

PART I - FACE SHEET

APPLICATION FOR FEDERAL ASSISTANCE		1. TYPE OF SUBMISSION: Application <input checked="" type="checkbox"/> Non-Construction	
Modified Standard Form 424 (Rev.02/07 to 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: 13SR144493	4. DATE RECEIVED BY FEDERAL AGENCY: 10/18/12	FEDERAL IDENTIFIER:	
5. APPLICATION INFORMATION			
LEGAL NAME: Shepherd's Center Central DUNS NUMBER: 164346280		NAME AND CONTACT INFORMATION FOR PROJECT DIRECTOR OR OTHER PERSON TO BE CONTACTED ON MATTERS INVOLVING THIS APPLICATION (give area codes): NAME: Cheryl B. Henderson	
ADDRESS (give street address, city, state, zip code and county): 5200 Oak St Kansas City MO 64112 - 2876 County: Jackson		TELEPHONE NUMBER: (816) 444-1121 103 FAX NUMBER: (816) 444-1177 INTERNET E-MAIL ADDRESS: cheryl@sccentral.org	
6. EMPLOYER IDENTIFICATION NUMBER (EIN): 430994417		7. TYPE OF APPLICANT: 7a. Non-Profit 7b. Community-Based Organization National Non-Profit (Multi-State) Volunteer Management 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: Corporation for National and Community Service	
10a. CATALOG OF FEDERAL DOMESTIC ASSISTANCE NUMBER: 94.002 10b. TITLE: Retired and Senior Volunteer Program		11.a. DESCRIPTIVE TITLE OF APPLICANT'S PROJECT: Coming of Age/RSVP Johnson County	
12. AREAS AFFECTED BY PROJECT (List Cities, Counties, States, etc): MISSOURI OPPORTUNITY #1: Major Cities of Overland Park, Shawnee, Olathe, Lenexa, and balance of Johnson County, Kansas		11.b. CNCS PROGRAM INITIATIVE (IF ANY):	
13. PROPOSED PROJECT: START DATE: 04/01/13 END DATE: 03/31/16		14. CONGRESSIONAL DISTRICT OF: a.Applicant <input type="text" value="MO 005"/> b.Program <input type="text" value="KS 003"/>	
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	
a. FEDERAL	\$ 55,422.00	17. IS THE APPLICANT DELINQUENT ON ANY FEDERAL DEBT? <input type="checkbox"/> YES if "Yes," attach an explanation. <input checked="" type="checkbox"/> NO	
b. APPLICANT	\$ 36,676.00		
c. STATE	\$ 0.00		
d. LOCAL	\$ 0.00		
e. OTHER	\$ 36,676.00		
f. PROGRAM INCOME	\$ 0.00		
g. TOTAL	\$ 92,098.00		
18. TO THE BEST OF MY KNOWLEDGE AND BELIEF, ALL DATA IN THIS APPLICATION/PREAPPLICATION ARE TRUE AND CORRECT, THE DOCUMENT HAS BEEN DULY AUTHORIZED BY THE GOVERNING BODY OF THE APPLICANT AND THE APPLICANT WILL COMPLY WITH THE ATTACHED ASSURANCES IF THE ASSISTANCE IS AWARDED.			
a. TYPED NAME OF AUTHORIZED REPRESENTATIVE: Cheryl B. Henderson		b. TITLE:	c. TELEPHONE NUMBER: (816) 444-1121 103
d. SIGNATURE OF AUTHORIZED REPRESENTATIVE:			e. DATE SIGNED: 10/18/12

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Narratives

Executive Summary

Executive Summary

Shepherd's Center Central of Kansas City (SCC) is a 40 year old nonprofit funded primarily by private community support. Its mission is to empower midlife and older adults to live healthy, engaged, and independent lives. Programs and services include 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.

For fiscal year 2013, SCC projects 334 as the number of RSVP Johnson County volunteers. In the Johnson County community RSVP volunteers will serve frail seniors, people 55+ who are homebound, veterans and military families, and children. The primary focus area to be addressed by RSVP stations will be "Healthy Futures". The following stations/community partners and volunteers will provide congregate meals at Shawnee Community Services; distribute food at Village Presbyterian Food Pantry and Catholic Charities of North East Kansas Food Pantry; food delivery at Shawnee Meals on Wheels; food distribution and transportation at Johnson County Human Services & Aging; respite care at Villa St. Francis, Lake View Village, Shawnee Mission Medical Center and Overland Park Regional Medical Center. The community priority is education addressed by Olathe Seniors Serving Schools. The "Stand Down" will address the other focus areas of veterans and military families, and the Coming of Age Learning Lab will provide capacity building for nonprofit organizations. The expected outcome will be increased food security, greater social interaction for homebound adults and caregivers; children able to reach their potential and better access to services for veterans and military families. RSVP stations/community partners are comprised of 29 nonprofit organizations, funded by local support and contributions, that are both diverse and inclusive in the population they serve. SCC is applying for an RSVP grant of \$55,422 for fiscal year 2013 to serve

Narratives

Johnson County, Kansas Non federal funding to match this grant will be in the amount of \$34,766.

Strengthening Communities

STRENGTHENING COMMUNITIES: The community which will be served with the help of this RSVP grant is Johnson County, Kansas. Johnson County is made up of suburban and rural communities. Although Johnson County has a relatively high mean household income (\$76,250), there is an increasing number of households living below the poverty line (11.3%). The increase in poverty, the rapidly changing demographics and the inability of existing services to keep pace offer persuasive evidence that there is a dramatic increase in unmet needs. It is projected that by the year 2020 the 65+ population of Johnson County will be over 90,000. The trend in this county is for midlife, older adults and veterans to move into this area in large numbers to be close to their adult children and families. However, many family members are unable to provide care associated with aging and the result is often long periods of isolation for older adults. Therefore, the Primary Focus Area of this grant is "Healthy Futures". With this increase comes the need for enhanced services for people 55+ who want to remain independent while aging in place. RSVP Johnson County volunteers work with 9 nonprofit stations/community partners funded by community support and donations. These volunteers help provide respite care, transportation, food distribution and delivery. Recent census data indicates that the ethnic mix of this county is changing: 21.3% is ethnic minority, which is a 234% increase from the 9.1% in 1990. Estimates in 2008 indicated that 10.4% of this population (55,546) is over the age of 65, while the 2010 census showed growth to over 85,455. Relative to the entire State of Kansas, Johnson County has the largest concentration of population. Johnson County has 945.7 people per square mile, versus 329 people per square mile for the balance of the state. Kansas' midlife and older adults have diverse backgrounds: 19.4% are from minority groups, and over 8% have very limited English-language skills. Like all counties in the heartland of America, Johnson County is aging. With 534,093 residents, the 2010 census projected that in the next decade 16% of the

Narratives

population will be 65+. While 72.3% of the Johnson County population resides in owner-occupied homes economic disparity is significant and increasing. Although 94% of persons 25 and older hold a high school degree, the percentage varies widely by ethnicity, with Latinos holding the lowest high school education rate.

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 is composed of community leaders, business people and former elected officials. They participate in the identification and evaluation of critical community needs on an ongoing basis. The Advisory Council meets no less than quarterly and the RSVP Program 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

Narratives

quality of the volunteer impact in the Primary Focus Area, to ensure that National Performance 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 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 goals

- (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 goals

- (1.) Increase number of people 55+ in Johnson County 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.

Narratives

Stations/Community Partners

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: 26% growth in poverty in Johnson County

The number of people now living below the poverty line in Johnson County grew by 26% creating a greater need for services. Census records show that 11.3% of households in Johnson County live below the poverty line. Mid America Regional Council survey data supports 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 such as preparing regular meals. For homebound older and disabled adults, daily home delivered meals may be the only nutritious meal they eat. Delivery of those meals is often their only daily social contact.

(2.) Service Activity: Volunteers will serve with Shawnee Meals on Wheels to provide daily scheduled meal deliveries and social interaction for homebound adults.

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

Narratives

II. Community need

(1.) Need: Dramatic increase in Food Insecurity In one school district alone within the county 24,000 children have been classified as Food Insecure. Sometime during each month their family is at risk of hunger. It is also reported that 90% of the time any food stamps provided are depleted by the third week of the month. For these families the importance of Food Banks and Food Pantries is increasing. Without this option many families would be forced to eliminate meals, severely limiting their nutritional intake. Emergency food providers are witnessing an unprecedented increase in parents who regularly depend on their services to feed their children and themselves, as well as an increase in individuals who need access to food assistance.

(2.) Service Activity: Volunteers will participate in food distribution by serving meals, through Shawnee Community Services, distributing food items through Presbyterian Food Pantry and Catholic Charities Food Pantry. They also assist with the selection of healthy menu items with Johnson County Human Services and Aging.

(3) Anticipated Outcome: More families will report feeling Food Secure and more children will have daily meals and healthier food choices resulting in fewer instances of childhood obesity.

III. Community need

(1.) Need: Companionship for homebound adults and respite for caregivers Kansas Healthy Communities Institute reports that 29% of older adults in Johnson County live alone in their family homes or in homes or apartments within retirement communities. They are at risk of social isolation, limited access to support or inadequate assistance in emergency situations. One quarter of those living alone live in poverty and report poor health. In some instances their status necessitates 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. Volunteers who provide companionship through scheduled visits offer the best hope for

Narratives

breaking the cycle of feelings of isolation, depression and loneliness. Companionship visits are critical for homebound older and disabled adults. 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.

(2.) Service Activity: Volunteers will provide companionship for older adults on a flexible schedule of 2 to 4 hours per week. In addition, respite will be provided for care givers of older adults on a flexible schedule with hours to be determined by mutual agreement with the care givers themselves.

Volunteers will carry out these activities at Villa St. Francis, Lake View Village, Shawnee Mission Medical Center and Overland Park Regional Medical Center.

(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. Care givers will have the opportunity to have some time for themselves and some relief from the 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 referral services for education and employment. In addition, working with Shawnee Community Services and Blessings Abound volunteers will assist veterans in of need food, clothing and shelter. These volunteers will continue to make an impact as veterans and military families rebuild their lives with access to resources to establish homes/apartments for those once homeless or in need of affordable housing. In addition, clothing is made available to those in need of appropriate attire for job interviews. RSVP Johnson County will

Narratives

provide opportunities to engage veterans and military families through the "Explore Your Future" workshops to help them answer the question of "what's next" in their lives.

Community Priority

In one Community Priority area volunteers will serve with the Olathe Seniors Serving Schools program. RSVP volunteers will mentor students to increase literacy and overall academic achievement; enhance self esteem and improve the educational experience.

Capacity Building

Through the key focus area of Capacity Building the selection of stations/community partners is bolstered by offering training to share best practices. Stations/community partner organizations are encouraged to participate in the COA/RSVP Learning Lab, "Capturing the Energy & Expertise of Volunteers of People 55+". Nonprofit managers with our 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 service.

Recruitment and Development

Recruitment and Development

Plan and infrastructure to create high quality volunteer opportunities:

Two years ago a great deal of time was spent educating, engaging and re-enrolling RSVP volunteers through the transition process from the previous sponsor, Volunteer Center of Johnson County to Shepherd's Center Central, Coming of Age/RSVP Johnson County. SCC has and will continue to

Narratives

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 Johnson County 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. 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 Johnson County 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 in depth, comprehensive personal 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 COA/RSVP Coordinator will match interest and skills of the volunteers with the needs of the station/community partner. Each station/community partner has its own volunteer recruitment and training program with RSVP collaboration. Training programs for individual volunteers exist in the

Narratives

station/community partner's work plans. Coming of Age/RSVP offers opportunities for volunteers, staff and directors to receive comprehensive training in effective leadership and project-related skills. Nonprofit 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. COA/RSVP volunteer opportunities bring people of diverse backgrounds together. COA/RSVP is committed to inclusion. This is accomplished by maintaining a broad and inclusive set of stations/community partners and volunteer opportunities that reflect the demographics of the Johnson County community. Through interviews and site visits with our stations/community partners, accommodation for persons with physical, language, and vision challenges will be assessed. Our 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 mobilize 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.
- * Raise funds and in-kind donations from local funders including those who represent diverse businesses, including small, minority and women owned businesses.

Narratives

* Train nonprofit leaders to better utilize staff and resources to successfully recruit and retain volunteers for every demographic represented in the Johnson County community.

Shepherd's Center Central (SCC) is committed to ensuring that volunteers with COA/RSVP Johnson County 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 Johnson County retains 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 Luncheon is a highlight of the year for many RSVP volunteers. One important component of retaining volunteers is to offer challenging 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", Community Priority Area of "Education", Other Focus 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 Johnson County. Two such annual events are our "911 Day of Service and

Narratives

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 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/RSVP Johnson County 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 referenced the Annual Volunteer recognition celebration held in Johnson County is planned with input from the Advisory Council. This annual volunteer celebration highlights 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 COA/RSVP Johnson County newsletter, Shepherd's Center Central's web site and in print, electronic and social media.

Program Management

Program Management

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

In order to ensure management of volunteer stations 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

Narratives

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 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 Johnson County, a decision which will be respected.

Plan and infrastructure to ensure National Performance Measures are measured and collected:

Narratives

COA/RSVP Johnson County 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 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 Johnson County, 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 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

Narratives

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 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

Narratives

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 Coordinator 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 Johnson County Coordinator/Program Manager collects volunteer data using a form published in the COA/RSVP Johnson County 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. SCC's Internal Policies are clearly defined through an Employee Handbook which contains Personnel Policies. Purchasing policies and procedures are established by the Board of Directors. Based on these policies staff members are required to submit forms for allowable reimbursed expenditures. Additional Internal Policies include specifics governing required meetings.

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

Narratives

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 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

Narratives

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 of 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 with an Administrative Manager who is responsible for centralized purchasing requests. 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.) An 11 member 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.
- 4.) Shepherd's Center Central has a management team with a robust management system in place that includes managing federal grant funds. SCC uses of 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.

Narratives

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 multiple in-kind contributions. Johnson County Community College has made a multiyear commitment to provide office space on their campus as an in-kind match for the RSVP Johnson County, Kansas grant. 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 Johnson County will continue to grow and strengthening its volunteer program.

PNS Amendment (if applicable)

N/A