

Narratives

Executive Summary

RSVP has enjoyed 40 years of successful and sound operation under the sponsorship of Rutland Community Programs. RSVP is not only highly respected but is looked to as the key leader in the region in mobilizing, utilizing, placing and recruiting volunteers. RSVP is seen as the catalyst for positive change lead by a strong, talented and dedicated corps of 500 volunteers who through their provision of volunteer service have become instrumental to the success of our 80+ Vounteer Stations in providing desperately needed services to our region.

Through the RSVP Rutland/Addison Counties, VT project an estimated 500 volunteers will serve our communities through 85 Volunteer Stations. Some of the activities they will perform include transporting qualified elders to essential services; delivering meals to homebound elders; providing companionship services as an intervention to prevent isolation and provide social support services and wellness checks for at risk older adults; tax assistance through the AARP Tax Program.

The Primary Focus Area of this project is Healthy Futures. At the end of the three year grant period 55 RSVP SPICE (Seniors Promoting Independence and Companionship for Elders) Volunteers will serve 500 individuals who will receive meal delivery services with 350 of them (70%) indicating an increase in perceived social ties/social support. In addition, 60 RSVP SPICE Volunteers will provide essential service trips (medical and dental appointments, food and RX shopping, etc.) to 500 qualified clients with 350 of them (70%) indicating an increase in perceived social ties/social support. Also, 200 RSVP SPICE Volunteers will provide companionship services ranging from one on one contacts to small group facilitations to 1500 qualified older adults who live independently and are aging in place with 1050 of them (70%) indicating an increase in perceived social ties/social support.

The CNCS Senior Corps Independent Living Performance Measure Survey will be the tool used for measuring the outcomes for all of the Healthy Futures workplans. We estimate a minimum of 2500 qualified adults will be served in total through our RSVP SPICE Volunteers for the 3 year grant period.

35 RSVP volunteers will address the Other Focus area of Economic Opportunity. RSVP AARP Tax Assistance Program volunteers will provide tax preparation services to 300 qualified clients on an annual basis, providing a level of financial relief as commercially prepared taxes cost upwards of \$100 per person, a hardship for the low income elder population of our region.

The CNCS investment of \$101,977 will be supplemented by \$106,997 in non-federal resources.

Narratives

Strengthening Communities

DESCRIBE THE COMMUNITY AND DEMONSTRATE THAT THE COMMUNITY NEEDS IDENTIFIED IN THE PRIMARY FOCUS AREA EXIST IN THE GEOGRAPHIC SERVICE AREA. DESCRIBE HOW THE SERVICE ACTIVITIES IN THE PRIMARY FOCUS AREA LEAD TO NATIONAL PERFORMANCE MEASURE OUTPUTS AND OUTCOMES:

The Primary Focus Area for the RSVP of Rutland/Addison Counties, VT is Healthy Futures, Aging in Place and the demographics for our service area fully support our choice. According to the 2010 United State Census, one in eight individuals or 12% of the population of Vermont are over the age of 65. Only 10 states in the country have populations with more folks over the age of 65 than Vermont. If demographic trends continue, by the year 2030 one in four Vermonters will be over 65. Additionally, our service area, determined by the federal OAA (Older Americans Act) to be "rural" has unique needs around isolation, transportation, meals and nutrition. Older adults in rural areas "have a greater demand for medical, social and financial assistance, generally live in poor housing conditions and frequently live alone". In our two counties nearly 13% of adults over 65 live alone. Furthermore, due to the isolation associated with living alone in a rural area, the risk of social isolation and its accompanying negative effects place the older adults at significant risk in all areas of their life.

Rutland County is a primarily rural area located in central Vermont covering 932 square miles and comprised of 28 towns. Rutland County lies in two broad valleys running north and south through central Vermont. Rutland County lies among lakes and streams and is encircled by mountains. It borders New York State on the west and is 46 miles from the New Hampshire border on the east. According to U. S. Census of 2010, the total population of Rutland County is 63,400 of which about 15,905 or 25.1% are over the age of 55 and 17% are over the age of 65. Rutland County is the "oldest" county in Vermont and will be the 15th oldest county in New England in 2020 with 26% of its population age 65 and older or well over 15,000 individuals. According to the United States Census of 2010, 11.9% of the US population is 65 and older. In Rutland County that figure is 17%. Simply put, that means that Rutland County has 6% more individuals over the age of 65 than the rest of the country. The median household income is \$36,743, while the average "near retirement income" is only \$14,639. Poverty statistics for Rutland County include the fact that 10.9% of the population of Rutland County live below the poverty line. Rutland County is responsible for 12.4 % of the total Vermont population of people who receive public assistance and 12.6 % of people who receive food

Narratives

stamps. In addition, 15.7 % of the population of Rutland County is lacking a high school diploma. Rutland County is a primarily "blue collar" area with 2 General Electric plants being the largest employer. Rutland Regional Medical Center is the 2nd largest hospital in Vermont, serving a large portion of the population in central and southern Vermont. Additionally, Rutland County is the home to three small colleges and a community college. The Killington Ski Resort is also located in Rutland County and so tourism is a key economic driver as well.

Addison County is rural and covers 808 square miles between Lake Champlain and the Green Mountains. It is made up of 23 towns. According to U. S. Census of 2010, the total population is 35,974 of which 7,238 people or 20% of the population are over the age of 55. The median household income is \$43,142. Poverty statistics for Addison County include the fact that 7.8% of the population of Addison County live below the poverty line. Addison County is responsible for 4.2 % of the total Vermont population of people who receive public assistance and 4.2 % of people who receive food stamps. In addition, 13.6% of the population of Addison County is lacking a high school diploma. Addison County has a variety of employers the largest of which is Middlebury College but also includes several small manufacturers and farms.

The Cornell Institute for Translational Research on Aging (CITRA) has published an extensive review of studies done around the subject of social support, social isolation and social integration. Their conclusion is that Social Isolation, defined as "the lack of contact and interaction with people leading to feelings of loneliness, lack of companionship or close and genuine communication with others. Social Integration, the opposite of social isolation, has been found to be beneficial to health across adulthood into old age. Social Integration is consistently associated with good health and well-being while social isolation is associated with distress and poor health". In addition they determined that interventions in the form of personal contacts either in group situations that included discussion, physical activities and exercise, education, skills training, telephone reassurance, etc., were effective in "reducing social isolation, thereby improving health" and promoting successful aging in place. The key is the perception of social support that the elder feels is being provided, either on a one to one basis or in a group setting.

Several studies published on the National Institute of Health website further confirm this. In addition, they conclude that perceived isolation is a strong indicator of physical and mental health among

Narratives

elders. They have concluded that health risks associated with lack of perceived social ties can be compared in magnitude to "the well-known dangers of smoking cigarettes and obesity in individuals with lack of social connectedness or feelings of loneliness suffer higher rates of morbidity and mortality as well as infection, depression, and cognitive decline. Health risks posted by social isolation may be particularly severe for older adults as they are likely to face stressful life course transitions, health problems and disabilities". "Social disconnectedness and perceived isolation pose unique risks for physical and mental health within this age group." They conclude that "socially connected individuals who receive support in either a group or one on one format have more active coping strategies, greater self-esteem and sense of control thus diminishing poor outcomes physically and mentally".

Finally, a study supporting the value of companionship interventions was reported in the Journal of the American Medical Association (JAMA). This study examined the relationship between social isolation and functional decline and death in adults over 60 years of age. The study of 1604 participants using the Health and Retirement Study concluded that "among participants who were older than 60 years, loneliness (social isolation) was a predictor of functional decline and death".

RSVP frequently taps into the pre-existing network of community, state and national resources in carrying out its program goals. Our role in our own local communities is well-known, generating a level of trust and respect that benefits the implementation of our performance measurement goals and volunteer opportunities that respond to our Primary Focus Area. The notion of prioritizing our placements in a practice we have been implementing for over a decade and is reflected in our existing workplans on file with CNCS, most of which center around Healthy Futures, Aging in Place.

The Department of Aging and Independent Living (DAIL), a division of Health and Human Services for the state of Vermont is charged with establishing goals and making recommendations for not only today's but tomorrow's elders as well which speaks directly to our Primary Focus Area of Healthy Futures, Aging in Place. Accordingly they have stated in their 2010 Legislative Report to the Vermont legislature that "aging baby boomers and elders especially need the support and interaction offered by community programs and volunteers". They also state that nonprofit organizations need to provide "programs and services in their communities that support independent living." The Outcome Goals stated that "Vermonters will live with dignity and independence, maintaining high physical and

Narratives

mental functioning, and being actively engaged in life. Vermont seniors will continue to live independently, in a healthy, satisfying and safe environment that will meet their support needs and those of the community in which they reside while keeping costs at a fraction of what they would be in residential placements such as nursing homes or assisted living facilities where costs range from \$75,000 to \$150,000 a year depending on the care level."

According to the 2008-09 Rutland County Community Health Assessment (The RSVP Director was a member of the Health Assessment team), Rutland has more households earning less than \$20,000 than the Vermont average and has a higher percentage of residents covered by Medicare than any other county, thus increasing the burden on not only health care systems but on human service providers as well, such as Councils on Aging, senior housing sites, and other support service programs for the elderly. The report also indicated that due to the low income and poverty level so prevalent among the elderly, services such as tax preparation, exercise classes, mental health services and telephone safety check in services can be cost prohibitive or just simply not affordable.

Based on the studies and data examined, it is clear that interventions to alleviate perceived social isolation can be an effective method of promoting successful aging in place. All of the data and demographics we have examined add up to the need for area agencies who serve seniors to enhance their service provision by wisely utilizing their resources to ensure that our seniors age in place and remain independent for as long as possible. Volunteers can and should play a crucial role in assisting the organizations who are charged with achieving these goals and RSVP has become a crucial link in the chain of senior service providers. Every 5 years a local needs assessment is done spearheaded by our local United Way and the Rutland Regional Medical Center. RSVP Project Director, Nan Hart, consistently serves on the Steering Committee which allows RSVP to help shape the tool and ensure a voice for service as a solution.

Based on all of the above information and research, RSVP propose to utilize what we are calling SPICE (Seniors Promoting Independence and Companionship for Elders) Volunteers to provide service and implement the interventions reviewed above to enhance perceived social support/ties for older adults in the communities we serve. RSVP of Rutland/Addison Counties will recruit and manage 315 SPICE (Seniors Promoting Independence and Companionship for Elders) volunteers who will provide transportation, meal delivery and companionship services to no less than 2500 qualifying

Narratives

older adults, supporting them aging in place, living independently. That unduplicated volunteer total (315) represents 63% of our total number (500) of unduplicated volunteers, well above the minimum 25%.

200 RSVP SPICE (Seniors Promoting Independence and Companionship for Elders) Volunteers will provide companionship services through regularly scheduled telephone check in calls, friendly visitations and other individual contacts to 1500 individuals at 50 Volunteer Stations. RSVP SPICE volunteers can also provide companionship services by facilitating group gatherings of older adults at donated sites in Rutland/Addison Counties. Activities offered can include support groups for illnesses such as Parkinson's, MS, Osteoporosis, Arthritis, physical activity classes such as Matter of Balance, Bone Builders, Movers and Shakers, etc. Among the key components/outcomes of this service will be provision of social support services, isolation prevention, increased perceived social support/ties, successful aging in place and wellness checks. Services will be provided at least monthly (some support groups) but often weekly (telephone reassurance and physical activity classes) and must be done a minimum of 3 months to qualify for assessment. The tool to be used to measure the outcome will be the CNCS Senior Corps Independent Living Performance Measures Survey. Clients will be qualified older adults who live independently.

According to the VT State Plan on Aging, done by The Department of Aging and Independent Living (DAIL), a division of Health and Human Services for the state of Vermont, rural adults (especially those struggling financially) have to travel further to access key resources and have less access to transportation either public or private. The Human Service Transportation Coordination Plan developed by the VT Agency of Transportation states that local service providers must continue, through their support services, to ensure that elders can age in place successfully and providing transportation to essential services such as medical appointments, food shopping, etc. is a crucial link in the chain of services necessary. They also state that "elders require safe, reliable and affordable transportation to basic services and amenities", a key to enhancing perceived social support/ties. This report further states that 64% of seniors over the age of 65 consider lack of transportation an obstacle to accessing the essential services they need to age in place, including medical appointments. Public transportation is nonexistent for all intents and purposes in this largely rural area and taxi service costs are so high that elders simply elect to skip appointments if they cannot find free transportation. They also state that "transportation services can be difficult to provide efficiently to these populations

Narratives

due to cost, differences in regional needs, etc. The challenge then is to provide cost effective travel options that are supportive of this population". RSVP SPICE (Seniors Promoting Independence and Companionship for Elders) volunteers through offering their time and service as volunteer drivers can fill this need in a cost effective way that will enhance the perceived social support/ties for older adults in the communities we serve. More specifically, 60 RSVP SPICE volunteers will provide essential services trips (medical and dental appointment, food and pharmacy shopping) to 500 qualified clients through 4 Volunteer Stations. These one on one trips will also act as an intervention to prevent isolation, successfully aging in place and through the regular contact provide companionship, and social support, increased perceived social ties and wellness checks which will be indicated through the use of the CNCS Senior Corps Independent Living Performance Measures Survey. Clients will be qualified older adults who live independently.

In Citizens Service Act of 2002, the Federal government identified the need for delivery/provision of meals to the elderly and terminally ill as a priority for volunteerism. Within the state of VT, the Department of Aging and Independent Living (DAIL) research has determined that Vermont's elderly suffer from poor nutrition. They have declared one of their priority outcomes to be improved, adequate and appropriate nutrition. They recommend meal provision through home delivered meal programs as an example of a positive intervention. According to a report from Chairman Bernard Sanders (Senator, VT) from the Subcommittee on Primary Health and Aging, a US Senate Committee on Health, Education, Labor & Pensions, over 90 % of seniors receiving home delivered meals state the program allows them to remain in their homes, aging in place. Additionally, they conclude that "for older Americans, hunger and malnutrition can completely undo any efforts to improve quality of life through non-medical interventions like social integration". They also conclude that the demand for home delivered meals will rise as the population continues to age and the need for volunteers to provide this service is more crucial than ever before. RSVP SPICE (Seniors Promoting Independence and Companionship for Elders) Volunteers will provide service through delivering meals to elders at home thus enhancing perceived social support/ties for older adults in the communities we serve leading to better overall health and successful aging in place. 55 RSVP SPICE (Seniors Promoting Independence and Companionship for Elders) will deliver meals to 500 homebound older adults through 2 Volunteer Stations. These one on one contacts will not only allow for the delivery of a nutritious meal but will also act as an intervention to prevent isolation, successfully aging in place, and through the regular contact provide companionship, and social support, increased perceived social

Narratives

ties and wellness checks which will be indicated through the use of the CNCS Senior Corps Independent Living Performance Measures Survey. Clients will be qualified older adults who live independently.

In the Other Focus Area category RSVP will provide volunteers to enhance Economic Opportunity. Due to the low income and poverty level so prevalent among the elderly in our region 35 RSVP AARP Tax Assistance Program volunteers will provide tax preparation services to 300 qualified clients at 2 Volunteer Stations on an annual basis this providing a level of financial relief as commercially prepared taxes cost upwards of \$100 per person.

The combined total of unduplicated volunteers serving in the Primary and Other Focus area is 350. Of that total 315 volunteers will be in outcome based placements or 90%, far exceeding the 10% requirement.

In the Other Community Priority Area, the remaining 150 RSVP volunteers will serve an estimated 30 nonprofit organizations in Rutland and Addison Counties who continue to face difficult financial challenges in providing their services. For over 30 years they have looked to RSVP to offer volunteers who through their talents, efforts, dedication and time provide priceless service. Without that operational support, they would be hard pressed to continue to operate. RSVP can and will work with them to offer volunteers to assist them with mailings and other clerical duties, congregate meal assistance, special projects such as Operation Dolls and More and Toys for Tots, Warm Hearts/ Warm Hands, senior center and senior housing aides and activity facilitators and providers, hospital volunteers, etc.

YOUR PLAN AND INFRASTRUCTURE TO SUPPORT DATA COLLECTION AND ENSURE NATIONAL PERFORMANCE MEASURE OUTPUTS AND OUTCOMES ARE MEASURED, COLLECTED AND MANAGED:

RSVP of Rutland/Addison Counties, VT has been following the CNCS Programming for Impact principles since its inception, 15+ years ago, so our operating principles fall squarely in line with the new Performance Measures established by CNCS. All of our newly developed workplans are in complete accord with CNCS National Performance Measure outputs and outcomes. We utilize

Narratives

RSVP Reporter to manage our volunteer and station data, which includes outcome and output data. The software program has been revised/updated to include all the elements of the new National Performance Measure components and RSVP staff have done the tutorial in preparation for the new data collection and tracking. We also utilize Microsoft Excel as a tool for data management. Research data used for developing workplan outcomes and outputs are kept on file and updated and reviewed regularly. We can and do access fairly quickly any data we need through a variety of online research engines and links. We also utilize Microsoft Excel for spreadsheet data management and utilize both Microsoft Word and Corel WordPerfect for creating documents. All staff at both offices are proficient in these applications. Microsoft Power Point and Publisher are both utilized as well for presentations, brochure production and newsletters. We use Google Analytics to review our website statistics, giving us detailed information and feedback on our website, www.volunteersinv.org. Volunteer Match also provides monthly updates which are useful in determining how to revise, renew and replace opportunities. Facebook also provides weekly updates on the number of page visits. All of these tools provide ongoing and invaluable detailed assessment of our program and the specific goals we set for the various components.

In our 40+ years of operation RSVP has established ongoing, professional, collaborative relationships with our Volunteer Stations that includes open and frequent communication via in person, email, phone and written contacts by RSVP staff members. Our Memorandum of Understanding (MOU), signed at regular 3 year intervals by both RSVP and the Volunteer Station, reflects the partner arrangement with responsibilities outlined that include the agreement on the part of the Volunteer Station to gather and share any relevant outcome data with RSVP and to work collaboratively to meet our output and outcome measurement goals. Over the last 2 years we have worked closely with our stations preparing them for the changes in our operation and focus areas as designated in the RSVP Competition NOFO. They have all embraced the changes and agreed to assist with the collection of data necessary to meet all requirements. We have shared the new instrument (The CNCS Senior Corps Independent Living Performance Measure Survey) with our Primary Focus area (Healthy Futures, Aging in Place) sites to familiarize them with it and ensure their cooperation. Our many years of success in local collaborative partnerships is a testament to our ability to continue to ensure that national performance measure outputs and outcomes are measured collected and managed.

RSVP staff members are all trained in the use of RSVP Reporter and have participated in webinars

Narratives

provided by CNCS that have provided solid training in the areas of output and outcome measurement, collection and management. Ongoing training for staff and stations will be provided to ensure success in this area of grant management.

Recruitment and Development

DESCRIBE YOUR PLAN AND INFRASTRUCTURE TO CREATE HIGH QUALITY VOLUNTEER ASSIGNMENTS WITH OPPORTUNITIES SUCH AS SHARING THEIR EXPERIENCES, ABILITIES AND SKILLS TO IMPROVE THEIR COMMUNITIES AND THEMSELVES THROUGH SERVICE IN THEIR COMMUNITIES. DESCRIBE YOUR PLAN AND INFRASTRUCTURE TO ENSURE RSVP VOLUNTEERS RECEIVE TRAINING NEEDED TO BE HIGHLY EFFECTIVE IN ADDRESSING IDENTIFIED COMMUNITY NEEDS IN BOTH THE PRIMARY FOCUS AREA AND OTHER FOCUS AREAS. DESCRIBE THE DEMOGRAPHICS OF THE COMMUNITY YOU SERVED AND PLANS TO RECRUIT A VOLUNTEER POOL REFLECTIVE OF THE COMMUNITY SERVED INCLUDING RSVP VOLUNTEERS WITH DISABILITIES. DESCRIBE YOUR PLAN AND INFRASTRUCTURE TO RETAIN AND RECOGNIZE THE RSVP VOLUNTEERS:

The RSVP organizational infrastructure ensures that volunteers have a high quality experience and thorough knowledge and comfort level with their service placement as well as a clear understanding of the role of RSVP locally, statewide and nationally from the moment the contact with a potential volunteer begins up to and including their placement and beyond. This means our experienced staff, all of whom have 6 or more years in their current positions many with 15+ years, are well versed in the needs of our communities and specifically in the new performance measures and focus areas which we will be targeting for placement.

Rutland/Addison RSVP has prided itself on providing its volunteers with a high quality experience since its launch in 1973. Each individual goes through a thorough intake process in which they are interviewed and given advice, guidance and assistance in exploring their service options to best suit their needs, talents, and experience as well as the issues and community problems looking to be addressed by the volunteer. This ensures a good fit and promotes satisfaction both for the volunteer and the nonprofit organization they serve. The Primary Focus Area of Healthy Futures fits perfectly with the demographic trends of our service area as outlined completely in the Strengthening Communities section of the narrative and as such allows our staff to tap into the pool of volunteers we have access to as well as utilize our proven recruitment strategies to ensure expanding those numbers

Narratives

in our focus areas. Supplemental insurance is provided for each volunteer through CIMA. A comprehensive Volunteer Handbook and other pertinent written materials as well as a Welcome Packet are provided to assist in a complete volunteer orientation. The Volunteer Handbook thoroughly outlines RSVP's role in ensuring the volunteer's satisfaction and preparation and training for their placement and this is reviewed with each volunteer during the intake process and registration. All aspects of the volunteer's service experience are reviewed to ensure that the candidate understands their role as well as that of the Volunteer Station where they will serve prior to their first day of service.

RSVP staff are the foundation on which we build our volunteer corps. Volunteer coordinators in both counties utilize promising, current, and innovative methods of recruitment. Every staff member has participated in multiple trainings and workshops centered on volunteer management skills such as recruitment, retention and recognition. They, in fact, along with the RSVP director offer a volunteer management workshop series to area nonprofit organizations in our communities in a collaborative project with our local United Way.

The following is a list of the primary strategies we use for recruitment and public awareness:

- 1) PSA's on the radio, TV and in print.
- 2) TV appearances and the production and hosting of our own public access show, VIBES (Volunteer It Brings Everlasting Satisfaction) for over 15 years and radio guest opportunities.
- 3) RSVP program brochure, Signature Program brochures, and flyer distribution is done in locations throughout our region including various senior living areas, senior centers, our Volunteer Stations, Town Clerks offices, congregate meal sites, physicians' offices, gathering spots for potential volunteers, just to name a few.
- 4) Our website: www.volunteersintvt.org
- 5) Our Facebook page: <https://www.facebook.com/pages/RSVP-and-The-Volunteer-Center/128480290506628>
- 6) Newspaper articles, magazine articles and ads.
- 7) Our own newsletter produced 2 times per year and distributed to over 1500.
- 8) Inclusion in other agency and community newsletters, such as AAA's, school flyers and newsletters.
- 9) RSVP display boards are utilized at presentations and information fairs which we attend throughout the year.

Narratives

- 10) Opportunities listed on Volunteer Match, the search engine for potential volunteers.
- 11) Our Sponsor, RCP's webpage, annual report, etc.
- 12) Staff and/or Director Presentations to area service, civic and social groups.
- 13) Listed in the United 211 system.
- 14) Listed with the Council on Aging's Senior Helpline.
- 15) Our website and Facebook links and contact information are shared on documents and newsletters of our Volunteer Stations and community partners as well as on their websites further widening the circle of education.

These successful and proven methods of recruitment are used on an ongoing basis.

All of these tools and strategies serve as recruitment tools and promote and educate the community about RSVP and nurture support - financial, in-kind and advocacy for our mission within the larger community. The project Director serves on many community service boards which raises public awareness and promotes RSVP. We encourage our volunteers and stations to actively discuss RSVP and promote RSVP when appropriate. The Director serves as an Agency Speaker with the United Way and has the opportunity to discuss RSVP throughout the community which aids in recruitment of volunteers and expanded opportunities. RSVP Coordinators are committed to making the perfect match between the placement, the volunteer and the site. This individualized approach is the cornerstone of our recruitment and retention strategy. The RSVP Program staff work diligently to build, maintain and enhance our volunteer corps.

RSVP enjoys a solid and mutually beneficial relationship with area stakeholders and funders such as Area Agency on Aging, The United Way, all of our Volunteer Stations, local senior housing sites, senior centers, transportation providers, medical providers, caregiver networks, a variety of senior service coalitions, etc. These positive collaborations provide a vehicle for recruitment through referral. We rely and encourage our Volunteer Stations and volunteers to provide referrals as well and word of mouth has proven to be our most successful recruitment tool. We offer incentives to volunteers who recruit for RSVP. Through a collaborative effort with the other Senior Corps programs in VT, recruitment flyers will continue to be inserted into fuel assistance and commodities mailings. Targeted recruitment postcards are mailed periodically and have proven to be a highly successful strategy. By targeted we mean that the mailing content and the list itself are carefully constructed to appeal to our specific demographic. That tool we believe will be particularly useful as we recruit for our specific Primary Focus area service activities, i.e., transportation, home delivered meals and

Narratives

companionship activities as well as our Other Focus Area of Financial Literacy.

The introduction of our "Signature Programs" in the last 15 years has had a marked impact on our volunteer corps. RSVP is looked to now as an entity that can and will assist in areas where gaps in service exist and most importantly - where that service can be delivered by highly qualified volunteers.

RSVP designed, implemented and maintained these Signature Programs, overseeing all components from volunteer recruitment to training to service delivery and outcome measurement. This has proven to be the perfect training for the new Corporation for National and Community Service (CNCS) Performance Measurement programming. The Signature Programs were primarily centered on the Primary Focus Area of Healthy Futures, Aging in Place that we will be centering our volunteer placements on. These programs are key to the recruitment and retention of volunteers as they are well defined, impact oriented, and have very specific and targeted clients, outputs and outcomes. Our average volunteer age has gone from 79 to 68 in the last ten years. In addition, what we call "targeted" recruiting has been and will continue to be a key strategy for attracting volunteers to our Primary Focus Area of Healthy Futures. This involves ads and PSA's and other media sources, in which we recruit for a specific placement. Our web site and our Volunteer Match recruitment are also keys to attracting those volunteers who are very computer and web savvy.

Vermont is second only to Maine in its lack of racial diversity and Rutland and Addison counties have less than 1% of their population who are minorities. That said, our volunteers bring a rich ethnic mix which serves to educate the clients and organizations they serve, sharing customs from generations of Italian, Irish, German, Swedish, and other ethnic backgrounds common in our region. Martin Luther King Day is celebrated here in the schools and as a day of caring, allowing for additional opportunities for diversity education. Also, we have numerous volunteers designated as disabled who serve as wonderful role models to our community, demonstrating that indeed all can volunteer given the opportunity and accessibility. We work with several local organizations, our sponsor among them, to place physically and mentally challenged individuals. Inclusion in the volunteer world provides a link to the community for this population that enhances their likelihood for a satisfying and successful life. These agencies know that they can turn to RSVP for assistance, guidance, and placement services for their clients. Since the communities we serve are rural and middle to low income, our recruitment includes appealing to folks who can use public transportation and will have little, if any, expense associated with it. This makes the opportunity more appealing and brings in a broader socioeconomic

Narratives

demographic.

Ongoing contact with the volunteers is of primary importance in retention of volunteers while also providing them with a platform for feedback. RSVP provides that ongoing contact through personal visits to the Volunteer Stations, telephone conversations, newsletters, community events, publicity, recognition and informal contacts. Additionally we distribute a formal survey to our volunteers and stations on a regular basis to solicit feedback about RSVP in all areas of our operation including their satisfaction with their placement, training, etc. The RSVP staff reads each one and a resulting action plan is formulated if need be to address any issues that have come to light.

RSVP staff, as a key part of their job duties, ensure that all volunteers will have the necessary training to carry out their service activity from the initial orientation through consistent follow-up. RSVP staff work closely with the stations to be certain that proper training is provided. Our MOU (Memorandum of Understanding) agreement with our Volunteer Station clearly outlines a commitment on the part of the station to provided initial, ongoing and meaningful training to the volunteers and our RSVP coordinators work closely with the stations to be certain that proper training is provided. Trainings such as these are skill builders for each volunteer and can lead to further volunteer opportunities. RSVP Staff distribute materials and information regarding workshops, trainings, and seminars to stations and volunteers as another way to offer leadership and growth opportunities. Local service program providers and other community stakeholders routinely inform RSVP of opportunities for volunteers and staff. One ongoing example of a volunteer leadership opportunity is a Board Development Workshop series sponsored by our local United Way. Our sponsor's CFO (the RSVP Project Director's supervisor) provides one of the workshops. He offers information on the financial side of the nonprofit world.

Study results released in the last several years, clearly indicate the value of volunteering on quality of life for seniors. RSVP continues to educate the public and key stakeholders concerning the value of volunteerism. The RSVP Advisory Council and RCP Board of Directors review periodic the Volunteer Evaluation Survey and the Volunteer Station Survey of the RSVP program, offering guidance and recommendations based on the results. The Volunteer Evaluation Survey allows volunteers the opportunity to reflect on their assignments and service and provides valuable feedback to RSVP and our volunteer stations. Results are compiled and analyzed in order to maximize volunteer and station

Narratives

satisfaction. Outreach phone calling and personal visits are conducted by the volunteer coordinators in both counties to solicit information, touch base with the volunteer, and ensure a positive experience. Recognition takes several forms. The periodic newsletter is a direct avenue to recognize volunteers' good works and is distributed to all the Volunteer Stations, volunteers, and other key community stakeholders. In addition, RSVP takes advantage of any and all opportunities to publicly recognize our volunteers through programs and awards such as The Governor's Service Award, Successful Aging Awards, The President's Volunteer Service Awards, etc. RSVP actively encourages the Volunteer Stations to recognize their volunteer's through reminders of simple gestures that can be offered to a more formal approach. Staff is always available to offer advice and guidance to our stations. RSVP has an annual Recognition Event each year in each county where years of service awards are presented to volunteers and key community members are invited to attend and express their appreciation to our volunteers. Each year during National Volunteer Week, the newspaper that serves much of the state of Vermont obtains sponsorship for a full page ad devoted to RSVP volunteers. This has not only provided recognition but also aids in recruitment and retention.

Program Management

DESCRIBE SPECIFIC PLANS AND STRATEGIES FOR OVERALL MANAGEMENT OF THE RSVP PROJECT THAT YOU PROPOSE:

As the sponsor for the Rutland/Addison RSVP program for 40 years, Rutland Community Programs has a strong, successful and proven track record of outstanding program management. Compliance reviews done by CNCS over this time period indicate clearly that RCP has never wavered in its commitment to excellence in managing the grant to provide volunteer services to our communities through RSVP. RSVP under the guidance of RCP is a well-established volunteer program with 40 years of successful volunteer management leadership including prudent program management and support, provisions for project assessment, training, technical assistance, and staff oversight. We have met our budget objectives every year and are well under the average cost per volunteer projected for new RSVP projects.

YOUR PLAN AND INFRASTRUCTURE TO ENSURE MANAGEMENT OF VOLUNTEER STATIONS IN COMPLIANCE WITH RSVP PROGRAM REGULATIONS SUCH AS PREVENTING OR IDENTIFYING PROHIBITED ACTIVITIES:

Narratives

Through advance planning, educating and collaborating with our volunteer stations our RSVP staff ensures that our management of sites is in compliance with all RSVP program regulations. We look to the Volunteer Stations who work day to day with our volunteers to provide us with direct and expert advice. They have the opportunity to do this in several ways. 1) the RSVP Program Coordinators regularly interact with the various station staff as a routine part of placing volunteers, developing placements, revising and renewing volunteer opportunities and job descriptions, reviewing policies, etc. at which time they solicit feedback as to program design suggestions. 2) Ongoing outreach to our stations provides opportunities to gather input and receive invaluable feedback. 3) Each Station is asked to complete a formal RSVP Volunteer Station Evaluation which provides us with written documentation and feedback. This is compiled and used to enhance and drive our program design. The RSVP staff reads each one and a resulting action plan is formulated if need be to address any issues that have come to light.

Specifics Volunteer Station responsibilities and expectations are outlined in our Memorandum of Understanding (MOU) which also defines the responsibilities and expectations of RSVP and for our volunteers in terms of regulatory compliance. The Program Coordinator and/or Director meets with the potential site staff and reviews all the details of the RSVP program, including our mission, the services, activities allowed and disallowed and the commitment and responsibilities of all parties, etc. The sites are then required to sign the MOU before any other services commence. This is renewed every three years. Next, stations are required to submit a Request for Volunteers document (available on our website for download) that provides the staff and potential volunteers with the specifics of the placement, including the impact, the way the outcome will be measured, how it will be measured and the training to be provided with a timeline. Each time a new placement is requested we ask that stations complete this form. Ongoing communication occurs via phone, personal visits, emails, newsletters, our website, volunteersinv.org, our Facebook page, etc. to ensure compliance and satisfaction on all sides of the equation and to ensure that stations are kept well informed of policy guidelines and other pertinent information. In addition information is shared through the Public Access Television show produced by RSVP, VIBES. The VIBES (Volunteer It Brings Everlasting Satisfaction) show is produced and hosted by the RSVP director.

YOUR PLAN AND INFRASTRUCTURE TO DEVELOP AND/OR OVERSEE VOLUNTEER STATIONS TO ENSURE VOLUNTEERS ARE PERFORMING THEIR ASSIGNED ACTIVITIES:

Narratives

RSVP staff are in touch on an ongoing basis with our volunteer stations and visit sites throughout the year. In addition, our volunteers are surveyed periodically to ensure that they are performing the activities agreed to as part of the placement process. The Volunteer Hours Reporting Form indicates the placement and by signing it and identifying the placement, the station has confirmed that volunteer is doing what was agreed to by all parties. Through ongoing contact with our stations, a primary job responsibility of our program coordinators, compliance with areas of the MOU are examined to ensure they are being followed. If there is any noncompliance, the program coordinator (and if necessary the Director) will review the MOU and if noncompliance remains an issue, the Volunteer Station will be told that RSVP will be halting service. Any volunteers already placed will be told of the noncompliance as part of the process but are not required to give up their service unless they choose to. Volunteers are often strong advocates for compliance and we have not in our 40 years of service had to discontinue service to a volunteer station for noncompliance.

YOUR PLAN AND INFRASTRUCTURE TO MEET CHANGING COMMUNITY NEEDS TO INCLUDE MINIMIZING DISRUPTION TO VOLUNTEERS AND/OR GRADUATING STATIONS: RSVP is known for responding to changing community needs and we have been operating in that fashion for over a decade. We re-examine based on the latest assessments (local, state and national) and our response in terms of prioritizing volunteer offerings reflects that dynamic. As a result active volunteer stations shift as well and that is not unusual or an issue in the communities we serve. The purging of volunteers and sites has occurred organically over this last decade and our primary emphasis is directly in line with our Primary Focus Area of Healthy Futures, Aging in Place. We anticipate no disruption to our volunteers or sites.

YOUR ORGANIZATION'S TRACK RECORD IN THE PRIMARY FOCUS AREA, TO INCLUDE, IF APPLICABLE, MEASURING PERFORMANCE IN THE PRIMARY FOCUS AREA:

RSVP has been working in the Primary Focus area of Healthy Futures for over a decade and our previous workplans and annual reports are strong indicators of our success in this area. As mentioned in our Community Needs statements, Healthy Futures, Aging in Place has been where the vast majority of our efforts are focused and that will only continue with the new CNCS Performance Measurement process being implemented. Volunteers with RSVP have been working in assignments

Narratives

that focus on the areas we propose to make our priority for many years. We have a solid infrastructure currently in place to support all components of measuring performance; from formulating the placement, training and service activities to gathering the data for measurement and analysis. Often in collaboration with local partners, we have been part of the data gathering tool development and implementation owing in part to the overall community view that RSVP offers years of experience and wisdom as a result of working with the older adult population and participating in the Vermont State independent living initiatives for over a decade. RSVP participates in a wide array of community partnerships and will continue to do so. Community partners range from project organizations that are directly linked to RSVP through volunteer placements to organizations such as our local Public Access TV station that produces and airs a local show to promote volunteerism, with the RSVP Director as the on air host. The RSVP Director serves on many community health and service boards and serves on a number of community service committees, and is actively involved in local groups that address issues around aging, preventative health, youth, education, seniors, volunteerism, and other topics pertinent to RSVP (listed below and in her resume on file with the State Office). With regard to Senior Corps involvement, The Director is the President of the Vermont National Senior Service Corps Association, is the Atlantic Cluster Delegate to the National Senior Corps Association and is a member of the New England Regional RSVP Directors. She also serves on: The Coalition for Adult Immunization in the Rutland Region (CAIRR), The Osher Lifelong Learning Institute, TRIAD of Rutland County, The Rutland Area Physical Activity Coalition, The Speakers Bureau for United Way, Past President of the local Public Access Television Board of Directors, Advisory Council member for the New England Arthritis Foundation, and numerous task force committees that form throughout the year to address such issues as housing or transportation. Through these networking efforts, relationships are established and nurtured which lead to expanded program awareness and potential funding opportunities. Information is shared with the broader education, human service, health service, and national service networks to enhance and encourage collaborative efforts between all service networks. With RSVP a full participant "at the table" of senior service providers we now have access to partnering opportunities that continue to reap benefits that range from volunteer opportunities, training assistance, advice and expertise and financial and in kind support for the program. These partnerships serve as a link between our volunteers and non-profit organizations throughout our region, allowing for more creative placements while staying abreast of trends and issues of consequence in our communities. Partnerships will continue to be developed based on common goals and the population served. The Director will continue to serve on boards that

Narratives

extend our reach and allow for networking within the broader community of senior service providers. RSVP is viewed as a key element in the state wide initiative of Aging in Place both through our mission as an organization and our recognized leadership role in volunteerism. Add to that the role several of our Signature Programs have within the community as significant links in the chain of aging in place senior services and you can see how our partnerships continue to grow and deepen. RSVP Bone Builders, RSVP TeleCare and One-2-One are all direct service projects designed, implemented and maintained by RSVP that serve to promote independent living for seniors. This has led to an ever increasing number of partners such as The Arthritis Foundation, the Caregivers Network, Visiting Nurse and other Home Health Providers, transportation providers, just to name a few.

Volunteer placements have always been made with an eye to addressing pressing community needs, national, state and local, as well as responding to the individual needs of the local agencies and the RSVP volunteer's needs, interests, and talents. The Workplans outline the service elements, including outcome measurement, training and other resources provided by the sites, etc. We follow the practice of collaborating in an ongoing fashion with our Volunteer Stations to develop challenging and compelling placements for our volunteers while also responding to the Station's needs. Outcomes are thoroughly researched with an eye to local, state and national data and we tap into the experts we have access to on our Advisory Council and sponsor board of directors as well as the staff at the various sites we serve. Our Advisory Council and the RCP Board of Directors are woven into the fabric of decision making in all areas of RSVP operations. CNCS, The National Senior Corps Association Best Practices webpage, The Resource Center, etc. all provide invaluable resources utilized in the development of the workplans, assignment plans, and assessment tools.

YOUR PLAN AND INFRASTRUCTURE TO ENSURE THE PROJECT IS IN COMPLIANCE WITH THE RSVP FEDERAL REGULATIONS TO INCLUDE ESTABLISHING THE RSVP ADVISORY COUNCIL, ENSURING RSVP VOLUNTEERS ARE PLACED IN STATIONS THAT HAVE SIGNED THE REQUIRED MOU, AND ENSURING ALL VOLUNTEERS ARE ELIGIBLE TO SERVE IN RSVP:

It is the responsibility of the RSVP staff to ensure that all protocols are met to ensure federal regulations are strictly followed. The protocols are part of our policies and are on file in our office.

Narratives

Each staff member has access to those policy statements which include direction on implementation and follow up. The Director and the Program Coordinators work together to ensure through the intake process that all volunteers are eligible to serve (proof of age such as a driver's license is required) and that they will only be placed with a station that has a current MOU. If a station does not have a current MOU, the Office Coordinator will follow up to ensure it is updated. Stations are aware that no RSVP services will be provided until the MOU is updated.

RSVP has had an Advisory Council and an RCP Board of Directors since its inception in this service area. The Council and the RCP Board consist of a mix of volunteers and community members and stakeholders who oversee, guide, and advise RSVP in all areas of operation. Having two distinct bodies offers additional perspective to the project and has proven to be a successful undertaking. RSVP Advisory Councils in our two counties are relied upon as one of the key groups we turn to for input into program design. The range of expertise be it as service providers, volunteers, and/or clients is invaluable and provides us with ongoing advice and support as program design and evaluation results are shared with this group and they provide feedback and suggestions. In addition, when new program designs are being explored, for instance, outcome goals, we look to this group to offer advice and feedback. The second group is our Sponsor Board of Directors, who from an even broader community wide perspective offers invaluable advice and feedback.

Organizational Capability

BRIEFLY DESCRIBE YOUR ORGANIZATION'S CAPABILITY TO OPERATE THE RSVP PROJECT YOU PROPOSE WITH RESPECT TO:
YOUR PLAN AND INFRASTRUCTURE TO PROVIDE SOUND PROGRAMMATIC AND FISCAL OVERSIGHT (BOTH FINANCIAL AND IN-KIND) AND DAY TO DAY OPERATIONAL SUPPORT TO ENSURE COMPLIANCE WITH RSVP PROGRAM REQUIREMENTS (STATUTES, REGULATIONS, AND APPLICABLE OMB CIRCULARS) AND TO ENSURE ACCOUNTABILITY AND EFFICIENT USE OF AVAILABLE RESOURCES; CLEARLY DEFINED STAFF POSITIONS, IDENTIFICATION OF CURRENT STAFF ASSIGNED TO THE PROJECT AND HOW THESE POSITIONS WILL ENSURE THE ACCOMPLISHMENT OF THE PROGRAM OBJECTIVES; DEMONSTRATE ORGANIZATIONAL CAPACITY TO DEVELOP AND IMPLEMENT INTERNAL POLICIES AND OPERATING PROCEDURES TO PROVIDE GOVERNANCE AND MANAGE RISK, SUCH AS ACCOUNTING, PERSONNEL MANAGEMENT, AND PURCHASING; MANAGE CAPITAL ASSETS SUCH AS FACILITIES, EQUIPMENT AND SUPPLIES; DEMONSTRATE

Narratives

ORGANIZATIONAL INFRASTRUCTURE IN THE AREAS OF ROBUST FINANCIAL MANAGEMENT CAPACITY AND SYSTEMS AND PAST EXPERIENCE IN MANAGING FEDERAL GRANTS.

Rutland Community Programs (RCP), the sponsor of RSVP for nearly 40 years and a 501 C-3 organization, is comprised of 7 different human service organizations that encompasses an array of health, human services, educational, vocational and rehabilitative programs. The agency mission is to improve the overall quality of life of residents in the greater Rutland Region by offering high quality programs that empower individuals, families, and communities to reach their full potential and to improve the overall health of area residents challenged by circumstances or problems. Clearly this mission falls directly in line with RSVP and our Primary Focus Area. Furthermore, RCP is the sponsor for the Foster Grandparent Program that serves our region, having done so for 35 years. Their experience with the senior population is well established not only through the 2 Senior Corps programs but also through other programs they sponsor including adult day care program, Interage, and One-2-One, a senior transportation program. They have over 3 decades of experience working with federal grants and currently sponsor the Headstart program for our service area. The programs they sponsor also clearly indicate their experience in the focus area of Healthy Futures and with regard to FGP and RSVP their years of work with seniors indicates their success and willingness to ensure the well-being and aging place of older adults and to promote volunteerism as a viable solution to community issues.

RCP oversees RSVP's grants and meets or exceeds all administrative and fiscal requirements set by federal guidelines. Rutland Community Programs has a well outlined strategic plan. This plan focuses on self-assessment, evaluation and continual improvement. This application has a system of checks and balances in place, which assures a well-run organized administrative team headed up by Tom Pour, a 35 year employee and the VP and CFO of the RSVP sponsor, RCP. Tom was at one time the Director of Headstart so his knowledge and sensitivity to the human service field are priceless. Administrative and financial services are provided through a contractual arrangement with Rutland Mental Health. This contractual arrangement with RCP includes a full service accounting department headed by Bob Czachor, the Comptroller and a 20+ year employee. Rutland Mental Health utilizes the IBM AS400 management information system. The human resource division, headed by Larry Ballou, a 20+ year veteran oversees all of the hiring, background checks and other

Narratives

related HR policies for Rutland Mental Health. Since Rutland Mental Health is an accredited organization (CARF), it must meet or exceed requirements that include stringent external annual financial auditing and well documented policies and procedures for internal controls. RCP provides sound management of RSVP both day to day and on a broader scale, handling numerous grants and program expansion efforts. The CFO of Rutland Community Programs, as well as the highly experienced staff of the organization we contract with for our financial services insure proper management of funds by following the compliance regulations, mandates and principles set by CNCS and using established accounting and grant management practices described in detail in the Financial Management Survey attachment to this grant.

In the nearly 40 years that Rutland Community Programs has sponsored RSVP, they have never had a compliance finding financially, a testament to their capability to manage project resources. Annual audits and other internal and external checks and balances are in place to ensure proper accountability and effective use of resources.

Detailed monthly financials are provided to the RSVP Project Director and the COO by the agency that we contract with for financial services to review and income and expense reporting practices are established and followed according to strict accounting guidelines. Ongoing and annual reviews of budget projections and financials are utilized by the project director, CFO, Comptroller and accounting staff with Rutland Mental Health Services to ensure that RSVP has all it needs to operate successfully, including supplies, facilities, etc. With 4 or 5 pairs of eyes on the various components throughout the year there is little chance of error and if one should occur, the correction happens rapidly.

As to purchasing, there are clearly defined accounting policies that are followed by all staff and any purchases are subject to approval by at least two staff and often 3 or 4 review it if warranted. Travel policies are set by the sponsor with approval for travel required by all personnel and mileage reimbursement adjusted by the CFO at RCP. Forms for submission of travel, expense vouchers, income vouchers, etc. are all agency approved and outlined in the employee manuals provided to each staff member.

An annual full financial, agency wide audit is conducted by an accredited accounting firm and is submitted to CNCS. Compliance guidelines associated with the various federal, state, and local

Narratives

contracts are reviewed regularly to ensure proper compliance.

RSVP, through its sponsor RCP, has demonstrated its' ability to secure and develop additional cash and in-kind resources needed to support and sustain the program. Documentation of contributions by all sources is submitted on a regular basis. All efforts are made to broaden our funding base. Currently RSVP receives a wide range of support: United Way, a substantial VT State allocation, town monies from 50+ communities, private donations, Volunteer Station donations, volunteer donations, service club donations and awarding of outside grants and foundations. In-kind support also comes from the sites who contribute meals, etc. and is outlined in the MOU and reported to our office. Local speakers, space for trainings or workshops, and discounted rates are all additional sources of in-kind support for RSVP. The Project Director and the staff of the financial agency we contract with for services insure proper management of funds by using established accounting practices and following the mandates and principles outlined in the OMB circulars and the RSVP guidelines set by CNCS.

Day to day responsibility for the program is handled by RSVP Project Director Nan Hart, a senior corps director for 18 years (resume and job description on file with state and federal grant managers). Tom Pour will provide supervision and guidance to Nan and the RSVP program as her immediate supervisor. Tom does Nan's Annual Performance Evaluation as well.

Michele Dauphinais, Serena Eddy-Moulton, Patricia Facey and Tammy Brown are Volunteer Program Coordinators for RSVP and combined bring over 45 years of volunteer management experience to their work. Their job descriptions and résumés are on file with RCP. Nan Hart supervises the staff and Annual Performance Evaluations are completed and reviewed with each staff member. Job descriptions are reviewed and signed annually by all staff and updates and revisions are done at that time and throughout the year if the need arises.

RSVP Staff attend conferences, workshops, etc., as appropriate and are encouraged to explore professional development opportunities. All efforts will be made to insure that staff have the necessary tools to effectively perform their jobs. Education and staff training around the new Performance Measurement process and our Primary Focus Area, Healthy Futures, has been ongoing and extensive and our staff is eager to move forward with the new initiative. This year our entire staff attended the second Virtual Conference offered by the Corporation for National and Community Service. Our state wide Senior Corps Directors Association (VTNSSC) has also offered once again this year a state wide

Narratives

Program Coordinators training, aimed at educating our staff members on the latest initiatives with strategies and tools to implement them. They look forward to future opportunities such as this to enhance professional growth. In addition, RCP, the RSVP sponsor, provides periodic trainings and professional development opportunities. Staff attend Corporation for National and Community Service trainings and conferences as often as possible. Regular staff meetings provide an opportunity for best practice sharing and updates on policy changes. Written and online resources are shared among staff and periodicals such as the Volunteer Management Report are valued sources for staying current.

The attached Financial Management Survey has extensive documentation of all levels of the sponsor's infrastructure and written policies and manuals that support their numerous community programs (RSVP among them) from governance to risk management, number and dollar amounts of current and past federal grants managed, accounting principles, HR policies, management of capital assets, facilities, equipment and supplies.

Documents attached include timekeeping policies, procurement policies, standards for use of Federal funds policies, staff code of conduct, document retention policy, the table of contents for Financial /Internal Controls Policy Manual, the table of contents for the Personnel/Employee Handbook Manual, delegations of authority, organizational chart, a copy of the Chart of Accounts for RSVP specifically, training schedules for staff in all areas of grant management as well as the items requested in the Documents section of the grant.

The track record for both RSVP of Rutland/Addison Counties and its' sponsor, Rutland Community Programs speaks volumes about their commitment to volunteer service as a solution to community challenges in the 21st century. Looking back over the nearly 40 years of operation it is clear that the Rutland and Addison County communities are stronger, healthier and more vibrant thanks to the effort, dedication, and impact of the thousands upon thousands of volunteers who have served through RSVP. We know that with this new initiative and the focus on Healthy Futures we can continue to provide service as a solution through our well respected leadership in volunteerism.

Other

N/A

PNS Amendment (if applicable)

N/A