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### **Executive Summary**

We are pleased to submit the enclosed application for the RSVP program for Cuyahoga County, Ohio. 700 RSVP volunteers will serve in our organization's program. They will address the focus areas of Education through literacy tutoring; Healthy Futures by delivering food to homebound individuals, offering companionship to older adults, distributing information regarding health care access; and training children about healthy eating, among others; Economic Opportunity by helping build homes, tutoring GED and ESL students, and teaching financial literacy classes; Veterans by supporting veterans in hospice care and teaching classes at a homeless shelter for veterans; Disaster Services by serving as members of the local Red Cross Disaster Action Team; and Capacity Building by assisting at local bloodmobile locations, and assisting in food collection drives. These activities will occur at 72 stations, including public schools working with low-income families; meals on wheels organizations; food pantries and hunger centers; an adult guardianship program, homeless and transitional shelters; nursing homes and hospices; and agencies serving clients with disabilities.

The Primary Focus Area of this project is Healthy Futures.

At the end of the 12-month performance period, our goal is to have 160 elementary children participating more actively in their classrooms; 60 homebound clients able to continue living independently; 300 individuals reporting that they have greater food security; and 25 individuals transitioned to safe, affordable housing.

The CNCS Federal investment of \$197,098 will be supplemented by \$61,000 in non-Federal funds.

### **Strengthening Communities**

The Community & its Needs - Our agency serves Cuyahoga County, Ohio, which includes the City of

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Cleveland and its suburbs. The County has a population of 1.28 million. Approximately 60% of residents are White and 30% are African-American, with small populations of Asians and Latinos. These last two groups have grown significantly within the County during the past decade, making the area more ethnically diverse. (U.S. Census Bureau Website, 'Ohio'; Robert L. Smith, The Plain Dealer, April 4, 2011).

The County has struggled economically for many years, and the ongoing recession has only deepened its challenges. Nearly 19% of County residents currently live below the poverty line, and the City of Cleveland is regularly cited as one of the country's poorest, with poverty levels over 30%. (The Center for Community Solutions, Cuyahoga County Human Services Profile: 2012 and Beyond, December 2011).

The ongoing recession has caused more people to need assistance from social service providers. At the same time, nearly every municipality and nonprofit organization has found that it must function with fewer resources than before. Agencies must be creative in finding ways to maintain their programs, and volunteer man- and womanpower is an essential element in these efforts. The case was stated poignantly in a recent article on Cleveland's suburbs: "Poverty is new in Parma Heights, a quiet suburb of cul-de-sacs and clipped lawns...The [local] Food Pantry, which began serving several dozen families a month in 2006 and now helps 260, draws a stream of casualties from the moribund economy. Many never needed food relief before." (Sabrina Tavernise, The New York Times, October 25, 2011). Although Ohio has performed better than the national economy recently, the incidence of poverty and need remains high in our County.

The percentage of older adults in the County, at 15.5%, is higher than the national average of 13%.

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(The Center for Community Solutions, 2011). This large number of seniors creates a greater need for senior services, but also gives us the potential to engage more volunteers within our programs.

Last year, we asked several local stakeholders (including the local United Way and The Center for Community Solutions) to help us identify key social needs in Greater Cleveland, so as to determine how to best make use of our volunteers. These responses helped us better align the needs for volunteer assistance with the supply. Several health-related needs were among those identified during this process, which helped us to determine that Healthy Futures would be our Primary Focus Area for our RSVP program.

Managing Volunteers & Stations as Effective Means to Address Needs - We have managed volunteers for 40 years in Greater Cleveland, deploying their time and talent to meet a host of community needs. We motivate volunteers, educate them about how they can help, and connect them with service activities. The work done by our volunteers affects all segments of the community -- people of all ages, races, ethnicities, and abilities.

In our role as a broker and connector of volunteers, we mobilize our community's greatest resource -- its people -- to participate in civic life. We promote not only specific volunteer opportunities, but the value of volunteerism itself, highlighting its place as a key ingredient for a strong community.

We are able to reach more potential volunteers than any one individual nonprofit organization. Each agency will, naturally, recruit for its specific needs, and is unlikely to attract individuals who do not have an interest in its mission or programs. However, we appeal to a very broad range of talents and interests. As a result, we can place applicants who may not find a desired fit if they had approached a

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particular agency directly. Indeed, we notice at our volunteer orientations that applicants will sometimes choose an opportunity that differs from the one they initially expected. We believe that our work thus allows for the recruitment and placement of additional volunteers than would otherwise take place.

Greater Cleveland Volunteers not only has extensive experience working with volunteers -- we also have an equal depth of experience working with stations. We select stations based on the community need they meet, their willingness to work with volunteers, and their commitment to the responsibilities of hosting RSVP volunteers. These items are discussed in initial meetings and are then formalized through the signing of a Memorandum of Understanding. If problems arise, we aim to resolve them before considering removing the agency from our network.

Our work enhances the capacity of our partner agencies in two ways. First, by providing additional human resources, we make it possible for them to deliver services. In all cases, we decrease the cost of providing services, and in some cases, we make it possible for services to take place that would otherwise be dropped for lack of funds or people. Secondly, we impart knowledge of volunteer management practices to our stations. Even when agencies have a volunteer coordinator, these individuals are frequently overextended and do not have time for professional development. Through our interactions with them, we teach our partners about how to improve their volunteer programs.

Service Activities that lead to National Performance Measures - As detailed in the accompanying work plans, we will engage volunteers in the following activities within the Healthy Futures focus area:

Toward Measure H2 -- Delivering information on health insurance, health care access, and health

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benefit programs - Our volunteers will provide information (through agency hotlines) to individuals inquiring about health conditions such as Alzheimer's and arthritis; will connect eligible individuals to health benefits that they can receive through government sources (through our partnership with Access Your Benefits and the Free Clinic of Greater Cleveland); will educate older adults about health services (through our RSVP Players theater group); and will ensure the safety and well-being of people who need a guardian to manage their affairs (through our station Adult Guardianship Services).

Toward Measure H4 -- Participation in health education programs -- Our volunteers will educate young children about health eating and exercise, in order to combat childhood obesity. This service, called the CATCH Healthy Habits program, will take place through collaboration with Fairhill Partners, a comprehensive service center that provides intergenerational programming.

Toward Measure H8 -- Services provided to homebound or older adults that enable them to live independently -- Our volunteers will serve as food deliverers for Meals-on-Wheels programs and will provide companionship to individuals undergoing dialysis.

Toward Measure H11 -- Alleviation of long-term hunger -- Our volunteers will provide a variety of services to food distribution agencies, including The Cleveland Foodbank and several hunger centers. These services will include registering clients and helping to qualify them for services, repackaging food, and referring individuals to additional resources (i.e., those available beyond those offered at the station at which the client is receiving assistance).

Toward Measure H13 -- Provision of respite services -- Our volunteers will provide companionship to

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patients in hospice care and to their families.

(Not every volunteer listed under the Performance Measures above will perform all of the service activities listed. Many perform only one of the activities).

**How Activities Lead to Outputs/Outcomes** - Each of the service activities described above represent a connection between an identified issue/need and a desired outcome. In each case, the work done by our RSVP volunteers provide that connection.

Health education is critical to improving health outcomes. Many people, particularly those with lower education levels, lack the information that will help them make wise lifestyle choices and take preventative action to improve their health. (See generally The Center for Community Solutions, NEO RIO Indicator Report: Social and Economic Conditions in Northeast Ohio, 2011). Volunteers providing information about health conditions and health-related benefits (such as Medicare) directly impacts the output required by Output Measure H2. Similarly, the skits performed by our all-senior theater group, the RSVP Players, reach approximately 2,000 older adults per year. The performances not only impart knowledge to the audience members, but also cause viewers to ask questions and seek out further information. Finally, our guardianship volunteers make the significant commitment to assist in decision making for clients who can no longer do so. The volunteer guardians ensure that their clients' access to health care (and other basic needs) is protected despite the client's limitations.

Volunteers in the CATCH Healthy Habits program engage with children in grades K-2 to teach them about the importance of healthy eating and exercise. The volunteers' participation is essential to delivering health education to this group, enabling us to achieve the aim of Output Measure H4.

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Homebound individuals are a particularly vulnerable population. Meals-on-Wheels programs are a vital link to these clients, not only because they provide them with food, but also because of the human connections they create between the delivery volunteers and the recipients. As a result, the MOW drivers and deliverers allow us to meet the results of Output H8 (clients receiving food) and Outcome H9 (clients reporting increased social ties).

Companionship is also essential to the many clients we serve who undergo regular dialysis treatments.

The incidence of mental health problems among dialysis patients is high, and the presence of a caring volunteer during the treatment sessions can help. (See PubMed.gov for several citations).

Keeping patients compliant with their dialysis regimen helps keep them independent (Output H8) and less isolated socially (Outcome H9).

Long-term hunger continues to affect thousands in our County: to cite only one statistic, The Hunger Network of Greater Cleveland reaches 60,000 people each month (Hunger Network Website). Many of the stations addressing hunger are grass-roots local hunger centers, and they depend heavily upon volunteers for all of their activities. These include sorting food donations, distributing packages to families, and ensuring that applicants qualify for assistance. Our volunteers contribute directly to the number of individuals receiving services to alleviate hunger (Output H11), and, in turn, to the number of individuals who gain increased food security (Outcome H12).

When a family member is seriously ill, the impact on caregivers is frequently overwhelming, both physically and mentally. We have had a long-standing relationship with The Hospice of the Western Reserve, a premier provider of hospice services. Our volunteers play an important role in the lives of

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many families whose loved ones are in hospice care. They spend time with the patient, alleviating the burden on caregivers. They also spend time comforting the family members themselves. These activities help meet the goals of Output H13 and lead to an increase in the number of caregivers reporting increased social support (Outcome H14).

**Activities with Veterans & Military Families** - Currently, 3% of our volunteers have identified themselves as veterans. We are taking a number of steps to reach out to this population. We recently added a new station, the Veterans Domiciliary, which operates out of our local VA hospital and serves homeless veterans. In addition, we are seeking to connect volunteers who are veterans with volunteer activities serving veterans. The County has a large (and growing) population of individuals who have served in the military, and we expect to expand the number we serve during the duration of this grant.

### **Recruitment and Development**

Since our founding, we have aimed to provide a high-quality experience for each volunteer who comes through our doors. We adhere to best practices for volunteer management, which include providing regular supervision and communication; offering liability insurance; maintaining screening procedures to identify suitable volunteers and placements; creating written policies and job descriptions; and providing recognition. (Mark A. Hager & Jeffrey L. Brudney, *Volunteer Management Practices and Retention of Volunteers*, The Urban Institute, 2004). Each of these practices may be said to affect the satisfaction of the agency's volunteers, and a more satisfied volunteer is more likely to remain active with our agency.

Recruitment of volunteers occurs in a variety of settings. Our volunteer coordinators attend community events such as health fairs, runs/walks, and job expos. At these events, they speak with attendees, informing them about our services and encouraging them to register with us. We create

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articles which are placed in church bulletins, Cleveland ward newsletters, and other local publications. A selection of opportunities appears each week in the most widely-circulated local newspaper, The Plain Dealer. In addition, we publicize our work through our Website, a Volunteer Match account, a Facebook page, and a Twitter feed.

To better match volunteers with available positions, we ask for volunteers' skill sets and interests when they register. In our extensive database, we list opportunities by job title and skills requested. Our staff works to find the best position for each volunteer. Once an individual has been placed at an agency, staff follows-up with the volunteer to check in and assess how successful the match has been. Volunteers may also search for opportunities on their own, through our Website; searches can be done by city and/or type of position.

We provide basic training to volunteers through an initial orientation. Each new volunteer is asked to attend this hour-long meeting before they begin serving. Our staff, along with an invited guest from one or more of our partner agencies, presents information about the benefits of our program, the opportunities available in the community, and the expectations they should have of their experience with us. Orientations are held weekly. Most sessions take place at our offices during either the mid-morning or early afternoon. On a monthly basis, we hold orientations in the community during the evening to accommodate working people's schedules.

For our more intensive school-based placement (AARP Experience Corps), we provide volunteers with a comprehensive training regarding all aspects of the program. Through Experience Corps, we manage 200 volunteer tutors who provide literacy assistance to 1,000 children in grades K-3 within the Cleveland Metropolitan School District. We developed these training modules specifically for this

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program. They are presented by an experienced trainer who was hired for this role. The trainings focus on the elements of literacy and on teaching strategies. Volunteers also learn about working with parents and teachers, methods of conveying literacy concepts, and activities they can use with students.

Within Experience Corps, volunteers have opportunities to play leadership roles. In each of the 13 schools we serve, a 'Lead Volunteer' assists our program staff in supervising volunteer tutors. He or she informs other volunteers about upcoming events, helps distribute paperwork, communicates with teachers, and serves as an initial source of assistance if any problem comes up. We also choose selected volunteers to be 'Literacy Boosters'. These individuals help other tutors identify effective techniques to strengthen their students' literacy skills. Toward this goal, they receive additional training. Lastly, we have a corps of volunteer Ambassadors affiliated with the program, who assist staff with recruiting additional volunteers from the community.

Our volunteers' racial and ethnic backgrounds closely match those of the community we serve. As noted in the previous section of this narrative, Cuyahoga County's current demographics show 65% of residents White, 30% African-American, 5% Latino, 3% Asian, and 2% Multi-Racial. (United States 2010 Census data, at <http://quickfacts.census.gov/>). As of September 2012, our volunteer corps is 62% White, 26% African-American, 1% Latino, and 1% Asian, with 10% not specified.

During 2011, we undertook initiatives aimed at including people with disabilities within the volunteer landscape. At present, 8% of our volunteers identify themselves as having one or more disabilities. This effort began with an accessibility study of our more than 100 stations, so we could determine which organizations were capable of accommodating volunteers who had specific physical or

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emotional needs.

The study results told us that many of our agencies needed education about embracing volunteers across the spectrum of ability. As a result, we convened, along with the local Forum for Volunteer Administrators, a workshop on 'Volunteers with Disabilities -- an Untapped Resource'. Led by Jeff Moyer, a disability rights advocate, it reached representatives from 35 area nonprofits. Through a grant from the Cuyahoga County Board of Developmental Disabilities, we provided scholarships to selected partner agencies which did not have a budget to send staff to the workshop.

This year, we were contacted by two agencies (which are not stations) assisting people with disabilities. A social worker from a mental health agency asked us to connect some of her clients to volunteer work. Similarly, we are working with a vocational manager from a nonprofit serving people with developmental disabilities, in order to place his clients in individual and group volunteering settings.

Recognition of volunteers takes place most prominently at our annual volunteer recognition luncheon in the early summer. Volunteers serving at least 25 hours during the previous year are invited to attend the luncheon at a local hotel for only \$5. (Those not meeting this threshold may attend at a higher price). The event includes entertainment as well as awards presented to selected volunteers who have been recommended by their host agencies. Beyond the luncheon, we create a sense of community for our volunteers by providing them with regular communications and by calling each volunteer on his or her birthday. We frequently nominate volunteers for awards presented by other organizations, such as Medical Mutual of Ohio, The Center for Community Solutions, and the Ohio Community Service Council. Several of our nominees have been selected to receive these awards.

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We make every effort to retain our volunteers. We keep in contact with them regularly through print materials and e-mail, in order to ensure that they feel connected to our organization. Every six months, we send a card to all volunteers who have not completed hours within the previous year. We ask them to update us about their volunteer activities, if any, and their continued interest in volunteering. At the end of each year, we ask our volunteers to complete a satisfaction survey. The survey asks them to reflect on their experience with us and on ways we can improve that experience. While the majority of survey responses are positive, we take critical comments seriously and use them to consider improvements to our program.

### **Program Management**

Compliance - Our organization has hosted the RSVP program in the Cleveland area since 1972. We are proud of this long track record, during which we have maintained a scrupulous adherence to the regulations governing RSVP host agencies. As new policies and procedures are developed, we adopt these for our agency and develop appropriate protocols to implement them. We update our Memorandums of Understandings, Safety and Accessibility checklists, and other documents on a regular basis, to ensure we are in compliance with the new regulations. We have had successful CNCS monitoring visits from our state office during recent years, with no critical findings reported.

We carefully track the hours provided by our volunteers. A part-time database coordinator enters data received from partner agencies into volunteer management software. This quantitative data gives us a portrait of the level of service being provided by our volunteers to the community.

In addition, we assess the impact of our agency's programs through other means. At our regular Board meetings (held bi-monthly), we evaluate our progress toward the goals in our agency's strategic

plan. The first goal within this plan is to "provide diverse opportunities that engage volunteers across generations, abilities, interests, and time commitments." Each year, we send a satisfaction survey to each of our partner agencies, asking for their input toward improving our services.

Addressing Needs outside of our Primary Focus Area - While we have identified Healthy Futures as our Primary Focus Area, we continue to work with stations providing services in other areas. Our network of stations is very broad, encompassing agencies addressing each of the other Focus Areas identified in the Corporation for National & Community Service's current Strategic Plan: education, economic opportunity, disaster services, the environment, and capacity building. For example, under 'economic opportunity', we support volunteers involved in job training, GED instruction, and ESL instruction, all aimed at improving employment possibilities for low-income adults. We are actively seeking new RSVP stations whose work falls within one or more of these areas.

Graduating Stations - In recent months, we have graduated stations for a number of reasons. Sometimes, the station was not compliant with our requirements (for example, following through with volunteer placements once individuals were referred, or submitting volunteer hours to us). Occasionally, we were not able to locate volunteers for the positions that the stations sought. In each case, we attempt to maintain a relationship with the volunteers affected, by offering them the opportunity to find another placement among our network of agencies. Because volunteers feel an affiliation to our organization, and not only with their host station, we are able to retain many of them even if their station is no longer connected to us.

Collecting National Performance Measures - The Volunteer Reporter database is the repository for the information we collect for our National Performance Measures (NPMs). The raw data regarding

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clients served is obtained from our stations. Agencies will also provide us with the necessary outcome data for each of the PFI workplans. We are confident that our stations will be diligent in supporting our volunteers and providing us with the data we need. For agencies that do not currently track this data, our program staff will be working with agency volunteer managers to find ways to collect this information.

**Managing Resources** - We have been successful in securing financial resources for our programs, despite the weak economy of the past four years. Our agency is supported by many local foundations and companies, many of which have been funders for several years. We run an annual campaign which brings in contributions from organizations, individuals and Board members. Each fall, we hold an annual fundraising event which contributes approximately \$40,000 to our budget.

We maintain a Development Committee that is charged with overseeing our fundraising and revenue generation. The Committee meets quarterly and is staffed by our full-time Development Director.

In-kind donations come primarily in the form of books and supplies donated to our AARP Experience Corps program. Due to these contributions, we are able to distribute some 5,000 books each year to children in our Experience Corps schools. We also receive many items for use at our annual fundraiser, which helps raise the revenue that this event generates. When necessary, we are often able to reach out for donated goods or services: in recent years, we have received office furniture from an area corporation, and real estate services from a broker known by one of our Board members.

### **Organizational Capability**

**Program & Fiscal Oversight et al.** - Greater Cleveland Volunteers has a full set of policies and procedures that address all aspects of the organization's functioning. These documents are updated

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regularly. New employees receive a copy of these policies and procedures when they are hired. These include clearly articulated policies regarding terms of employment, benefits, paid leave, reimbursement for work expenses (including travel), and workplace behavior; a conflict of interest policy and an agency code of ethics (which employees must sign each year); a whistleblower procedure; and a policy on document retention, among others.

In overseeing the implementation of these policies, our Executive Director is assisted and guided by our Board of Directors and several standing committees. The Audit, Finance, Personnel, Governance, and Development committees meet regularly.

As a United Way partner agency, we are required to submit an Organizational Assessment every year. This assessment asks us to speak about funding sources and financial health; the involvement of our Board; the adequacy of our staff, facilities, and information technology; the progress of our strategic plan; communications with stakeholders; and the challenges we face, both internal and external. Completing this survey provides us with an opportunity to reflect on the state of the agency, and consider what, if any, areas need to be improved.

We are audited every year by an auditing and accounting firm. The audit process assesses not only our financial status, but also the safeguards we have to protect against fraud or mismanagement. The process ensures that our employees' knowledge of these safeguards is refreshed annually.

We have also adopted a policy that formalizes the regular self-assessment practices taking place with the organization. First is a review of progress toward the agency's strategic plan goals, which takes place no less than three times a year. (The strategic plan normally covers three years, and states the

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goals and benchmarks for Greater Cleveland Volunteers during this time period). Secondly, each board member identifies annual personal goals that will help the organization achieve its mission. Finally, every employee undergoes an annual performance review to monitor their effectiveness in reaching their personal goals and those of the organization.

In 2011, we applied for, and received, approval from the Better Business Bureau for meeting each of their standards for Charity Accountability.

Greater Cleveland Volunteers has a full-time accountant on staff who manages our finances. She has been with the agency for eleven years and is highly familiar with the requirements of Federal (and other) funders. She uses Sage Peachtree Accounting for Nonprofits to monitor our fiscal status and to generate reports required by funders. The agency's Finance Committee meeting quarterly to assess our financial health. Our Audit Committee makes sure that we adhere to our policies related to finances, and oversees the annual audit conducted by an outside firm.

Data collection beyond the accounting system takes place in two areas: program and fundraising. Our Database Coordinator uses Volunteer Reporter, a volunteer management database, to track all program-related information. Our Development Director manages all donation data through GiftWorks fundraising software.

Program Staff - Our Executive Director, Joy Banish, has been with the organization since 1993. She began as a program coordinator with the RSVP program, and was later promoted to Project Director for Experience Corps. In 1999, she became Executive Director. Joy is respected in the community for her knowledge of the needs of older adults, for her extensive experience as a volunteer manager and

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an administrator, and for guiding our agency through difficult economic times. Her community activities include membership on The Center for Community Solutions' Council on Older Persons, on United Way of Greater Cleveland's Council of Agency Executives, and the Program Committee for the National Senior Games. Previously, she served on CNCS' National Senior Corps Training and Technical Assistance Sounding Board.

Kirsten Frei-Herrmann has been our RSVP Program Director since 2008. Previously, she managed the Experience Corps project for three and a half years. Kirsten has more than 15 years of experience as an educator and manager, and supervises three volunteer coordinators. These coordinators recruit volunteers for our partner agencies and for one-time events; enroll and refer volunteers to appropriate opportunities; communicate with volunteers to assure that they are satisfied with their activities; maintain up-to-date information about both volunteers and partner agencies; and attend community events to publicize the agency's work. Kirsten also supervises the database coordinator mentioned earlier.

We sustain these staff positions financially through a number of sources in addition to our CNCS grant. At the beginning of the budget year, our Executive Director develops a budget indicating how each line item (including each staff salary) will be funded. This budget is monitored throughout the year.

Track Record - Primary Focus Area - Our agency's work in the health field goes back to our earliest years. We have had decades-long relationships with a number of the healthcare systems in the Cleveland area. While we have re-focused our work in health away from hospitals, we have accumulated much knowledge of the health needs of the community and how volunteers can help

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meet these needs.

Senior service and managing volunteers - Our experience in managing programs, and in particular those serving seniors, is very extensive. For most of our existence (until 2007), we focused exclusively on mobilizing and engaging senior volunteers to provide service within the community. We have come to understand the differing needs and priorities of various generations of seniors, from those of the Greatest Generation to the Baby Boomers. We have educated our partner agencies about working with older volunteers, to ensure that the jobs they assign them are both meaningful and appropriate. We appreciate the importance of recognizing older volunteers for their work in ways that inspire them to continue serving.

Attesting to our organization's expertise, our senior volunteer programs have been honored several times recently. Five years ago, we were selected by Charter One Bank as an Ohio 'Champion in Action' for services to older adults. The Ohioana Library Association in 2009 awarded our RSVP Players theater group a citation for distinguished community service. In 2011, one of our volunteers was recognized by the State of Ohio's Community Service Council with a Lifetime Achievement Award for his many civic activities.

Measuring performance - In 1972, we received our first Federal grant, and we successfully placed 109 RSVP volunteers. We have been awarded Federal funding for volunteer management every year since that first grant. These grants came from ACTION, the predecessor to CNCS, through the Retired & Senior Volunteer Program budget. In 1997, our agency was awarded a Senior Corps Demonstration Grant to begin the Experience Corps program (which at the time was called Seniors for Schools) in Cleveland. In 2006, we were awarded an additional grant from CNCS as a Program

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of National Significance. We were one of only 29 programs to be so recognized. (These funds have since been incorporated into the annual grant we have been receiving from CNCS).

We have received Federal funds from other sources as well. For several years, we received an AmeriCorps grant, which provided cost-of-living stipends to selected volunteers participating in Experience Corps. In 2009 we were part of a successful multi-agency application to the United States Department of Justice, through its Office of Juvenile Justice and Delinquency Prevention. This grant supported the academic mentoring activities taking place through Experience Corps.

Our record in receiving significant Federal monies attests to our capability to measure (and meet) performance goals required by these grants. We have also had to measure outcomes for many other funders, including for Experience Corps, which is supported by many foundations and other entities. These include United Way, the City of Cleveland, and The Cleveland Foundation, each of which requires the submission of detailed post-grant reporting.

**Organizational Infrastructure** - Our Board of Directors and its committees ensure that we have sufficient facilities, equipment, supplies, and other tangible elements needed for our work. They do so by developing and approving an annual budget, based on the agency's expected programming needs and the funds expected to be available. The Board also manages an endowment fund, which may be used in special circumstances to provide funding that is not otherwise available.

Our Program Committee plays the role of an Advisory Council. It is comprised of Board members, professional volunteer managers, and current RSVP volunteers. The group is charged with overseeing the quality of our programs and assisting with annual assessments of these programs. As we have

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adjusted to the changes within the RSVP program, committee members have provided helpful input. This year, it has addressed issues such as recruiting strategies for Experience Corps and identifying new stations to meet the new initiatives of CNCS. The group also helps plan our annual volunteer recognition event, in conjunction with a separate Recognition Committee.

The agency is governed by its Board of Directors, according to our Code of Regulations (by-laws), which are updated regularly. When the Board cannot be convened, an Executive Committee -- comprised of the officers and all committee chairs -- meets to address important agency business. Regarding internal policies, please see earlier in this section.

Regarding past experience managing Federal grants, please see earlier in this section.

Non-Federal Share - As a long-time Federal grant recipient, we are experienced in seeking non-Federal share funds. We carefully plan how to secure these funds at the beginning of the fiscal year, by listing the funders whom we will approach. We often inform potential funders that their support will assist us in meeting the requirements of a Federal grant. We plan to use local foundation funding as the primary source of matching funds for this RSVP grant.

### **Other**

N/A

### **PNS Amendment (if applicable)**

N/A