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Executive Summary

Upon completion of graduating volunteers and stations, approximately 400 unduplicated RSVP volunteers will provide crucial support services to residents and organizations in Santa Fe County. Volunteers will focus efforts on those services that emphasize encouraging and assisting seniors to maintain active, healthy lifestyles that enable them to remain in their homes as long as possible. Services will include the following: providing emergency food assistance; providing transportation to homebound seniors or individuals with disabilities; increasing social ties of homebound seniors or individuals with disabilities; providing information on health insurance, health care access and health benefits programs; mentoring or tutoring youth, and assisting with housing programs. The primary focus area of this project will be Healthy Futures. Upon completion of this three-year grant cycle, our volunteers will have increased the social ties and perceived social supports of more than 350 individuals, and improved food security for more than 600 individuals in Santa Fe County.

The CNCS federal investment of \$28,248 will be supplemented by \$32,965 in New Mexico state funds and \$39,956 in local City funds

Strengthening Communities

The Santa Fe Retired Senior Volunteer Program (RSVP) recruits, supports and coordinates volunteers throughout the 1,911 square mile area that comprises Santa Fe County in Northern New Mexico. According to the U.S. Census Bureau, the population of Santa Fe County in 2012 was 146,375, of which 17.2% were age 65 or older, representing more than 25,000 people. In New Mexico, 19% of the population was surviving below the federal poverty level, compared to 15.9% of the U.S. population (data from 2011 U.S. Census Bureau).

The communities in our service area range from a small city, many culturally diverse rural towns and Native American pueblos where poverty is prevalent, and extend to small housing developments where wealthy seniors come to retire. The majority of the population in the county lives from paycheck to paycheck or relies entirely on income support services such as Social Security, Supplemental Nutrition Assistance Program, and Medicaid. Santa Fe, the state capitol, is slightly larger than 37 square miles and the economy is based predominantly on government and tourism. Outside of the relatively small City of Santa Fe, many people commute or work in small businesses. Our rural areas -- the majority of Santa Fe County -- house many farmers and craftspeople. Our volunteer base reflects our community's cultural diversity. In order to better support our volunteers to deliver culturally appropriate services and assistance to clients, we offer diversity training to volunteers

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through newsletter articles and workshops.

The primary focus of our program is Healthy Futures. Within that area, our volunteers provide a variety of services under the Aging in Place, Obesity and Food, and Access to Care objectives to meet identified, specific community needs in our geographic service area.

To support Aging in Place, RSVP volunteers provide food, transportation, companionship, financial literacy, housing assistance, the prevention of elder abuse, and other services that allow homebound clients, older adults and individuals with disabilities to live independently and increase their social ties and social supports.

Hunger among seniors is disturbingly common in New Mexico: in the years 2005-2007, New Mexico ranked fifth in the nation for food insecurity and hunger risk among seniors, at a rate of 8.82, which represents an increase of 10% over the period from 2001-2003 ("Meals on Wheels, Senior Hunger in the United States," retrieved from www.mowaa.org/). According to the same Meals on Wheels study, Hispanics experience a greater rate of food insecurity than do non-Hispanics: "one in eight Hispanic households is food insecure ... compared with 5% of non-Hispanic households." This data is particularly meaningful in Santa Fe County, where 51% of the population identifies as Hispanic (2012 U.S. Census Quick Facts). Because many seniors live on fixed incomes, they are often forced to choose between purchasing medication or food, thus further impacting the effects of nutritional deprivation that place seniors at higher risk for disease and multiple other health complications. In 2012, seventeen of our volunteers worked with a local not-for-profit organization to prepare and deliver free, nutritious, diet-appropriate meals to approximately 120 homebound seniors living with life-challenging medical conditions, 97% of whom reported they could not remain in the comfort and familiarity of their homes without the meal program. Additionally, 83% of the clients stated that the meal service has improved their ability to afford medications. One recipient wrote "I want to thank you for caring for me while I was homebound, bedridden and so very sick. Your food really saved my life--because I was not eating. 'Thank you' seems so inadequate." Another 13 RSVP members delivered Meals on Wheels to frail, homebound senior citizens through the Senior Services program. Those meals contain 1/3 of the US Daily Reference Intake (DRI) and are delivered as hot lunches, sack breakfasts and frozen dinners for weekend meals. Meal delivery need and numbers are tracked by each organization, and each conducts client surveys and/or semi-annual needs assessments with clients to ensure that services are needed and to ascertain whether the meals provided improve the nutrition and quality of life of recipients.

Because a large portion of Santa Fe County is rural, many of our senior neighbors are isolated from a

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population center and have difficulty accessing transportation, as well as primary and behavioral health services. Transportation support services are particularly crucial in Santa Fe County: the city itself is more than 100 years old and comprised primarily of either (1) narrow, often unpaved winding roads in the older sections of town; or, (2) multi-lane, heavily-trafficked roads that challenge the most alert and skillful of drivers. Many roads within rural areas of the County are unpaved and often traverse arroyos, where running water may exceed depths of two to three feet following a rainstorm; during the winter these roads can be snow covered and treacherous. Roads and automobiles are often not designed for an aging population experiencing diminishing skills and the abilities necessary to safely drive (National Caregivers Library, "Transportation and the Elderly," retrieved from www.caregiverslibrary.org). The city of Santa Fe's bus system has a limited service area and is logistically difficult for anyone with a specific appointment or a mobility issue. These factors contribute to the importance of the transportation services our volunteers provide: in addition to helping to abate the emotional effects of helplessness, isolation and dependence that seniors experience when they are no longer able to drive, our volunteers provide a safe atmosphere of socialization while transporting seniors to medical appointments, places of worship, and on personal errands. Volunteers will track the services they provide and report them quarterly, with oversight from the City of Santa Fe's In-Home Support program.

Companionship is a critical issue for many of our senior citizens. The study "The Relation of Social Isolation, Loneliness, and Social Support to Disease Outcomes Among the Elderly," published June 2006, (sage.checkm8.com) used random-digit dialing to conduct a telephone interview with 755 senior citizens in New Mexico. The study asked participants to respond to questions pertaining to "demographics, social isolation and loneliness, social support, and disease diagnosis... [and] allowed for comparison of Caucasian and Hispanic participants." Survey results reported the following: "...belongingness support related most consistently to health outcomes... The results demonstrate the importance of social variables for predicting disease outcomes in the elderly across ethnic groups." RSVP volunteers offer companionship to disabled or frail clients age 60 and over that have been assigned to them through Senior Services and other seniors and homebound people in the community who may not have friends or family members able to visit them on a regular basis. The RSVP program is currently creating a mechanism for volunteers offering companionship supports that will enable us to calculate the numbers of hours volunteers anticipate providing to clients on a monthly basis. This will help us determine needs for service delivery. The RSVP program will create an evaluation survey to gauge a client's continued need for service, as well as their perceived increase in

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social ties and social supports.

Financial literacy programs for seniors have become an increasingly significant service, as healthcare costs have skyrocketed and both private and public insurance plans have become progressively more complex and expensive. Additionally, financial abuse is recognized by The Centers for Disease Control as one of the six types of maltreatment of individuals age 60 and older (CDC, "Elder Abuse Prevention," retrieved from www.cdc.gov/features). According to The National Center for Victims of Crime, in 2010 five percent of adults ages 60 and older reported that they were being financially exploited by their families; The Center identifies this type of abuse as a particularly difficult problem (retrieved from www.victimsofcrime.org/library/crime). As with most cases of abuse, neglect, and victimization, researchers compiling data estimate numbers to be severely under-reported. While financial exploitation is a complex issue to address, many seniors in Santa Fe County benefit from financial literacy training for a very different, but equally valid, reason: many of them live near or below the Federal Poverty Level. For programs where RSVP volunteers work, such as ECHO Commodities, Bienvenidos food distribution, and others, senior clients are required to show proof of all income, so we are aware that they are at or below the FPL. One volunteer counsels clients on financial matters on an individual basis, and contributes financial literacy articles to our senior newsletter, circulated to 3,500 clients. Other RSVP volunteers assist senior clients with tax preparation or provide information and referrals to other agencies and organizations to help meet individual, ever-changing needs such as prescription drug coverage, bill payment assistance, and help to identify and secure low-cost housing.

Because elder abuse and neglect can take several forms, and may occur within one's home or a care facility, our program volunteers provide services to help seniors understand what constitutes physical and sexual assault, and emotional abuse and maltreatment. RSVP volunteers serve as Ombudsmen in nursing homes, and as benefits counselors to inform seniors about consumer rights and internet scams. They also serve as senior support providers by conducting home visits to ensure that their senior, homebound or disabled clients are not being abused or neglected (or self-neglected) in their own homes. In June 2004 the World Health Organization published a study entitled "What is the Effectiveness of Home Visiting or Home-based Support for Older People?" (retrieved from www.euro.who.int/_data/assests). The study reported consistent evidence that home visits can "reduce mortality and nursing home admissions..." and that "... nursing home admissions may be reduced to a greater extent with a greater number of visits." A number of studies indicate that home visitations are cost-effective

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alternatives to long-term institutional care. The WHO report states that enabling older people to remain in their own homes, in their own communities, "...has become both an economic and social priority."

Under the Obesity and Food objective, RSVP volunteers participate in food banks, food pantries or food distribution programs that distribute emergency food and offer support, services, education and/or referrals to alleviate long-term hunger. According to the New Mexico Roadrunner Food Bank's fact sheet, "New Mexico ranks 5th in the nation of people who wonder when they will have their next meal. Hungry people make difficult choices. For example, more than 54% choose between paying for utilities and food." The Food Bank's "Stick a Fork in Hunger" initiative reports that "Seniors are among the most physically vulnerable to hunger. With age come unique nutritional needs and medical conditions. Hunger and the lack of access to nutritious food compromise their health. Hunger deteriorates their mental and physical wellbeing. Chronic illnesses worsen with hunger and leave seniors at risk of increased long term care needs and hospitalization." In 2012, 123 RSVP volunteers assisted with food collection or distribution programs. RSVP volunteers teach "sitercise", line dancing, and Tai Chi to improve balance, reduce obesity and increase seniors' overall health.

Some volunteers will concentrate on providing Access to Care. Because health insurance and benefits programs are undergoing enormous change under the Affordable Health Care Act, and New Mexico is revamping its Medicaid healthcare system under Centennial Care, health insurance and health benefits programs are especially confusing and thorny, yet critically important, issues to comprehend. To address this need, some RSVP volunteers in Santa Fe County provide information to our senior clients on health insurance and health benefits programs, while others literally provide clients with access to healthcare services. At a community homeless shelter, volunteers assist clients in completing health service applications in English or Spanish. Two days of the week are dedicated to a drop-in resource center. Aside from a shower, a haircut, and "homeless court" services (in which a judge hears misdemeanor cases so that homeless offenders can serve community service and clear their records), clients receive individual help with completing applications for health insurance coverage the Supplemental Nutrition Assistance Program (SNAP), which provides funding for qualifying seniors to purchase healthy food and maintain a balanced diet. One volunteer meets individually with seniors during the Medicare Open Enrollment period to explain various Medicare options. Individual volunteers escort clients to healthcare appointments, where they remain until appointments are completed, and drive them home. Many medical procedures, including endoscopies, colonoscopies, cataract surgery and cortisone shots for pain, require an escort to be

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present. Without these volunteers, clients would be unable to obtain many critical medical procedures.

The volunteer service activities under Aging in Place and Obesity and Food will lead to National Performance Measure outputs which will in turn create National Performance Measure outcomes. We will measure the number of homebound or older adults and individuals with disabilities who report having increased social ties as a result of the meals, transportation, companionship and other services our volunteers provide. We will also survey recipients of food distribution programs to learn whether they experience increased food security as a result of the food they receive. Thirty of our volunteers serve by delivering hot, prepared meals to homebound clients or older adults and individuals with disabilities. Using their own cars or program-owned vehicles, they deliver lunch or dinner, a sack breakfast, and frozen meals for reheating over weekends. In addition to delivering health-sustaining meals, our volunteers also provide life-saving safety and welfare checks. Oftentimes, our volunteers are the only person to have contact with a homebound client on a regular basis. Others offer transportation and escort those clients unable to drive on various essential errands, such as to grocery stores, senior centers, doctor appointments, and pharmacies. Many offer something as seemingly simple as companionship, but as stated in the New Mexico Ombudsman program, "To the world, you may be one person, but to one person, you may be the world." Often, our volunteers are the whole world to the clients they serve. Others provide home restoration services for seniors whose homes have fallen into disrepair, while still others work to identify and secure housing for our homeless neighbors or those at risk of homelessness.

Seventeen RSVP volunteers lead classes or activities at senior centers. In addition to providing cognitive, physical and emotional stimulation and support, these leaders serve as security checks for senior and disabled participants in their classes and activities: if a class member shows signs of neglect, abuse, or exploitation, or is not present for a regularly-attended class, leaders follow up to ensure the participant is safe. The output of all of these activities is the number of clients, friends, or participants, all homebound or older adults and individuals with disabilities who receive these vital life-enriching support services. We anticipate that our clients receiving these services will be able to report increased social ties and/or perceived social support.

A large portion of our volunteer cadre (50+) serves in food distribution or collection programs, or at food pantries. Driving their own vehicles, they collect food donations from grocery stores, restaurants, bakeries or other businesses and deliver them to a food pantry where other volunteers box, bag and dispense the food, or process clients' paperwork. In 2012, fifty-three RSVP volunteers helped distribute

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32,000 boxes or bags of commodities to economically challenged individuals in Santa Fe County. Those organizations track the number of individuals who receive these emergency supplies of commodities or groceries. As a result of these services, clients will be able to report a reduction in household food insecurity.

Volunteers performing service activities under the Access to Care objective will have outputs, but not measurable outcomes. These volunteers provide information on health insurance, health care access, and health benefits programs to clients, or conduct health education or elder abuse awareness programs. They receive extensive training on health opportunities, programs, eligibility requirements, benefits and points of access, and thus are able to effectively counsel individual clients, either in person or via hotlines. They also present general information to large groups, and speak with attendees to disseminate information at health education fairs. Some develop the informational materials or presentations, while others distribute the information using a variety of methods. These volunteers and the programs they serve track the number of clients to whom they deliver information. Training for most of these volunteers comes either from the New Mexico Chapter of AARP or through the New Mexico Aging and Long-Term Services Department.

The Santa Fe RSVP plan to support data collection and ensure National Performance Measure outputs and outcomes are measured, collected and managed relies predominantly on local input. RSVP staff receives substantial community input by participating in alliances and community groups; staffing tables at community events; attending City Council meetings; by inviting the public to our events; and by actively seeking input from our volunteer stations. Volunteer stations, which consist of nonprofit organizations, public government agencies, or proprietary health care facilities where we have a current Memorandum of Understanding (MOU) in place, also provide feedback that helps us guide the RSVP program. Additional local input is provided by the Santa Fe RSVP Advisory Council. The Advisory Council consists of 11 racially and culturally diverse community members from our service area, retired and working, who meet bimonthly to help implement new projects and guide our program. The Advisory Council is under the purview of the Senior Services Board of Directors, also comprised of local community members.

RSVP Advisory Council members provide outside guidance and oversight to the program. They conduct annual Project Self-Assessments that include site visits to volunteer stations, interviews with station coordinators and volunteers, and evaluations of the relevance of the programs RSVP provides. During the 2013/2014 fiscal year the Advisory Council will begin conducting surveys of RSVP clients who receive services through the Healthy Futures priority measures. With staff oversight, Advisory

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Council members will be responsible for data collection. RSVP staff members will create measurement tools, compile the survey data, and analyze and report results.

A subcommittee of our Advisory Council focuses on issues surrounding veterans and military families. We are collecting information on all military-support activities our many volunteers perform, and are in the process of signing Memorandums of Understanding with veterans groups. Some RSVP volunteers serve on Veterans Chapters, others assist with Blue Star Mothers, and still others drive veterans to the V.A. hospital located 60 miles away, or work at the V.A. hospital. We also have a volunteer who is a licensed acupuncturist who provides free weekly acupuncture clinics near the RSVP office to military veterans and family members to alleviate symptoms of PTSD and other stress factors.

Each year, in honor of Veterans Day, we host a veterans' information event and devote portions of our monthly newsletter to articles for and about veterans and their families. We are working with the local Veteran's Center operated by the Department of Veterans Affairs to plan a special activity in 2014 to support veterans and their families.

The Santa Fe RSVP program and its sponsor, the City of Santa Fe, have a proven, comprehensive and strong infrastructure. Since 1981, the Santa Fe RSVP has been an integral part of an all-encompassing community networking system, mobilizing community resources. We coordinate with outside agencies to locate appropriate services for all seniors, thereby reducing administrative overhead and ensuring maximum funding is available for services. We are able to access City-owned meeting spaces free of charge for volunteer activities. We call upon government and not-for-profit agencies to provide free training to our volunteers. Aside from our volunteer stations, we work with community partners to present information sessions and workshops.

Recruitment and Development

The Santa Fe RSVP has a solid, proven infrastructure to create high-quality volunteer assignments with opportunities for volunteers to share their experience, skills and abilities, as well as to learn and expand their skill set and knowledge. We conduct an introductory meeting with each new volunteer to determine if volunteers have special interests that would enhance our objectives, or would like assistance in identifying an appropriate volunteer job. With that information, we are able to place them in a suitable work station where current skills can be incorporated, or new interests and skills developed.

Through their efforts, our volunteers enhance the capacity of over 60 organizations and institutions, and those organizations provide specific training to volunteers. They also mobilize additional

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volunteers to fulfill the mission of our volunteer stations. We continue to integrate the work of our senior volunteers into other service programs throughout the community by identifying community gaps and needs, and recruiting our own volunteers to meet existing demands. In the initial meeting between the RSVP Coordinator and the supervisor of a new volunteer station, we provide an overview of RSVP and Senior Corps, and discuss RSVP program requirements. Working individually with each volunteer station, we discuss volunteer orientation, training, support and supervision and review the organizations' handbooks, thereby ensuring our members receive relevant and adequate materials, information and support to perform their jobs effectively in a safe and supportive environment.

Aside from volunteer surveys, we provide several venues for volunteers to reflect on the meaning of their service. Our newsletter includes statistics of local RSVP volunteer services with descriptions of the importance of that work in terms of monetary value. According to the Independent Sector website, the value of volunteer time in New Mexico is \$17.62 per hour. Our volunteers reported 135,095.5 hours in fiscal year 2012/13, making the monetary value of their services \$2,380,629. Volunteer gatherings provide additional opportunities to reflect on the value of volunteerism, as members are able to place their work in the context of a larger community perspective. We incorporate appropriate stories of service into our September 11th Day of Service, our Martin Luther King Day and our Make a Difference projects. Most RSVP volunteer meetings strengthen our national service project by reinforcing with participants the importance of finding satisfaction, meaning and joy in their volunteerism.

Our volunteers receive ongoing training and education. We request that all volunteers attend one of the 12-15 RSVP volunteer business meetings we host throughout our service area in the summer. During these meetings, we educate volunteers about CNCS and their roles as volunteers; provide program information and guidance; and highlight new volunteer opportunities. Some years, we invite certain RSVP volunteers to present on topics such as obtaining financial assistance for prescription drugs, or accessing services such as Social Security or Medicare benefits. At least twice a year, we offer free legal clinics wherein lawyers provide legal information to the group, and then meet individually with volunteers and other seniors, at no cost. We coordinate and host health fairs with information on fitness, balance, safety and nutrition for our volunteers. All volunteers are requested to attend our annual emergency preparedness events. At various times, RSVP staff host free consumer or insurance presentations at our senior centers. Each year, we take over 30 of our volunteers to the New Mexico Conference on Aging, held about 75 miles away. We provide for their transportation, registration and lunches for both days of a two-day conference. Each day includes a

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plenary session; five workshop slots, during which volunteers may choose from eight different classes or events; and a health and enrichment fair. We also pay for our volunteers who drive to take the AARP defensive driving class every three years. They receive a discount on their automobile premium for taking the class, but more importantly, they learn about new driving rules and regulation, receive reminders about existing rules, and become safer drivers. Our Volunteer Handbook provides education to RSVP members about our program. It is sent to every volunteer and has a page at the back for their signature or agreement. It contains six pages of information about our program structure, policies and procedures, including volunteer insurance information, our non-discrimination policy, non-reportable volunteer activity, an MOU between RSVP and the volunteer, a volunteer code of conduct, and a volunteer bill of rights.

This year, we are focusing particularly on volunteers serving in the Healthy Aging arena, and are planning expanded supports and trainings for those individuals. We are fortunate to have a Senior Companion Program (as well as a Foster Grandparent Program) under our sponsor. This year, all RSVP volunteers performing Senior Support duties, (e.g. providing transportation, meals and companionship) will be asked to attend all Senior Companion monthly in-service meetings that contain material relevant to that service. Those meetings will focus on topics such as access to medical insurance, health and nutrition, disease prevention, the detection of elder abuse, military veterans' benefits and emergency planning for homebound or disabled individuals. We will also invite all volunteers in food distribution programs to attend workshops on food safety, customer service, and safe lifting techniques to support their specific needs in food services.

An important element of volunteer satisfaction is working in a capacity one finds fulfilling. Volunteerism is most valuable when it enriches the volunteer as well as the recipient, and this concept of "value" can vary tremendously from one person to the next. Our experience indicates that baby boomers seek volunteer opportunities that are visible and measurable. Some of our older seniors appear to derive more enrichment from their work environment than from a specific task or goal. Many volunteers prefer to do service helping another senior because they feel that is a component of their faith. Frequent communication with volunteer stations ensures that volunteers are in appropriate jobs, and receive the support and appreciation they deserve. While some RSVP members participate in order to be part of a group (such as our food distribution crews), others (including our volunteer handymen or some of the volunteers who offer senior support) prefer a one-on-one connection, and still other volunteers (in back offices or lonesome National Parks trails) prefer to serve in solitude. Whatever the needs, interests and preferences of a volunteer, our program strives to meet

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them. We successfully retain volunteers by listening to their requests, offering benefits they value, and appreciating the services they perform. We frequently seek their suggestions for preferred gifts and trainings. Wherever possible we implement program changes that volunteers suggest, so they are aware that we value their input. Our Volunteer Handbook includes a Code of Conduct for volunteers, thereby helping to create a high standard for our volunteers and maintaining high quality services for our clients.

We recognize the contributions of our volunteers in a variety of ways, the largest and most celebratory being our annual volunteer recognition banquet. About 400 volunteers usually attend and staff caters a buffet lunch. We offer small table favors and donated door prizes. The Mayor reads a proclamation and elected officials and staff from the CNCS state office and the N.M. Aging and Long-Term Services Department publically recognize and praise the accomplishments and dedication of our volunteers. We provide a live band for entertainment, which also provides attendees an opportunity to dance, which we have observed many enjoy tremendously. Throughout the year we list volunteer birthdays in our newsletter and send birthday cards. We secure recognition gifts and deliver them to an individual's work station, with a small celebration and presentation of the gift. When funding is available, we reimburse for mileage, and provide free meals and transportation through our Division of Senior Services. We recognize longevity with the President's Award for Volunteerism and nominate volunteers for awards outside of our program.

Our RSVP is culturally diverse, including staff, Advisory Council members and volunteers. Our program materials are in English and Spanish. Our staff members include a Baby Boomer parent from the LGBT community as well as a Hispanic millennial, and both staff members speak conversational Spanish. Of the volunteers, 49% self-identify as Hispanic. Ages of our Advisory Council members range from 40 to 70, and the group includes veterans and disabled individuals, and are of Anglo, Asian, and Hispanic ethnicities, gays and lesbians; baby boomers and very senior elders, and reflects the diversity of our volunteer population. In order to better support our volunteers to deliver culturally-aware services and assistance, we offer diversity training to volunteers through newsletter articles and workshops. We have a non-discrimination statement for the program, included on MOU and the Volunteer Handbook. Outreach efforts targeting the lesbian and gay community and others aiming at baby boomers have increased our volunteer numbers in both demographics. We address disability in our MOU and enrollment forms, and staff regularly attends disability inclusion training.

Some outreach efforts include: attending meetings of macular degeneration and dementia support

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groups to recruit volunteers for appropriate services and staffing a booth at gay pride events. Our most recent program brochure targets the baby boomer generation. Although the African-American population in Santa Fe County represents only 1.1% of our residents (2012 U.S. Census Quick Facts), we have been working with the local branch of the NAACP to attract and support more volunteers who are active in that organization. In an effort to increase the percentage of some of the other populations in our corps, we have a plan for certain outreach and recruitment activities. We are seeking a Native American liaison to identify an interested member in each Pueblo community in Santa Fe County to assist with recruitment on their Pueblo, as we have learned that it is very difficult to gain entrance as an outsider. Our Advisory council subcommittee that focuses on engaging veterans is led by a veteran assisting us to connect and work with individual veterans as well as veteran groups.

We also recruit volunteers through a variety of venues, in an effort to reach the broadest base possible. We build public awareness through a continuous campaign of outreach and education, including the publication of a 28-page newsletter entitled "The Senior Scene," produced by the RSVP Coordinator. Each month we distribute 3,500 copies of the newsletter to nearly 40 locations throughout the county. RSVP outreach materials are available on the City of Santa Fe's website, and our RSVP has its own website (www.rsvpsantafe.org) designed to inform current and potential volunteers about our program and opportunities, to download enrollments forms and other volunteer reporting materials. The website also features photos of volunteers and information about upcoming events. RSVP also created a guide to all Santa Fe Division of Senior Services programs, including the RSVP program. The guide is given to caseworkers, medical facilities, retirement communities, senior-focused businesses and countless individuals. Additionally, we have incorporated information from that guide into an annual, full-color, high-gloss directory published locally, at no cost to our program. We also promote our program using established media contacts whenever an opportunity arises, including radio and television interviews. We organize educational events for our volunteers and invite the public, offering a snapshot into our program. The RSVP office created effective outreach materials that we update frequently based upon feedback from volunteers and station leaders, include an inviting display board used at community fairs and other public forums. We continue to make presentations to local civic, nonprofit, and volunteer groups, and we include two RSVP recruitment and information pages in each edition of the monthly newsletter. Additionally, we advertise particular volunteer jobs through flyers, emails and articles in the newsletters of other volunteer organizations with whom we collaborate.

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We have begun the process of graduating volunteers whose positions do not strictly comply with the Corporation's more stringent focus. Some volunteers will be redirected to other stations and duties, and others will choose to discontinue their affiliation with our program; we anticipate losing approximately 150-200 volunteers.

Program Management

The RSVP Memorandum of Understanding signed by each volunteer station director clearly defines activities not supported under RSVP program regulations. At our initial meeting with a potential volunteer station director, and at each subsequent meeting to update information, the MOU is read thoroughly, discussed and signed by both parties. Any indication that a volunteer station is not in compliance with the MOU or other program regulations results in an immediate meeting with the director to clarify and remedy the situation, or, failing that, termination of the MOU. Additionally, volunteers are advised, in their initial meeting with RSVP staff, their volunteer handbook, and at all bi-annual volunteer business meetings, which activities are reportable and acceptable in our program.

RSVP staff works with volunteers and station staff to ensure that volunteers are actually performing their assigned service activities. If volunteers are performing duties outside of those assigned, we revisit the assignment. In the event the assignment needs to be updated or changed, and assuming the duties are in compliance with the program goals and the volunteer is willing to perform them, we adjust a volunteer's assignment. If volunteers are asked to perform activities in which they have no interest or that lie outside program guidelines, those duties are discontinued. If a volunteer station routinely violates the assigned duties protocol, we relocate volunteers to another station. RSVP staff members often serve at volunteer stations to develop an understanding of the required duties. This process helps us recruit appropriately, become better acquainted with our volunteers and the requirements of stations, and create a rapport with the volunteer station staff.

Volunteer duties and outputs are carefully tracked. We use the RSVP Reporter database to track all required data elements, including numbers of volunteers, stations, and hours. We also collect the following:

- * Using satisfaction surveys, we collect qualitative data from volunteers, stations, and clients. These open-ended, narrative formats allow us to broaden the scope of feedback we receive and provide an additional tool for those involved with our program to communicate with us;
- * "Units of service provided" information is collected directly from volunteer stations;
- * Hard copies of all information is collected and stored in notebooks, along with grant information. Additionally, the information is electronically stored in an RSVP database.

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An important component of program management is maintaining transparency and public awareness of our program and services. All of our Advisory Council meetings are subject to the Public Meetings Act and agendas and minutes are submitted to our City Clerk and agendas printed in the local newspaper. All grant and program information, including budget, is printed and made accessible in the RSVP office for the public to access. RSVP staff members attend local public hearings, town meetings, and City Finance Committee and City Council meetings, to be current on community issues, barriers, and resources and to answer program questions. The RSVP Coordinator is available at New Mexico Legislature hearings to explain the RSVP program or give program statistics, if asked. We respond to changing community needs, whether they come from volunteers, other seniors, or other community members. We pride ourselves on our flexibility to address the identified needs of our community. For example, after receiving countless calls from frail, homebound seniors asking for help with household repairs or yard work, we created the RSVP handyman program. We recruit volunteers, conduct a criminal background check on them, and assign them tasks that enable other seniors to live safely and comfortably in their homes. Through surveys and volunteer meetings, we learned that our volunteers were worried about the threats of natural disasters and wanted emergency preparedness information. As a result, we began hosting a series of annual emergency preparedness workshops, and providing informative articles in our newsletter. At other meetings, a number of seniors related that they occasionally needed a helping hand from another person. We now recruit more volunteers to offer Senior Support to frail, disabled seniors. After many of our baby boomers volunteers expressed concerns about senior centers being geared primarily toward serving the interests of older seniors, the RSVP program collaborated with a volunteer to set up a computer lab with internet access, and recruited volunteers to teach basic computer classes. Recently, a woman taking a Tai Chi class at our center told us that she was going to quit because she was displeased with the teacher and felt she could do a better job. We recruited her as a volunteer, performed the necessary background check, and advertised a new Tai Chi class at a different center, which she now teaches. Both classes are full, people who have never exercised have joined in, and our newest instructor is happy and empowered.

In order to refocus our program to meet upcoming RSVP guidelines, we are planning to graduate approximately a dozen volunteer stations. These include locations in Rio Arriba County, which we are unable to serve under the terms of the most recent Notice of Grant Opportunity, which restricts our activities to Santa Fe County. Other volunteer stations we will be graduating include some that conduct activities not strictly in compliance with the newly defined focus areas, and would result in us

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exceeding the 30% maximum ratio of "Other Community Needs" category. Those include art museums and arts organizations. Lastly, we had a small number of stations that more closely resembled informal groups rather than governmental agencies, nonprofit organizations, or proprietary health facilities. The stations with which we have been working are somewhat reluctantly accepting the imposed changes, although some expect to lose several volunteers. We will work to support those stations in other ways that comply with the new funding terms.

RSVP staff has spent several weeks offering 12 volunteer business meetings (with additional meetings scheduled) at volunteer stations to advise on the new grant guidelines. We have counseled volunteers on those stations we will be graduating. Most of our volunteers have been sympathetic to these changes, and understand the need for compliance and more stringent federal oversight to better support volunteerism that addresses the most vital community needs. While some volunteers are considering shifting their duties to other stations, many have notified us that they will be resigning from the program, and we expect to lose approximately 200 volunteers. Many others are performing multiple functions, some of which are considered reportable under the new guidelines; these individuals will report only those qualifying duties and conduct other activities outside of the realm of RSVP. Volunteers in Rio Arriba County will likely not be able to transition to stations in Santa Fe County, due to a myriad of logistical issues, such as lack of transportation. We have encouraged all volunteers, whether they still qualify for RSVP or not, to continue any and all volunteerism on their own.

Although we have always had many volunteers serving in activities related to Healthy Futures, thus far only the food distribution and food delivery categories have been tracked for performance measures. To date, in each grant cycle since eGrants was established, we have met or exceeded our goals in quantities of food distributed and hot meals delivered to homebound recipients by RSVP volunteers. We are now beginning to track volunteers and their efforts that enable others to continue living independently. The In-Home Support Services Director in our Senior Services program will oversee our goals and program structure in this area, and we have requested volunteers to report the number of clients they assist each month. RSVP staff will separate the unduplicated hours from the duplicated and will create and track client work plans for each of the volunteers who provide the individual Senior Support. We will ensure that clients receive the number of hours of help they feel they need to live independently, even if that means we have to find additional volunteers to serve them. While this poses additional administrative requirements on an understaffed program, we expect this system will more comprehensively support our volunteers and clients.

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As documented in federal- and state-conducted site visits for the past 32 years, the Santa Fe RSVP program has successfully complied with all city, state and federal regulations and never been cited with a major program infraction. We have a diverse and active 11-member Advisory Council that meets bimonthly to guide the program, and more frequently as needed for special needs or events. The RSVP Program Coordinator is responsible for maintaining current paperwork with stations, and is developing a protocol to routinely review and update documents. The individual volunteer files housed in file cabinets in the RSVP office contain the following: volunteer enrollment forms; copies of driver's license and proof of insurance, or alternate photo identification as proof of age; a document verifying a volunteer is not listed in the National Sex Offender Public Registry; criminal background check if required; volunteer job description, and signed volunteer hours reports. Because we expect to either graduate or lose (out of frustration with program changes and attrition) approximately 200 volunteers, we anticipate having 400 members during fiscal year 2013/14. The RSVP Administrative Secretary is responsible for maintaining current files for volunteer records.

Organizational Capability

Since 1976, the City of Santa Fe's Division of Senior Services has provided a comprehensive array of programs to serve our elders in our community. Our programs and mission are designed to allow older adults to continue living in their own homes as comfortably and independently as possible, and to avoid expensive institutionalization often funded by taxpayers. RSVP is a key component of the City's Division of Senior Services. We have supported tens of thousands of senior citizens through community services that include transportation, in-home support, congregate and home-delivered meals, volunteer programs, education and fitness opportunities, and social activities.

Since 1981, the Santa Fe RSVP has been an integral part of an all-encompassing community networking system and has served to mobilize community resources. We coordinate with outside agencies to identify and secure appropriate services for all seniors, thereby accomplishing two crucial goals: we are able to assist seniors in navigating a complex system of services, and also reduce administrative overhead, thereby assuring more funding can be funneled directly to services. We have access to City-owned meeting spaces at no cost for volunteer activities, and partner with both governmental and not-for-profit agencies to provide free training to our volunteers.

Because the City of Santa Fe is the sponsoring organization for our program, all accounting and reporting functions are performed on the City's Enterprise-1 Financial System. This system is web-based and accessible to all employees. The Accounting Office has one employee responsible for reconciling the common account for the City; the Financial Analyst for Volunteer Programs reconciles

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Accounts Payable and Payroll Accounts monthly. The City of Santa Fe requires two signatures on checks: the Mayor and the Finance Director. An Independent Auditor's Report is conducted on the City of Santa Fe annually and the City has an Internal Audit Division that routinely monitors all finances and conducts audits when deemed necessary.

The City of Santa Fe receives numerous federal grant awards, including those from the U.S. Departments of Transportation, Interior, Justice, Housing and Urban Development, and Homeland Security, as well as the Older Americans Act. In many cases these are ongoing awards. Additionally, regular audits and assessments conducted by the New Mexico office of the Corporation for National and Community Service (CNCS), the State of New Mexico's Aging and Long-Term Services Department (ALTSD), and our own Advisory Council assure that we are in compliance with mandates and, in some cases, exceed expectations. The Division of Senior Services is mandated by the New Mexico Area Agency on Aging (AAA) to provide an annual update of our Direct Provider Agreement (DPA). The DPA incorporates impact-based programming and mandates as identified in the Older Americans Act (OAA). The funding includes audits and assessments reflecting compliance with respective mandates.

The sponsor, City of Santa Fe, meets its obligation pursuant to OMB Circular A-133 with Comprehensive Annual Financial Reports (CAFR)s conducted each fiscal year by outside auditors, following the standards applicable to financial audits contained in "Government Auditing Standards" issued by the Comptroller General of the United States. Copies of every year's audit are on file at City Hall.

The City owns City Hall, where the Fiscal Administrator is located, and the senior center which houses RSVP offices, so we are in no danger of losing our operating space. The City owns the equipment within its facilities and the vehicles used by our program, which are purchased with either general funds or grant funds. We are required to follow New Mexico's procurement code when making purchases, so comply with all City purchasing regulations. The City of Santa Fe periodically contracts with external consultants specialized in staffing and salary administration to conduct surveys to ensure that proper levels of staffing and job classifications are maintained. Additionally, comprehensive job descriptions are updated and/or developed to clearly define duties and responsibilities for each position.

For reference and as public record, the RSVP office displays two notebooks of policies and procedures that Santa Fe RSVP follows. One notebook contains policies and procedures of our sponsor, the City of Santa Fe as those rules pertain to the RSVP program and staff. The other contains Internal

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Program policies regarding daily operations of the RSVP program, volunteers and staff, as are practical for program operations and mandated by CNCS.

Because our sponsoring organization is the City of Santa Fe, a municipality, we are governed by all the policy and procurement guidelines that a municipality must follow. Every purchase requires an extensive procedure that includes approval by four staff at City Hall, with a final approval by the Purchasing Officer.

Our sponsoring agency provides the majority of our in-kind resources including office space, vehicle and maintenance, copy and fax machines, computer equipment, staff payroll processing, and payment of a portion of employee fringe benefits. We also receive in-kind criminal background checks by the City of Santa Fe Police for those volunteers we place in situations with frail elders or children. Through the Division of Senior Services we receive in-kind contributions such as transportation services, lunches and breakfasts for free or a suggested donation, free income tax preparation for volunteers, health clinics provided by medical professionals, free financial and consumer counseling, and loans of durable medical equipment.

We also reach out to community members and businesses for in-kind support. We solicit donations for gifts and services for our volunteer recognition events by sending letters of request or calling potential contributors. We hold after-hours fundraisers to raise funds to purchase gifts for volunteers.

Staff is well-versed in computer software including Word, Excel, Access, JD Edwards Financial, and Enterprise One Financial. Our access to the City's financial system enables us verify and track information relevant to program operations. Additional funding requests are submitted as required to local and state agencies in efforts to continually sustain and expand our program to best serve our community. Staff members participate in local public hearings, town meetings, City Finance Committee and City Council meetings, to learn what resources are available.

To best use our somewhat limited resources, we recruit volunteers and Advisory Council members to assist RSVP staff with office work, proofreading or running an event.

Because of the federal funding we have received since 1981, the New Mexico Aging and Long-Term Services Department has chosen to support our project with state funds, expertise and guidance. Those dollars have been more than matched by local dollars from the City of Santa Fe. Thus we have increased the impact of national service on community needs on our service area.

Three staff members are directly involved in our program. Kristin Slater-Huff is the full-time RSVP Coordinator, and has 25 years' experience working with seniors and/or volunteers including twelve years in her current position. Her experience includes managing a nonprofit retail shop staffed

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primarily by senior volunteers (RSVP volunteers) and working with senior volunteers in a theater and a retirement community. Kristin is also an active volunteer in the Santa Fe community. She has been responsible for budgeting and grant writing in a number of positions. The full-time Program Administrative Secretary, Marisa Romero, has seven years' experience in administration, database management, and service outreach. The Financial Analyst for the Division of Senior Services, Shirley Coca-Barela, brings twenty-five years of professional accounting experience in the private sector, state and local government and holds a BA in accounting.

Staff duties are clearly defined. The Program Coordinator, with input from the Administrative Secretary and Advisory Council when appropriate, is responsible for: program design and outreach, including the development of newsletters, presentations, meetings, and interviews; program compliance and budgeting decisions and oversight; working with the Fiscal Liaison and other staff; program infrastructure including handbooks, policies and procedures; writing all grant requests and reports; and developing and maintaining relationships with volunteer stations and other community organizations. The Administrative Secretary is responsible for maintaining the RSVP Reporter database and volunteer files; sending birthday cards and volunteer welcome packets; collecting and reporting information for quarterly state reports and CNCS reports, and entering purchase orders for needed supplies and services. Both staff members are responsible for working with volunteers, organizing and implementing volunteer recognition events and meetings, and representing the RSVP program to community members. The Fiscal Liaison is responsible for tracking the budget in the City's system, creating monthly state and federal fiscal reports, and approving and processing budget adjustment requests,

When there is an opening in either of the RSVP staff positions, it is posted through the City of Santa Fe Human Resources Department. A list of the applicants who meet the required criteria is submitted to the direct supervisor of the open position and two staff members join the RSVP Advisory Council Chairman for the interview process, the candidates in person, employing Human Resources-approved questions and selecting one candidate.

The City of Santa Fe maintains comprehensive Personnel Rules and Regulations that include a clear and detailed travel policy. The City also has an agreement with the American Federation of State, County and Municipal Employees (AFSCME) Union. Both of these entities routinely review and update rules, regulations, policies and procedures to ensure accuracy and effectiveness. These documents are publicly available and are accepted by all grant sources that fund City of Santa Fe programs. The City of Santa Fe's budget review process is viewed as an opportunity for evaluation of

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program efficiency and staffing needs. The City has a Performance Assessment and Development Plan for every staff member. Individual staff members conduct the evaluation process with their supervisor, review job requirements, and plan for individual development and goals.

RSVP office and fiscal staff participate in appropriate conferences, training workshops and conference calls, including those conducted by the Corporation for National and Community Service and the New Mexico Aging and Long-Term Services Department. RSVP staff attends all relevant regional and local workshops and conferences which include mandated Corporation training. When funding permits, RSVP staff attends the National Conference on Volunteering and Service. We participate in webinars on relevant topics hosted by CNCS, FEMA and other organizations. The City provides mandatory staff training on the fiscal computer system, operating a City vehicle, and first aid/CPR. In FY 13/14, the RSVP program received a one-time award of \$1,500 from CNCS for technical assistance to staff. Staff members are currently registered for seven computer classes.

Other

Budget Explanations/Clarifications:

- Staff Health and Dental Insurance: The amounts for City of Santa Fe staff health and dental insurance vary among staff in different volunteer programs, based upon individual family situations. For example, the City does not view spouses and domestic partners similarly.
- Volunteer Support Costs -- Defensive Driving Classes: We offer these classes to all volunteers and the class is required every three years. The cost is \$12 for AARP members and \$14 for others.
- Criminal Background Check: As the program sponsor is the City of Santa Fe, the N.M. Department of Public Safety performs criminal background checks on volunteers at no cost.
- Meals: All RSVP volunteers age 60 and older are eligible for free meals through the City of Santa Fe Senior Services nutrition program. Volunteers aged 55-59 may pay the suggested donation for their meal and the RSVP program will make up the difference, according to the current non-senior meal cost. If a volunteer is working at an alternate site, Senior Services will provide transportation to any senior center for a free meal. Historical data supports the amount of cash we have allocated for this line item.

Corporation's Days of Service:

To celebrate "Mayor's Day of Recognition for National Service" next spring, we will invite the Santa Fe Mayor and all volunteers to event to recognize and honor all volunteers with a proclamation and a gift for their efforts in supporting our community.

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In honor of the "September 11 Day of Remembrance" the Santa Fe RSVP will continue to host an event we have held for the past five years. Most recently, we held an Emergency Preparedness Workshop at our senior center, which we advertised widely and was well attended by the community. The new Emergency Manager for the City of Santa Fe spoke of his experience living in New York City on September 11th, providing a very moving presentation and creating a great deal of interest among attendees to develop their own emergency preparedness plans. We provided attendees Vials for Life, which contain medical information and are kept in the refrigerator for EMT to access in the event they are called to a senior's home. We also distributed free cell phones that dial 911 for those seniors with no cell phone.

To celebrate "Make a Difference Day" last year, RSVP staff and volunteers planned and coordinated a free legal workshop at our senior center. Twenty-two lawyers provided legal advice to nearly 60 people at no cost. As attendees have reported this workshop to be extremely valuable, we will continue to host this important event every year.

In honor of "Martin Luther King, Jr. Day" we organized and hosted a panel of seniors to discuss their experiences with civil rights in America. One discussed his work toward desegregation in the 1960s; one spoke of being an African-American in Alabama in the 1960s; another shared her experience of being a Hispanic woman in the military; another, the fight for disability rights; one spoke on being a member of the LGBT community.

PNS Amendment (if applicable)

Not Applicable