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Executive Summary

EXECUTIVE SUMMARY:

Catholic Charities of the Roman Catholic Diocese of Syracuse (CCOC) is dedicated to caring for those in need while promoting human development, collaboration, and the elimination of poverty and injustice. We strive to empower those served to transform their lives in the spirit of God's love and compassion.

CCOC is an RSVP applicant with approximately 425 volunteers proposed.

Identified community needs will be addressed by the following service activities:

- * Help feed and nurture the impoverished.
- * Help the elderly in the community stay in their own homes as long as possible.
- * Advocate for the rights of residents in long-term care facilities.

RSVP is addressing the primary CNCS focus area of Healthy Futures.

At the end of the three-year grant, the following outcomes will be met:

- * Outcome H9 -- Number of homebound OR older adults and individuals with disabilities who report having increased social ties/perceived social support.
- * Outcome H14 -- Number of caregivers of homebound OR older individuals with disabilities who report having increased social ties/perceived social support.
- * Outcome H12 -- Number of individuals that report increased food security of themselves and their children as a result of CNCS-supported services.

The amount of CNCS funding requested is \$64,733. This amount will be supplemented by state funding in the amount of \$6,368 and the required 30% agency match in the amount of \$28,920.

Strengthening Communities

STRENGTHENING COMMUNITIES

Community Needs/ Primary Focus Area RSVP of Onondaga County has elected the primary focus area of Healthy Futures to address unmet needs within the community associated with Access to Care, Aging in Place, and Obesity and Food. The need for this assistance in the community is evident based on demographic data provided by the US Census Bureau and by data from two reports: "Resources for Seniors and Long-Term Care Services in Onondaga County," a report from the Onondaga County Office for the Aging (OCOFA) and "Hunger Study 2010, Hunger in Central and Northern NY," a report from the Food Bank of Central New York. The OCOFA report identifies several gaps in services for elderly residents of Onondaga County. The Food Bank's "Hunger Study

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2010" documents the socioeconomic and demographic characteristics and community food resources within the CNY Food Bank's 11 county target area including Onondaga County.

The RSVP program in Onondaga County is locally sponsored by Catholic Charities of Onondaga County (CCOC) as a component of CCOC's Elderly Services program. CCOC administrative offices are located in the city of Syracuse which is situated in the center of New York State at the intersection of two major east/west interstate transportation routes (NYS Thruway and Route 20) and a major north/south interstate transportation route (Route 81). Syracuse serves as the business center and seat of government for Onondaga County and the economic and educational hub of Central New York. Syracuse has few large employers, but rather many small employers which provide a certain amount of stability. Even with the economic downturn, Syracuse has witnessed economic growth in call centers, technology, finance, education, and retail. Despite this, Onondaga County had an unemployment rate of 8.1% in 2012, slightly lower than the New York State rate of 8.5%.

According to the 2010 Census, the population of Onondaga County is 467,026, an increase of 1.8% from the 2000 Census, and approximately 19% or 88,000 of this population is aged 60 and above. Similar to New York State and across the US, Onondaga County has an aging population. According to OCOFA, 28% of these older individuals live alone, 20% live below the poverty level, and 30% are considered medically frail. The main source of income for those aged 65+ is Social Security, with the median income being \$18,000, and 25% of this total income is used to pay health care costs and medical insurance premiums.

In its work to aid vulnerable people and support self-sufficiency, the CCOC Elderly Services program, including RSVP, and the mission of CCOC, the parent agency, are fully aligned. At the core of CCOC's mission is a belief that each person has infinite value and is worthy of compassion, dignity, and respect. The agency provides services designed to promote self-sufficiency within the context of the community. The Elderly Services program provides services which help elders to remain living safely and independently in the community.

Specific community needs to be addressed are outlined below: The RSVP program will continue to enhance the capacity of community partners to address these needs.

Access to Care/Aging in Place:

. The findings of the OCOFA study indicate:

1) Accessible transportation is the most urgent unmet need for seniors and the disabled in Onondaga County. According to the 2013 Community Needs Assessment of the United Way of Central New York, participants in the focus group for elderly residents identified transportation to medical facilities,

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food stores, and other important services as a critical need.

2) Day programs for senior citizens and their caregivers are needed.

3) Falls among seniors are the leading cause of institutionalization and early death.

Obesity and Food:

According to the Food Bank of CNY's report:

1) County-wide participation in emergency food programs rose 1.8% in 2012.

2) The "numbers of people receiving SNAP benefits and going to food pantries is not falling" despite the slowly recovering US economy.

3) "Fewer seniors participate in congregate meals."

4) The rise of gas prices and lack of available transportation services present a challenge to isolated and poor areas of the county where individuals are "most likely to fall through the cracks and not eat nutritious food or apply for food assistance."

OCOFA's report reinforces these findings with a determination that nutritional services for senior citizens (home delivery and congregate sites) in urban areas are not reaching all who require assistance in order to maintain a healthy diet.

RSVP of Onondaga County plans to address these needs in the Healthy Futures focus area and through the efforts of 212 unduplicated RSVP volunteers at 32 volunteer stations already established and expected to remain in place throughout Onondaga County in 2014.

Examples of volunteer stations already in place and proposed to continue in support of the Access to Care and Aging in Place objectives of the Healthy Futures focus area include:

* The FISH (Friends in Service Here) programs in Dewitt, Skaneateles, Fayetteville/Manlius, and Tully, providing transportation and companionship to the elderly and disabled for doctor's appointments and critical needs shopping. RSVP volunteers serve with FISH programs providing no cost transportation within the targeted areas. Volunteers also provide escort and companionship to participants who benefit from the one-on-one attention, adding another dimension to the service and the program.

* The Friendly Visitor and Telephone Assurance programs, providing visits and calls for homebound and isolated seniors and disabled persons.

* The Project Fix program, providing seniors with minor home repairs, falls prevention guidelines, and disability modifications.

* The Strong Bone/Strong Body programs at Salina Civic Center, OASIS, Little Utica United

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Methodist Church, Fayetteville United Methodist Church, Villa Scalabrini, and Valley Vista, providing strength and bone-building exercises plus falls prevention techniques. RSVP volunteers lead strength-building and balance-improving exercise classes for seniors to help prevent falls. Volunteers also offer falls prevention information and techniques to help lessen the numbers of falls.

RSVP Volunteer Stations in place and proposed to continue in support of the Obesity and Food objective within the Healthy Futures focus area include the Syracuse, Baldwinsville, North Area, Fayetteville/Manlius, East Syracuse/Minoa, and Tully Meals on Wheels Programs in which RSVP volunteers help to deliver two meals per day to homebound seniors and disabled persons. Other examples of volunteer stations within the primary focus area are located at food pantries and kitchens, local hospitals including; Upstate Medical Center, Crouse Health, St. Joseph's Hospital Health Center, Upstate Medical Center at Community General, and the Veterans' Administration Medical Center, various nursing homes, and the Alzheimer's Association Day Program. These stations are also proposed to continue.

Performance Measures. RSVP's volunteer service activities in the Healthy Futures Primary Focus Area directly support the CNCS Performance Measures for RSVP-Senior Corps as outlined in the 2011-2015 Strategic Plan. Outputs and/or outcomes are achieved under RSVP's Healthy Futures Primary Focus Area in the following Performance Measures.

Aging In Place

Performance Measure H8 -- Number of homebound OR older adults and individuals with disabilities receiving food, transportation, or other services that allow them to live independently.

RSVP of Onondaga County service activities that support H8 include:

- * RSVP volunteers will provide meal preparation and distribution and recreational and educational opportunities.
- * RSVP volunteers will drive and escort seniors and disabled persons living in their personal residences through four FISH (Friends in Service Here) programs. This assists seniors and disabled individuals to maintain independent living by providing transportation services for medical, nutritional, critical needs shopping, and recreational services.
- * RSVP volunteers will make minor home repairs, introduce falls prevention techniques, and make home modifications to improve accessibility for people with disabilities and mobility challenges.
- * RSVP volunteers will make well-being home visits and telephone calls to isolated and homebound

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seniors and disabled individuals.

H8 service activities will produce:

Outcome H9 -- Number of homebound OR older adults and individuals with disabilities who report having increased social ties/perceived social support.

Performance Measure H13 -- Number of caregivers of homebound OR older Adults and individuals with disabilities receiving respite services.

RSVP of Onondaga County service activities that support H13 include:

* RSVP volunteers provide assistance at Frances House where terminally ill patients and their families spend the last few weeks in a home-like atmosphere, and as home visitors to persons receiving end-of-life care from Hospice of Central New York.

H13 service activities will produce:

Outcome H14 -- Number of caregivers of homebound OR older individuals with disabilities who report having increased social ties/perceived social support.

Access to Care

Performance Measure H2 -- Number of clients to whom information on health insurance, health care access, and health benefits programs is delivered.

RSVP of Onondaga County service activities that support H2 include:

* RSVP volunteers will serve with OCOFA's HIICAP (Health Insurance Information and Counseling Assistance Program) to connect seniors with up-to-date health and wellness information and to help seniors make good decisions about healthcare and long-term care insurance options.

Performance Measure H2 does not have an output-outcome pairing.

Performance Measure H4 -- Number of clients participating in health education programs

RSVP of Onondaga County service activities that support H4 include:

* RSVP volunteers will serve with the Strong Bone/Strong Body Osteoporosis Prevention Exercise Program assisting seniors and disabled persons gain strength, build bone, improve balance, and help prevent falls.

Performance Measure H4 does not have an output-outcome pairing.

Obesity and Food

Performance Measure H11 -- Number of individuals receiving support, services, education, and/or referrals to alleviate long-term hunger.

RSVP of Onondaga County service activities that support H11 include:

* RSVP volunteers will provide assistance at Assumption Food Pantry, Plymouth Congregational Food

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Pantry, St. Matthews Food Pantry, Elmwood Food Pantry, and the Gethsemane United Methodist and Salina Food Sense programs.

H11 service activities will produce:

Outcome H12 -- Number of individuals that report increased food security of themselves and their children as a result of CNCS-supported services.

RSVP of Onondaga County, with 212 unduplicated volunteers in 32 stations in the Healthy Futures Primary Focus Area, has outlined the unmet needs of the aging population within the community. The project will concentrate on stations and service activities such as transportation to promote independent living, health education, respite and companionship, and activities to support access to secure and nutritional foods. These service activities include, but are not limited to:

- * FISH drivers, dispatchers and escorts
- * Companionship with Friendly Visitors and Telephone Assurance Callers
- * Respite services with Hospice and Frances House
- * Health insurance information with HII CAP
- * Access to emergency food at local food pantries
- * Home repairs and modifications
- * Osteoporosis prevention and strength building
- * Meal preparation and distribution services.

RSVP of Onondaga County anticipates outcomes from these service activities will support National Performance Measures (H8, H11, H13, H2, and H4) and the outcome-output pairings.

Elderly Services' parent agency, CCOC, is currently phasing in a new agency-wide data management system designed to collect and maintain enrollment, activity, and outcome data from the agency's wide variety of programs and services. The Elderly Services and RSVP programs will be among the initial group of agency programs to be brought into the system.

The proximity of RSVP of Onondaga County to a large VA Medical Center in Syracuse and to Fort Drum Army Base only two hours drive north creates a variety of opportunities to serve veterans and/or military families in Syracuse and Onondaga County. Most RSVP activity will be connected to the VA Medical Center. VA-related volunteer service activities will include Friendly Visiting, recreation, and emergency aid, and clerical support. RSVP will also assist veterans and their families through work with other agencies that serve a constituency which is not exclusively military but includes many veterans and military families. RSVP will assist CCOC's shelter for homeless men, some of the community's most troubled veterans. RSVP will partner with the American Red Cross in

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the Military Liaison Program in which an RSVP volunteer will act as a liaison between active military personnel and their families during personal emergencies.

Recruitment and Development

RECRUITMENT AND DEVELOPMENT

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Volunteer Recruitment. RSVP of Onondaga County has continuously demonstrated a strong and vibrant volunteer recruitment and development program which has allowed the program to build and retain a total of 425 unduplicated volunteers serving in 58 volunteer stations. Word of mouth continues to be one of the best recruiting tools for the RSVP project; the eagerness of volunteers to share their positive service experiences with community members has proven to be an effective means of encouraging volunteerism. RSVP has incorporated a column in the semi-annual newsletter for the expressed purpose of "story telling." Volunteers are eager to share the special moments they have while volunteering. Other recruitment efforts include presentations at senior centers, at senior housing complexes, volunteer and health fairs, and networking with local community members and organizations. These recruitment efforts have proven successful in the past and will be continued under a new RSVP grant. Finally, in partnership with the Health Foundation of Western and Central New York, CCOC's Elderly Services Program is developing new marketing materials to expand awareness of the full range of opportunities the program offers to senior citizens, including participation in RSVP of Onondaga County. As in previous years, site visits by the Director will encourage Volunteer Coordinators to stress the value of RSVP membership when interviewing prospective volunteers. The Director is a member of The Administrators of Volunteer Services, a group of volunteer coordinators who come together to talk about volunteerism and sponsor workshops on volunteering topics such as recruiting tools, social media, and newsletters.

Individuals over age 55 interested in becoming an RSVP volunteer will be required to complete a written application form and a face-to-face interview. Both application steps provide RSVP staff with insight into the volunteer's experiences, abilities, skills, and interests. For some placements, a background check may be conducted as well to assure the safety and security of people being served at volunteer stations.

Quality Volunteer Assignments. RSVP staff will continue its diligence about placing volunteers with stations and projects that compliment or highlight individual volunteer's talents/hobbies/career experiences. For example, a volunteer who recently retired as an IT professional serves as the build

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scheduler and volunteer coordinator for Habitat for Humanity, an excellent example of RSVP's value in maximizing volunteer talent and experience to address a critical need in the community.

There will be 212 unduplicated volunteers and 32 volunteer stations supporting Healthy Futures as the Primary Focus Area of this CNCS application. Complementing these stations, RSVP will have 128 unduplicated volunteers serving in community priority volunteer stations as outlined in the attached local work plan. Community priority locations will include the local congregate meal sites, hospitals such as St. Joseph's Hospital Health Center, museums such as the Everson Museum of Art, and nature centers such as Beaver Lake Nature Center and the Rosamond Gifford Zoo. Volunteers will also serve as Ombudsmen, advocating for residents' rights in skilled nursing facilities, adult homes, and assisted living facilities.

In addition to community priority stations, RSVP will have volunteers serving in the Disaster Preparedness Focus Area addressing community needs in the areas of preparedness, response, recovery, and mitigation of disasters. RSVP will also place volunteers at stations related to the Economic Opportunity Focus Area addressing community needs in the areas of Financial Literacy, Housing, and Employment as well as Capacity Building activities that address a constant community need through volunteer support of the Muscular Dystrophy, Alzheimer's Association, Heart Association, Cancer Society, and St. Matthew's Thrift Store. Volunteering at the community priority, secondary focus areas, and capacity-building service locations will continue RSVP's positive impact on the community.

As volunteers serve, the social attributes, such as companionship and camaraderie, benefit both the volunteers and RSVP of Onondaga County.

Volunteer Training. RSVP of Onondaga will continue to place a priority on training RSVP volunteers to ensure that volunteers are as effective as possible in their assignments. Training will begin with in-house orientation about CCOC and RSVP program policies, procedures, and practices. RSVP staff will provide training for some volunteer assignments. For instance, volunteers in the Telephone Assurance and Friendly Visitor programs will receive an initial training in which the Elderly Services Program Director presents information on recognition and prevention of elder abuse including the types of abuse, the signs of abuse, the procedures for reporting abuse including emergency contacts, and information about the protocol used when visiting or calling participants. RSVP will collaborate with Oswego County RSVP to train Strong Bone/Strong Body leaders with a representative from Tufts University employed for both initial training and the yearly re-certification. For each volunteer station, a Memorandum of Understanding between RSVP and the organization operating the site will

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include a provision requiring that the site provide training appropriate to the tasks and requirements of the volunteer assignment.

The RSVP Program Director will continue annual Volunteer Coordinator refresher courses for volunteer stations and use the occasion to re-emphasize the importance of proper training. RSVP volunteers working in the Ombudsman program attend a required 36-hour NY State Certified training, after which volunteers will shadow established Ombudsmen until the volunteer feels confident to take over his/her duties. Volunteers with Meals on Wheels, food pantries, and nutrition sites will attend required training on food management safety. Many current RSVP volunteers who have become station representatives will mentor and provide leadership for newer volunteers placed at the sites.

RSVP of Onondaga County will continue to provide several RSVP volunteers with a special leadership opportunity through membership in the RSVP Advisory Council where they will participate in planning and organizing service events such as the annual Martin Luther King "Random Acts of Kindness" program and the annual volunteer recognition event.

Diversity. CCOC, as the sponsor of RSVP, provides services designed to promote self-sufficiency within the context of the community. RSVP volunteers stationed with CCOC programs are able to serve and assist people of widely diverse ethnic, cultural, racial, and religious background at the 'grass roots' level. For example, an RSVP volunteer, originally from India, is the leader of a group of his peers making sandwiches for CCOC's homeless men's shelter. RSVP volunteers also join in one-time events with CCOC programs, collecting and delivering personal care items and food for a shelter for abused women and their children and collecting and delivering warm hats and mittens for an after-school program for inner city youth. RSVP volunteers will work with the residents of a subsidized housing complex who knit and crochet hats, mittens, and scarves, donating them to CCOC neighborhood centers.

With the assistance of CCOC, RSVP will specifically target populations of diverse racial, economic, and ethnic backgrounds in the 2014 program year. While CCOC, RSVP's parent agency, serves a diverse constituency located primarily in the most disadvantaged neighborhoods of the county's urban center, the RSVP volunteer corps is likely to be equally divided between city and suburban residents and predominantly white. Older residents of Syracuse's minority and ethnic neighborhoods who are able to volunteer tend to focus their attention on religious, ethnic, family, and neighborhood-based activities. RSVP staff has used and continues to use CCOC's reputation in the community and connections made through RSVP volunteer work with disadvantaged residents to both broaden the

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individuals' horizons and increase the number of minorities within RSVP volunteer ranks. Special efforts will continue to reach out to minority populations and persons with disabilities, both as RSVP volunteers and as project beneficiaries. The Salina Civic Center is completely handicapped accessible. Reasonable accommodations are made for staff and volunteers with special needs.

Volunteer Recognition. The RSVP Director and Advisory Council (particularly the Recognition Committee) will continue to plan and implement an annual volunteer recognition event. In past years, this event has elicited a great deal of positive feedback from volunteers and volunteer coordinators who enjoy the opportunity to interact in a less formal setting than the volunteer site. The fall event celebrates the volunteers, the hours they serve, and the impact those hours have on the community. Local and state dignitaries are invited and many attend, send or present proclamations honoring the service of the volunteers. RSVP presents a plaque to the Onondaga County Executive representing the monetary value of the 90,000+ average annual hours served by RSVP volunteers. This number is expected to exceed \$1.5 million in the coming program year. The event also provides an opportunity for RSVP volunteers to support community causes. For three years, the volunteers generously contributed canned goods and personal items for one of RSVP's partners, St. Matthews Thrift Store and Food Pantry. In 2012, RSVP collaborated with a program organized by a local teen to provide a pair of pajamas for every resident in a local long-term care facility. RSVP volunteers donated over 200 pairs of pajamas and \$300 for this cause.

Volunteer service will also be recognized in more personal ways such as notes to volunteers who have reached significant milestones or have been specially recognized by their volunteer site for service such as articles in the RSVP newsletter. CCOC holds in-kind agreements with four hospitals in Onondaga County that donate parking and discounted meals for serving RSVP volunteers. These agreements have been in place for 20 years and will continue into the foreseeable future.

Program Management

Program Management

Management of Stations in Compliance with Federal Regulations. RSVP of Onondaga County proposes to have 425 unduplicated volunteers serving at 58 stations in Onondaga County, covering a broad range of unmet community needs and interests. For the 2014-2015 Program Year, 50%, or 212 unduplicated volunteers will be placed in the Healthy Futures Primary Focus Area. Volunteers will serve in the areas of Access to Care/Aging in Place and Obesity and Food. Of the remaining 213 unduplicated volunteers, 30%, or 128 unduplicated volunteers will serve in community priority programs such as hospitals, nursing homes, museums, nature centers, and congregate meal sites. The

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remaining 85 unduplicated volunteers will serve in the secondary focus groups of Economic Opportunity to address unmet needs in the area of financial literacy, Disaster Preparedness to address unmet needs in the areas of preparedness, readiness, and recovery, and Capacity Building to leverage community assets.

The RSVP Advisory Council consists of 12 members of the local volunteering community. Most of the members have been or are Volunteer Coordinators or Program Managers. The Council is comprised of four committees: Recognition, Evaluation, Nominating and Public Relations. These committees play active roles in the RSVP program's success. The Council meets quarterly with extra committee meetings planned as needed.

Management of Assigned Service Activities. Management of the 58 volunteer stations will be overseen by the RSVP Program Director, Donna Nash. Mrs. Nash has served as RSVP Program Director for the last six years and will be responsible for ensuring volunteer stations remain in compliance with RSVP program regulations, including identifying and preventing prohibited activities, as outlined under CFR-45, Part 2553 -- The Retired and Senior Volunteer Program. RSVP holds current Memoranda of Understanding (MOU) with the stations listed on the submitted station roster. Each MOU includes written assignment descriptions for each volunteer placement.

RSVP will track program performance through quarterly reports signed and submitted by each station's volunteer coordinator. The reports will be based on completed volunteer time sheets that record hours, units of service, and impact statements (number of persons assisted). RSVP will also work with each community partner hosting impact-based positions to compile data for semi-annual Programming for Impact reports documenting the value of RSVP volunteer service to the targeted population and the community.

Volunteers who work more independently will complete quarterly timesheets with hours served, dates of service, and number of people assisted. The timesheets will be signed by the volunteer and the site coordinator. Reports and timesheets will be collected and data compiled by the RSVP Director and a clerical assistant for review by the RSVP Evaluation Committee and others assessing the project's accomplishments and impact on the identified needs of the target population and community. An annual assessment and the RSVP Self Assessment Checklist will continue to monitor volunteer stations' compliance with the eligibility requirements of RSVP regulations and the agreed upon assignment descriptions. RSVP volunteers will be integrated into the service of the stations through proper orientation, training, supervision, and completion of required RSVP documentation.

Response to Changing Community Needs. A wide variety of organizations providing programs and

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services consistent with CNCS's six focus areas are among RSVP of Onondaga County's volunteer stations. Every three years, the United Way of Central New York conducts a Community Needs Assessment to identify services needs and service gaps in four categories: Education (Educating community members to achieve their full potential), Income (Advance financial stability and economic self-sufficiency), Health (Improve people's overall well-being), and Safety Net (Provide for people's basic needs). RSVP and the RSVP Advisory Council will continue to use the United Way needs assessment as well as CNCS's six focus areas (Healthy Futures, Veterans and Military Families, Environmental Stewardship, Education, Economic Opportunity, and Disaster Services) to develop a strategy to respond with RSVP resources. The strategy will concentrate on programming for impact with more volunteers assigned to those stations consistent with the CNCS focus areas and covered by impact statements. Annual assessment of RSVP project accomplishments and impact will be used in programming decisions.

For the 2014-2015 Program Year, RSVP's Advisory Council will respond to the changing needs of Onondaga County residents by graduating six current volunteer stations as their existing MOU's expire. A letter will be sent in advance, followed by personal contact, to each of the stations to explain the CNCS 2011-2015 Strategic Initiative Plan and the changes RSVP of Onondaga County must make to meet the challenges of the new performance measures and their required outcomes. A similar letter will be sent to volunteers and the graduating stations requesting they contact the RSVP office for more information and the opportunity to find another volunteer position that aligns with their interests and the RSVP Performance Measures. The RSVP Director will assist the unduplicated volunteers in finding meaningful assignments at one of the remaining stations or a new station.

In 2011-2012, RSVP reported over 6,000 hours of service for volunteers working with five area Meals on Wheels programs, distributing two meals per day to 800 unduplicated homebound seniors or older disabled persons. RSVP also reported over 6,500 hours of service for volunteers working with four area food pantries, assisting approximately 2,200 unduplicated persons reach their daily nutritional needs. RSVP reported over 2,000 hours of service working with four area FISH (Friends in Service Here) programs providing transportation to over 200 homebound seniors or older disabled persons to health care appointments.

Organizational Capability

Organizational Capability. At the agency, neighborhood, and home-based levels, CCOC annually assists more than 22,000 people ranging in age from infants to senior citizens. CCOC offers over 25 programs and services including infant care and parenting education, expectant parent counseling

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and case management, mental health services, housing services for homeless women, children and men, preschool programs, after-school programs, case management and personal care services for elderly at home, emergency assistance for people in crisis, nutrition services for children, and refugee resettlement. Many programs make regular use of volunteers.

The RSVP Program of Onondaga County is part of the Elderly Services program within CCOC's Division of Community Integration and Self-Sufficiency. This organizational structure establishes clear lines of supervision from RSVP Director to Elderly Services Program Director to Agency Associate Director to Agency Executive Director, and assures access to the specialized knowledge of CCOC's corporate administrative departments: Executive, Finance, Development/ Public Relations, Human Resources, Information Technology, Corporate Compliance, and Property Management. These resources provide capacity to track and manage capital assets, non-profit operations, community participation groups, and financial management. The RSVP program's physical location in CCOC's senior center provides ready access to fixed capital assets such as computers, printers, and copiers and to general office operating supplies and facilities.

The Elderly Services staff includes a full-time Director, seven other full-time employees including the Director of the RSVP program, and nine part-time employees who provide a variety of services to elderly residents of the community. The Elderly Services Program Director, Eleanor Carr, is responsible for the overall administration of nine Elderly Services Programs. This includes budget preparation and monitoring, hiring and supervision of staff, acting as liaison between Elderly Services and CCOC, and assisting in the community awareness and fund development efforts of each program.

The Director's role specifically with RSVP is to make the efforts and progress of the program known to both the Executive Director and Board of Directors of Catholic Charities. The Director meets regularly with the RSVP staff and volunteers and also is a non-voting member of the Advisory Board. Finally, the Director monitors the budget and acts as an advocate in seeking additional funds from the overall CCOC budget and other sources to ensure continuation of the RSVP program.

The RSVP Director has an extensive background working with issues affecting the elderly and the disabled, including 11 years of employment in four different programs of the CCOC Elderly Services Program, as well as experience as an Activity Director for the Alzheimer's Association.

The staffing pattern and menu of services provided establish strong connections with the community's senior population for purposes of volunteer recruitment and knowledge of community needs and with other agencies that are potential volunteer stations and/or providers of services.

As integral components of a large human services agency, the RSVP program operations and staff are

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guided by an established set of operating policies, procedures, and practices consistent with a well-managed not-for-profit agency. Written agency-wide policies establish standards for employment and benefits, Code of Ethics, Code of Conduct, internet and electronic communications, confidentiality of client information and other agency records, record-keeping, purchasing, and financial management. All agency staff is required to attend an initial orientation and annual training updating them on all core expectations of the agency and Corporate Compliance expectations. Regular training on services, programs, and needs of older clients is also available.

The CCOC Finance Department has extensive experience in the administration of local, state, and federal grants as well as other program revenues. Program expenses and cash flow are monitored through multiple checks and balances within the Finance Department and an annual independent audit reviewed and approved by the CCOC Board of Directors. The CCOC Finance Department maintains records for federal, state, non-governmental, and private cash support as well as corporate and individual in-kind donations for a wide variety of programs including RSVP. The Department also prepares and, for many grants, files financial reports for grant-funded programs.

The position of RSVP of Onondaga County, as a program of CCOC, offers access to funding through the Diocesan HOPE Appeal, the United Way of Central New York, and other forms of support raised with the assistance of the CCOC Development office.

Other

Not applicable.

PNS Amendment (if applicable)

Not applicable.