC volunteers will assist the Library of Congress with the Veterans History Project by conducting interviews and collecting historical documents. At the end of the three-year grant, volunteers will have completed 4,500 hours of service to 375 veterans. During this time volunteers will support veterans with disabilities and veterans that are older with basic care giver services. Volunteers will contribute by lessening the burden of heavy workloads, improving patient records and files, and augmented the jobs at veteran serving facilities so that more than 50 paid staff may work on other assignments. The CNCS federal investment of \$76,005 will be supplemented by \$88,582 through Family Matters of Greater Washington.

### **Strengthening Communities**

Family Matters of Greater Washington (Family Matters) is a 501(c )3 non-profit social service organization that serves approximately 12,000 residents annually in the District of Columbia (DC) with seven basic social service programs for the past 130 years. Two of Family Matters' seven programs, Senior Social Services and Retired & Senior Volunteer Program (RSVP/DC), offer a full range of volunteer opportunities for 350 local, senior volunteers. Family Matters' Senior Social Services provides case management, volunteers, domestic services, counseling, comprehensive living assessments, and volunteer management services as an intermediary agent for the District of Columbia's Office on Aging (DCOA). Family Matters' ensures that the financial, social, and safety needs of older adults are met for DCOA's senior population to remain active and independent. An unduplicated count of 687 DC seniors from our 50 station volunteer network received two or more

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social services during fiscal year 2012.

For the purpose of this 2013 RSVP application, RSVP/DC proposes to sponsor the volunteer activities with 80% of 350 volunteers or no less than 280 volunteers to leverage its network of 50 community-based RSVP/DC volunteer stations. RSVP/DC will conduct two new Veterans and Military Families focused programs supporting veterans with disabilities and older veterans over the next three years (2013-2015).

### Need Statement

DC's at-risk impoverished communities' are ranked most distressed nationally, "Across the country, the portion of Americans who were in extreme poverty -- that is, those who earned less than 50 % of the poverty threshold -- increased to 6.3 % in 2009 from 5.6 percent in 2008. The percentage of people living in extreme poverty was lowest in Wyoming (3.3 %) and highest in the District of Columbia (10.7 %). (Footnote 1). In 2012, the poverty rate (Footnote 2) for DC increased to 18%.

DC has a socio-economically diverse population of 601,723 residents living within 68.3 square miles; notably the City's population rises to 980,000 during the work week with commuters coming in to work (Footnote 3). DC has a total population of 5.3 million, making it the 8th largest metropolitan area in the country. DC uniquely serves as the seat of the U.S. Federal Government where various government agencies foster an environment to obtain stable employment and advancement opportunities for educated, eager workers earning good incomes. DC is also an area where cost of living is high and joblessness occurs for the under-educated and poor, food stamps, TANF, and disability income flourishes among DC's residents.

The high cost of living makes DC a challenging place for many to live. The city has a median income higher than the national average, but some wards (or neighborhoods) have some of the highest poverty and unemployment rates in the country. DC is divided into four quadrants holding eight wards. The Northwest quadrant consists roughly of Wards 1, 2, 3, and 4. Wards 3 and 4 have the

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highest median household income and lowest percentage of people of color in the entire District.

Wards 7 and 8 in the Southeast quadrant are home to residents who are primarily people of color, particularly African Americans. These areas, while boasting a vibrant culture and great historical significance, they also have the lowest median income and the highest unemployment rates in the District. DC's total racial make-up is 51% Black, 35% White, 9.1% Hispanic, and 4% Asian.

As of March 2010, the unemployment rate in DC was 11.6 percent, compared to the national average of 9.7%. Unemployment figures only include people actively looking for work, and neglect to include who have given up looking, often in areas of persistent poverty. There are stark differences in unemployment among the eight wards: The highest rates of unemployment are in communities of color: over 28% in Ward 8, 20% in Ward 7, and 15% in Ward 5. In contrast, Wards 2 and 3, which are majority white, have unemployment rates of about 6% and 3%, respectively.

DC has the second highest cost of living in the nation, and a "basic family budget" for a family of three in DC is about \$61,000 per year; a low-wage single earner family making \$10.80 per hour would earn \$22,000 a year, which is only 37 percent of the basic family budget. In 2004, the District had the greatest income inequality of any major city in the country, with the average income of the top fifth of the District's households --\$186,830 --31 times higher than the average income of the bottom fifth of households --\$6,126. The poverty rate in DC has risen by 19% since 2007. Currently, close to 19% of DC residents are at or below the poverty line. One in 10 DC residents lives at 50% of the poverty level, categorized as "extreme poverty." African Americans residents of the District are 3 times more likely than white residents to live below the poverty line. Almost 30% of DC children live in poverty (Footnote 4). Approximately 122, 237 DC residents receive Food Stamps and 46,459 families receive Temporary Assistance to Needy Families (TANF) (Footnote 5).

The typical senior in DC is a black female, 73 years of age, living in a single- family home, on a retirement income (mostly Social Security and/or pension), in a family setting (husband or living with

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other relatives), and utilizing or desiring programs and services in order to maintain her independence as she ages. Her major asset is her home. As her life expectancy expands, the chances increase that she may spend some of her remaining years alone and have a chronic disability that limits her activities of daily living (Footnote 6).

In 2008, DCOA conducted an extensive environmental scan on the topics of aging and disability. Risk factors include: healthcare, Alzheimer's disease, chronic disease, mental and physical disability, housing, hospice, health insurance, access to technology, aging in place, and veterans 'wellbeing. At many community meetings in the District, long-time residents expressed the desire to remain in their community even when their principal residence was no longer suitable for their changing needs and desires. District seniors expressed fear that they will have to move out of the city because of the lack of retirement options or Naturally Occurring Retirement Community (NORC) -type community developments. Strategic volunteerism acts as an essential prevention and well-being tool to address the challenges facing older residents and for that reason RSVP/DC was chosen as DCOA's Intermediary for senior services.

Since 2000, there have been over 2,000 public and privately subsidized units reserved for seniors in DC. The city now has 50 apartment developments totaling over 7,000 units targeted/reserved for seniors. Many seniors are aging in place in these facilities and will require in-home support services. In addition, over half of elderly homeowners live in homes over 30 years old. Most do not have accessibility features or modifications installed yet (Footnote 7).

As of 2006, in DC the overall percentage of people aged 65 to 74 with a disability was 31.1 percent -- 11,000 of the 37,000 individuals ages 65 to 74 reported having one or more disabilities. Among the six types of disabilities identified, the highest prevalence rate was "physical disability," at 24%. The lowest prevalence rate was for "Mental Disability," at 6.8%. The overall percentage of people aged 75 and older with a disability was 48.6% or 16,000 of the 32,000 individuals ages 75 and older reported

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one or more disabilities.

The RSVP Advisory Council is a group of persons that advises the RSVP Project Director in forming local policy, planning, and developing operational procedures and practices consistent with the needs of the community. A major key to strengthening communities in the face of social challenges is by developing a network of diverse partnerships. One of our most important partnerships is with our RSVP/DC Advisory Council. The Council is comprised of a diverse group of well-connected individuals from DC. The primary responsibility of the Council is to be a vehicle to promote the intent of the RSVP/DC agenda and to be an active resource as a means to improve communications and relationships between organizations, funders, aging resource networks, volunteer stations and staff. Additionally, RSVP/DC has developed partnerships with government and non-governmental agencies, hospitals, and schools to assist them in building capacity as a measure to develop and strengthen communities.

CNCS Focus Area Priority with Two Projects: 135 Volunteers

Project 1) Forty-five (45) RSVP/DC volunteers will provide service to the Veterans History Project (VHP) that cascade under Performance Measure V1. The United States Congress created the Veterans History Project (VHP) in 2000, under Public Law 106-380. The Library of Congress will host the VHP. RSVP volunteers will assist the VHP staff in collecting and making accessible the personal accounts of American war veterans so that future generations may hear directly from veterans and better understand the realities of war. RSVP/DC volunteers will conduct interviews along with collecting important historical documents and data, organize interview groups, and categorize and catalog war memorabilia, and assist in the production of creating videos for the purpose of oral history videos.

Project 2) Ninety (90) RSVP/DC volunteers will serve at the Washington DC Veterans Administration Medical Center (VA Medical Center) that falls under Performance Measures V8. According to the 2011 Census Bureau report, there are a total of 29,719 veterans in the District of Columbia. The

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Afghanistan war is projected to end within the next 24-months thus the number of 18-24 year olds returning service military personnel will increase. Almost all returning military service members are anticipated to return to their perspective communities without incident. However, it is anticipated that military service personnel returning after deployment will experience challenges as they re-enter civilian life thus, a community need arises due to anticipated challenges that will affect their families and communities. RSVP/DC volunteers will provide (1) admissions intake clerk services, (2) visitor greeters and information desk support, (3) mail services, (4) administrative assistance, (5) meal service assistance, and (6) functional literacy support services to assist veterans to access benefits and services. Outcomes/Impacts are that veterans obtain support services to perform everyday activities and experience increased comfort while recovering at the VA Hospital.

### Community Priorities with Two Projects: 105 Volunteers

Fifty Three (53) RSVP volunteers will provide support to create a virtual "senior village" where light household services are provided to increase the chances of aging in place for senior participants.

Volunteers will help with fixing or operating electronic and technology-based computers, thermostats, DVDs, phones, clocks and other instruments that their house depends on or runs by. The volunteers will help with light home maintenance such as cutting the grass, washing windows, washing the car, and/or identifying areas where falls could occur and helping to resolve the issue. Volunteers will help resolve minor plumbing issues through clearing out slow drains or identify if a plumber is needed.

RSVP/DC volunteers help the participant with some socialization activities, the organization of paperwork, sorting and disposing items that are disposable; occasionally helping with meal preparation, and providing some expert gardening support. These activities support the "senior village" concept and facilitate aging in place. Fifty Three (53) seniors will participate in the senior village initially; and once the program has caught on and a trust level is developed with 65% of those participating, the program will seek to increase successful participation to 75%.

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### Money Management Program (MMP)

RSVP/DC will provide 52 volunteers. The Money Management Program will provide budget management support for individuals having problems paying their monthly expenses such as rent, utilities, or being financially exploited. The RSVP/DC volunteers will create a monthly budget to ensure that clients are on track to prevent elderly evictions as well as the preventing nursing home care.

### Four "other" RSVP/DC Activities: 110 Volunteers

Project 1) Twenty (20) RSVP senior volunteers will provide one-on-one intense reading tutoring for 1st through 3rd grade students in designated underperforming DC Elementary Schools over 28 weeks. District of Columbia Comprehensive Assessment System (DC CAS) assesses students in reading, math and composition. It is anticipated that fifty (50) children with reading disabilities that were referred by teachers and/or counselors will be able to read at the grade level, comprehend what they have read, recognize and sound out words phonetically, improve and expand reading vocabulary and develop a new appreciation of reading and develop reading proficiency enough to enjoy reading.

Project 2) Thirty-five (35) RSVP volunteers will serve low-income elderly congregate meals. This service addresses and impacts hunger, social isolation, loneliness and aging in place factors to help sustain a quality of life for seniors. The congregate meals program acts to strengthen the bonds and lessen the hardships for approximately 500 individuals caring for senior loved ones by providing older persons with nutritionally sound meals and access to other needed supportive services such as counseling, transportation, recreation, socialization and assessment.

Project 3) Fifteen (15) RSVP volunteers will provide support to elderly nursing home patients to prevent day to day loneliness and isolation. Recently there is a movement across the country referred to as Cultural Change in Nursing Homes. The Cultural Change Movement is working to transform this institutional approach to care delivery into one that is person-directed. In culture change, quality

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of care and quality of life are inseparable and equally important.

Project 4) RSVP/DC will provide Forty (40) volunteers to support the Senior Works Volunteer Internship Program. Created in 1999, the Senior Works Volunteer Internship Program is used as a training tool to prepare for workforce readiness. RSVP/DC schedules twelve "other" community-based major episodic programs a year and most of these volunteers return each year in a leadership role to facilitate the entire process. Volunteers find that working to develop educational lesson plans, employment strategies, pre-retirement seminars, congregate meal sites, or provide reading and tutoring rewarding as they get a chance to engage with other generations, work in comfortable non-profit environments, and make meaningful contributions to improve life for residents living in the District.

### **Referenced Footnotes**

1. U.S. Census Bureau, American Community Survey 2009
2. Sources: American Community Survey (ACS) (2005-09), Decennial Census (2010), Urban League 2012
3. U.S. Department of Commerce, Census Bureau, 2000 Census: Estimated Daytime Population (Washington, DC: 2005)
4. Justice Policy Institute: A Capitol Concern: The Disproportional Impact of the Justice System on Low-Income Communities, 2010
5. American Community Survey (ACS) (2005-09), Decennial Census (2010), Urban League 2012
6. District of Columbia 2011-2012 State Plan on Aging
7. DC State Aging Plan 2011-2012

### **Recruitment and Development**

#### **Recruitment**

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RSVP/DC has a well-managed, high quality volunteer recruitment and development infrastructure and system in place. RSVP/DC volunteers enjoy giving back to the community through volunteerism. This gives them the opportunity to share their knowledge and experience, receive accolades and recognition for a job well done, work closely with their peers and they appreciate receiving volunteer insurance coverage while serving at the station sites. Many of our volunteers are a part of the Baby Boomers generation, and they offer high level skills and energy that benefits both them and the site. The RSVP/DC program has an existing volunteer referral network that has been recruiting volunteers' for twenty years. The RSVP/DC volunteer referral pipeline is continually fed through formal and informal contacts and agreements with non-profits, community-based organizations, houses of worship, fraternal organizations, employer-based service initiatives, word of mouth and governmental systems. Our referral agencies are the DC Office on Aging, the DC Aging Commissioners, The Aging and Disability Resource Center (ADRC), the Office of the Mayor, City Council and the DC Public School Board. Referral partnerships link seniors from all walks of life, creeds, nationalities, racial backgrounds, disabilities and socio-economic environments to RSVP/DC. Veterans are recruited through Veterans of Foreign Wars, military establishments, community fairs, Verizon networks, job fairs, word of mouth, and social media. RSVP/DC utilizes 100% of the Family Matters Senior Services Program Director's time for this project and 50% of the Placement Coordinators time. The Placement Coordinators time is not a cost associated with the RSVP/DC budget, but is covered by Family Matters.

### Volunteer Orientation, Training& Placement

To orient, train and place volunteers, the RSVP/DC Program Director and the Placement Coordinator will lead a two day training session, as well as, a follow-up two week pre-placement coaching program for each new cohort of volunteers entering RSVP/DC service. RSVP/DC uses the Guide to Excellence in Customer Service manual to develop essential readiness skills, attitudes and processes

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associated with successful, meaningful and long term volunteer placement. The Placement Coordinator also provides direct problem solving, career advice and assistance, emergency assistance, advocacy and other support services for recruited volunteers.

Sessions in the two day orientation and two week coaching program includes a module on functional literacy, functional financial literacy, volunteering with RSVP/DC, and computer literacy. Functional literacy includes instruction on incorporating observation techniques to heed and master the messages given on signage, postings, and public information displays to help the volunteer begin and complete tasks with a minimum of verbal prompting to minimize disruptions of onsite staff. This "hands-on, visually-based" learning module is especially effective for RSVP/DC's Hispanic and Asian volunteers for whom English is a second language. The module on functional financial literacy, developed by BB&T Bank, is a refresher course in basic math and workplace logic to help volunteers understand and contribute to work place problem solving effectively. Instruction on computer literacy teaches professionalism in public spaces, instructions to email functionality, etiquette and message formatting to increase clerical accuracy in emails.

The training also includes information about grievance procedures, performance goals, outcome measures, and evaluation strategies. RSVP/DC works together with the volunteer to match their skills and interests to the needs of the volunteer stations or project. The ability to match volunteers with appropriate stations and needs comes from the orientation and pre-service training program that RSVP/DC volunteers attend. Training also leverages the handbooks prepared by Serve DC, AARP, DCOA, universities, aging networks and CNCS Resource Center on volunteer preparedness.

The Placement Coordinator will manage RSVP/DC's entire roster of volunteers per site and coordinate the daily sign-in, time log, and task sheet for volunteers going to each of the 50 volunteer stations. The Placement Coordinator will remain connected to placed volunteers acting as their advocate to the work station. If the volunteer needs help communicating to the supervisor there and as a coach to

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help create a smooth transition from recruit-in-training to "successful volunteer".

Ongoing Professional Development for RSVP/DC staff takes place through participation in professional volunteer trainings offered by CNCS, Points of Light, Serve DC, DCOA and AARP as well as organizational and project management skills learned through the VA/DC State Association quarterly meetings. RSVP/DC staff and office volunteers have the opportunity to attend CNCS educational and organizational meetings and webinars required under the Notice of Funds Availability (NOFA). The project director further trains RSVP staff through a class called "MOU University" that helps staff understand the volunteer roles and outcomes that are sought from and for volunteer stations.

### Volunteer Retention

The RSVP/DC program's retention strategy is built on a clear set of program expectations, rules, systems, communication, rewards, environment, impact, climate and affinity to like and succeed at the placement at hand that are provided in our handbook. We follow ten basic retention strategies: 1. Identify the volunteer staffing need. 2. Develop a plan to meet the need through volunteer roles. 3. Design the volunteer role and document. 4. Recruit, screen, negotiate and update volunteer placement agreements. 5. Orient volunteers to the roles that the station requires. 6. Train volunteers with appropriate skills to succeed at the job they are asked to do. 7. Provide support, liaison and supervision in the job. 8. Evaluate the volunteer performance, document the volunteers' success and recommend the volunteer for the next placement. 9. Provide appreciation and recognition opportunities for successes at regular intervals. 10. Review the volunteer staffing plan to make sure it is still relevant or needed.

The RSVP Advisory Council is a group of persons that advises the RSVP Project Director in forming local policy, planning, and developing operational procedures and practices consistent with the needs of the community. In the event, that the volunteers wish not to be involved in the new focus areas,

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RSVP will offer them an opportunity to volunteer in some of our partner organizations through our network of referral services. In the event the stations choose not to participate in the new focus areas, we will provide recognition in support of their services and also offer an opportunity to assist in the recruitment of volunteers to fit their agencies needs. In the event, that the volunteers wish not to be involved in the new focus areas, RSVP will offer them an opportunity to volunteer in some of our partner organizations through our network of referral services. In the event the stations choose not to participate in the new focus areas, we will provide recognition in support of their services and also offer an opportunity to assist in the recruitment of volunteers to fit their agencies needs.

Another retention strategy is an annual one day Station Supervision Orientation that updates the station on RSVP/DC initiatives, volunteer profiles, and successes experiences as well as going over the Volunteer Station Handbook on the roles and responsibilities for volunteer supervision. The training updates participants on the resources that DCOA, Serve DC, Howard Universities, University of the District of Columbia Gerontology Program, and other volunteer programs offer. The training helps supervisors to designate meaningful assignments, convey clear directions, provide effective supervision, and carves out time for volunteer reflection and to graciously provide structured, careful feedback on the volunteers' performance. Station supervisors are taught strategies to encourage volunteers to utilize their leadership skills. RSVP/DC asks stations to consider providing volunteers with accommodations such as meals and reimbursement for travel to and from the volunteer site. The Project Director goes over the RSVP/DC prepared Memorandum of Understanding (MOU) package with the volunteer station manager and upon signature(s) volunteers are placed. Worksite stations will also conduct volunteer-related orientations and/or education on site to make sure the volunteer is equipped to complete an assignment that involves more specificity in a certain field.

The Program Director remains connected to the volunteer stations through phone calls, emails, site visits, regular monthly meetings, official communications, community-based events and programs

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and through directions given to the Placement Coordinator. The Placement Coordinator will represent the Program Director to the volunteer stations and maintain contact with volunteers through the work station supervisor once placement begins. The station MOU provides the road map, specific guidance, procedures, outcomes and expectations for mutual success on site and ensures the volunteer station remains a meaningful volunteer environment.

### Recognition

Volunteer Recognition is a vital part of the RSVP/DC program and is convened by the RSVP Advisory Council. The planning and implementation of the recognition event is executed by the Recognition Committees. The committee produces a Recognition Souvenir Booklet containing Letters of Congratulations from The Mayor, the DC City Council, CNCS DC State Director and Family Matters CEO. The Recognition Souvenir Book presents an opportunity for the community to display ads to support our program which also provides supplemental funding. We invite family and friends as guest of the volunteers being recognized as well as our partners from DCOA, AARP, Serve DC and other local community partners for a festive recognition ceremony.

### Program Evaluation

Family Matters has embraced the Programming for Impact concept for RSVP/DC outcome-based assignments model for over 10 years. The assignments developed by the volunteer stations will engage senior volunteers in activities that contribute to meeting community needs in the organization identified by CNCS and DCOA. The results of the services are measurable and there is a system in place for documenting and reporting the information. Programming for Impact assesses community need, accomplishments, and impact or outcomes into all station and volunteer assignments along with development, planning, service activities and reporting. In 2013, RSVP DC will move to the National Performance Measure requirements and align our projects to CNCS' stated outcomes. We will address this further in the PQI section.

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For program evaluation the RSVP/DC stations and programs must complete the Five Element Programming for Impact Station form before a site will be approved. If a site is experiencing problems completing the form, then the RSVP Director will offer technical assistance. In addition, we use a Customer and Volunteer Satisfaction Survey as an additional "Measurement Tool." Stations will complete a Volunteer Evaluation Tool on each placement to ascertain the progress, pitfalls, and dislikes that will allow us to evaluate our progress and adjust our action steps to achieve our project goals.

RSVP/DC also utilizes a volunteer experience survey to identify the well-being of our volunteer placements at each site at the end of the volunteer placement period. RSVP/DC has a Solution's Committee and utilizes a set of internal and external evaluation forms that identify the need to change or modify a volunteer job or switch volunteer personnel. Volunteers indicate on the evaluation forms whether they request a move from a station at any time and may also indicate that they wish to stay longer. If the volunteer indicates a desire to stay longer at a particular station they and the station supervisor sign an extension form to honor the intention and concretize that the evaluation form was utilized by RSVP/DC. Additionally, sponsor Family Matters annually conducts a performance evaluation on each RSVP/DC staff employee and requires a quarterly program report. Finally, the CNCS District of Columbia's State Director has routinely evaluated the overall progress of RSVP/DC through semi-annual and annual reviews.

### **Program Management**

RSVP/DC initiates the volunteer process with a comprehensive Marketing Plan with defined goals and targets geared towards efforts involving recruitment of all parties, orientation, appropriate placement, retention measures and recognition events. Then, the project staff develops a Memorandum of Understanding (MOU) between Family Matters as the sponsor (RSVP/DC) and the volunteer station. An MOU package is provided to the volunteer station supervisor and orientation occurs. The MOU

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package specifies volunteer assignments, supervisor of volunteers, and pre-service orientation to the volunteer station, job roles and responsibilities, pertinent administrative forms, any in-service training to be provided and evaluation methods to be used.

Family Matters is a past RSVP grantee and is familiar with the e-Grant system and the RSVP program regulations. We will have close contact with the CNCS State Director, for any additional fiscal management, technical assistance and questions regarding the RSVP/DC program. Family Matters has developed an efficient accounting system that covers the six following items: 1) distinguishing grant versus non-grant related expenditures' 2) identifying cost by budget category; 3) identifying cost by budget period; 4) differentiating between direct and indirect costs; 5) maintaining federal and required non-federal shares separately; and 6) recording in-kind contributions as both revenues and expenses to ensure a check and balance of financial records.

RSVP/DC maintains a multiple layered reporting system at Family Matters. The Quarterly Report is the program communication matrix or reporting process RSVP/DC provides to Family Matters leadership. The Report details current program goals, objectives, challenges, modifications, measured accomplishments and outcomes. The Report has a narrative component where staff captures learning moments, items that must be further addressed, pertinent issues, and recommended recognitions. The report is accompanied by the to-date program budget. Modifications and adjustments are made to programs based on the Report.

The RSVP/DC Program Director meets bi-monthly with the Family Matters' Chief Officer of Program Evaluations, Risk and Resources in a leadership meeting to assess program outcomes and to identify any challenges, setbacks, goals and objectives or modifications recommended to occur. The Program Director also provides a monthly Management Report to the CEO that is a condensed one page snapshot of the RSVP/DC activities, inputs and outcomes, as well as, presents an oral and written "State of RSVP/DC Report" quarterly to Board of Directors of Family Matters.

## **Narratives**

RSVP/DC's reporting system to CNCS is similar to the reporting system required by Family Matters; however, the reporting process takes place at semi-annually and annually through the RSVP/DC Project Progress Reports to the District of Columbia State Director's office through the e-Grant system. Data is gathered through the volunteer station evaluation reports, the placement coordinators day-to-day time logs, activity sheets, and volunteer reflections and compiling for complete analysis. Family Matters as the RSVP/DC sponsor supplements the CNCS grant with support from the DC Office on Aging and private fundraising efforts. Family Matters will ensure that all information is loaded into the e-Grant system and that the completed PMS Smart Link Payment Management System form is submitted to CNCS. Budget completions, grant amendments, re-budgeting items are handled by the Family Matters accounting department and reviewed by the project director before submitting into the e-Grant system.

RSVP/DC 2013 service plan costs \$139,199 to implement. Family Matters will provide \$88,582 of the program cost and CNCS will provide \$76,005. The Program Director, Ms. Coleman, will dedicate 100% of her full time work to RSVP/DC 2013 project. Family Matters will provide facility, office work stations, and station network infrastructure costs. Volunteers will be allowed reimbursable expenses for transportation and meals; and the grant also allows for insurance, criminal history background checks, supplies, recognition and travel. RSVP/DC's costs are reasonable and adequate to support our volunteer work force over the three year period because we are providing the best value per volunteer activity for the dollar.

### **Organizational Capability**

Since 1969 with the opening of the largest multi-service senior center in DC-Columbia Senior Center, we today, are serving over 12,000 residents of DC annually. Family Matters created the first Latchkey project within a senior center funded by the National Council on Aging, and developed an intergenerational camp for youth and seniors. Also, the agency coordinated the first Senior Wellness

## Narratives

Center and oversees numerous special event projects for the DC Office on Aging and DC Mayor's Office that garners over 600 plus volunteers for each major event for older Americans. Family Matters has only had two CEO's and two program executive directors over the last 40 years allowing for sustained program, community and service continuity.

### History of Volunteer Management

In 1976, Family Matters assumed management of the DC arm of RSVP through the United Way and over the past 35 years operated RSVP/DC. We served as DCOA's Intermediary partner to operate its volunteer services to the elderly to ensure at-risk seniors have access to social services and can safely age in place.

Recognizing the general trends for America's aging population, Family Matters has continued to expand the range of services offered to the aging population in the nation's capital. Family Matters' Senior Social Service Unit offers comprehensive case management, heavy house cleaning, comprehensive assessment and counseling services to seniors and/or their caregivers. Its' Senior Works and Golden Washingtonian programs also offer volunteers opportunities for individuals 55 and older to engage with the military. DC Public Schools for intergenerational planning and the Aging Service Network for community volunteering.

Family Matters also partners with AARP to implement the Money Management Program and the Work Search program for seniors utilizing volunteers to carry out the mandates of the program. Family Matters' partners with BB&T to teach the Functional Financial Literacy Program in its volunteer training manual. For more than 25 plus years RSVP/DC Senior Corps provided Family Matters' array of comprehensive services for seniors. Our staff of professional social workers also brings experience in aging services through specialization certification in Geriatric Services. Family Matters piloted DC Reads for 5 years in 16 schools in DC to what eventually became known today, as America Reads throughout the United States.

## Narratives

DC city officials often request of RSVP/DC to lend its expertise in organizing special projects to coordinate events that often accommodate over 4,000 seniors for the Mayor and City Council. The DCOA Executive Director defers most projects that have volunteer concepts to RSVP/DC for assistance and expertise. For over 30 years the DC Metropolitan area has sought the assistance from RSVP/DC to recruit, orient, train, place, retain and serve senior volunteers.

### Competency Tools

RSVP/DC Stations and programs must also complete the Five Element Programming for Impact Station Form before a site will be approved. If a site is experiencing problems completing the form, then the RSVP Director will offer technical assistance. In addition, we use a Customer and Volunteer Satisfaction Survey as an additional "Measurement Tool." Stations will complete a Volunteer Evaluation Tool on each placement to ascertain the progress, pitfalls, and dislikes that will allow us to evaluate our progress and adjust our action steps to achieve our project goals. RSVP/DC has developed concrete tracking systems that enable it to track every aspect of the volunteer activities, performances and hours by developing the following: 1) creating an internal volunteer tracking system that is managed by senior volunteers and used in placement and updating our files to stations and volunteers and 2) adopting Volunteer Reporter software able to capture, analyze and receive new information or data essential required for CNCS reporting. The Volunteer Reporter enables accurate reporting and increases management efficiencies such as tracking each volunteer stations, type of job performed, number of volunteers placed, volunteer hours, travel and meals reimbursements and volunteer scheduling.

Family Matters utilizes a descriptive chart of accounts and the Solomon software system to maintain FM's general ledger, accounts payable, and to provide financial reports and analysis data. Expenses are recorded on a project basis and, in compliance with federal requirements, are compared quarterly with the approved budget. The RSVP/DC Program Director approves project expenses and all expenses

## Narratives

will require original invoices and receipts. Family Matters utilizes a payroll service bureau for timely payment of federal and state payroll tax obligations and compliance with tax regulations.

Family Matters oversees a professional accounting Department with a Director of Finance, Accounting Manager, Jr. Accountants and Finance Clerks with appropriate credentials. All funds are received and documented through this department and financial records are maintained in a secure computer or in a secure file room. Cash contributions are counted, documented and sent to the bank. In-Kind contributions (Cash/Services/Products) are tracked and logged in the Accounting Department under Gregory Armstrong, and copies are also maintained by the RSVP/DC Program Office. Financial reports are uploaded into the e-Grant system. A check and balance system is maintained by Mr. Armstrong in the Accounting Department. All workplace stations containing electronic files at RSVP/DC are locked via personal computer access codes and any information in hard copy paper files are locked in a secured file cabinet and room. Access is limited to RSVP/DC staff or assigned volunteers.

### RSVP/DC Staff and Key Program Personnel Competency

1) Gwendolyn Moseley Coleman, RSVP/DC Program Director 100% of her time goes to RSVP/DC 2013. Ms. Coleman has over 29 years of management experience with Family Matters in the area of senior volunteer management, and programs for older Americans. She oversees a number of projects in the area of senior programming, including RSVP/DC. Ms. Coleman is a graduate of Virginia State University and holds a Master Degree in Adult Education with a concentration in Administration /Supervision and Gerontology. She has completed the Certificate Program for Non-profit Management Administration and the Advance Volunteer Management Certificate program in 2009. In 2011, she completed the Summit of Volunteer Engagement in New Orleans and in 2012, in Chicago, Illinois. Ms. Coleman is one of 53 Senior Center Standards Trainers in the United States with the National Eldercare Institute and supervised the First Senior Center Latchkey Program in the

## Narratives

United States funded by the National Council on Aging (NCOA). She is a recipient of the 2007 WJLA Toyota Dealers Tribute to Working Women Award and by Nationals Association of Business and Professional Women 2011 Community Service Award. Ms. Coleman has set the standard for community service and has the ability to mobilize, stimulate and motivate individuals toward the spirit of volunteerism and community service. Ms. Coleman also supervises a volunteer coordinator and an administrative assistant. Additionally, she has full responsibility for the management of (8) eight senior volunteers from the DC Office on Aging and additional (2) two from the National Caucus & Center on Black Aging (NCBA). Ms. Coleman is directly supervised by Family Matters CEO.

2) Tonya Jackson Smallwood, - Chief Executive Officer, Family Matters since April 2009. Ms. Smallwood served as a corporate executive at Freddie Mac for 19 years, in numerous capacities, including Vice President of Business Operations and later as Vice President of Customer Care and Organizational Capabilities. She holds a Master of Science Degree in Management Information Systems from George Mason University, has participated in the Executive Leadership Program at the Darden School of Business, in addition to Finance for Senior Executives at the Kellogg School of Management, and earned a Bachelor's of Science Degree in Computer Technology from Purdue University.

3) Dolphene Williams, MBA - Chief Officer of Program Evaluations, Risks and Resources- Ms. Williams holds a Masters in Business Administration with a focus in Human Resource Management and Labor Relations from American University and a B.A. in Business Administration and Economics from Trinity College. Ms. Williams holds a PMP Certification and oversees fiscal and operational efficiencies related to RSVP/DC.

4) Azora L. Irby-Muntasir is the RSVP/DC Placement Coordinator (part-time)- Ms. Irby-Muntasir assists RSVP/DC's Program Director to ensure the intent, training duties, and operational activities of the RSVP/DC program are executed. Ms. Irby-Muntasir holds a BA Degree (cum laude) in Liberal

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Arts with concentrations in Christian Theology and Political Science (Phi Sigma Alpha - Political Science) from Trinity College.

5) Luz Tovar-e-Grants Administrator (part-time) -Ms. Tovar administers the CNCS e-Grants system for RSVP/DC. Ms. Tovar provides bi-lingual assistance for non-native Hispanic speakers and assists with daily data entry, construction of Microsoft and Excel spread sheet reports, and supervises clerical volunteers.

8) Gregory Armstrong, Accounting Manager for RSVP/DC. Mr. Armstrong has eight years' experience working in accounting and will be responsible for maintaining and reconciling general ledger and historical records; directing the maintenance of general and subsidiary ledgers, as well as, accounts receivables, revenue distribution, depreciation, cost, property, and operating expenses. Family Matters is the Host Facility for RSVP/DC and is located at 1509 16th Street, NW, Washington, DC. RSVP/DC resides on the third floor in an environment conducive to the working needs of volunteers. The department has assigned workspace areas equipped with desk, computers and telephones for volunteers and staff.

Family Matters' initiated a Performance Quality Improvement (PQI) program to increase efficiencies, decrease costs, enhance staff performance and achieve program aims. The PQI program:

1. Implements a comprehensive program that assigns responsibility for conduction and coordinating all PQI activities.
2. Ensures coordination of all clinical PQI review activities, including; internal quality monitoring, risk management monitoring, case record reviews and outcome measures reporting.
3. Solicits input on the PQI program provide feedback to stakeholders, including the Board of Trustees, personnel, person and families served by Family Matters, consumer advocates and funders.
4. Implements corrective actions and appropriate follow up to improve the quality of care and services delivered.
5. Achieves a high level of stakeholder satisfaction across all programs of 85% or greater.
6. Maintains compliance with local, State and federal regulatory requirements, and other

## Narratives

external review process. 7. Maintains information in a manner that allows for the effective planning managing and evaluation of services.

The authority and responsibility for the PQI program rests with Family Matters' CEO. The Chief Officer of Program Evaluations, Risks and Resource has the day-to-day responsibility for directing and managing the activities of the PQI Program and meets with the RSVP/DC Program Director weekly for review. Family Matters staff is collectively involved in deciding upon the annual institutional performance goals, measurements, and indicators. Each service area results are measured during staff meetings and disseminated through the Quarterly Report. Report results are aggregated and analyzed for the PQI Committee, which makes recommendations back to the RSVP/DC Program Director.

### Other

Not Applying.

### PNS Amendment (if applicable)

Not Applying.