

# Narratives

## Executive Summary

An estimated 268 RSVP volunteers will serve at RSVP partnering sites.

The CNCS federal investment of \$50,946 will be supplemented by approximately \$45,938 (by Senior Connections and through In Kind donations).

Healthy Futures is the primary focus area of this volunteer project; our volunteers will participate in activities including food delivery, transportation, companionship, providing financial literacy and housing services. At the end of the three-year grant, we anticipate the recipients of services of RSVP volunteers to report having increased social ties/perceived social support.

## Strengthening Communities

### DESCRIPTION OF THE COMMUNITY:

Virginia's Planning and Service Area (PSA) 15 includes one moderate-sized city, the City of Richmond, which has a population of 205,533 according to the 2010 U.S. Census. The City is surrounded geographically by two suburban counties, Henrico and Chesterfield, both of which have larger populations than the City (the 2011 U.S. Census Bureau noted Henrico's population as 310,445 and Chesterfield's as 320,277) and continue to grow. Hanover County is a suburban/exurban/rural county (U.S. Census population in 2011 was 100,342). The Counties of New Kent (population 18,822 in 2011), Goochland (population 21,883 in 2011), and Powhatan (population 28,110 in 2011) are a mix of suburban and rural. Charles City County (population 7,241 in 2011) is a rural county with a relatively small population and few services. The median household income in 2000 of the jurisdictions in our area ranged from the City at \$38,348 to Hanover County at \$65,809. The median household income for the State of Virginia is \$48,224. In 2008, about 25.1% of the population in Richmond had incomes below poverty as compared to 10.7% for the region as a whole. 80.4% of the households in poverty are headed by a single female. In 2008, 35.6% of children in the City are in poverty as opposed to 14.8% for the region as a whole. In 2009, 85.4% of the Richmond area population over age 25 has at least a high school education, compared to 85.3% nationally. Richmond compares favorably in higher education, with over 31% of residents holding at least a Bachelor's degree; while nationwide the percentage is about 18%. The unemployment rate for the region in 2009 was 7.2%, a little higher than the State average of 6.7% and lower than the nationwide average of 9.3%. In most recessions, an increase in unemployment precedes a rise in poverty. The area lacks a

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regional transportation system and little public transportation exists outside the City of Richmond. In 2006, the Richmond Regional District Planning Commission identified significant transportation needs, especially in the non-urban areas of the region, for 85,809 persons over 65; 63,950 persons living in poverty (14,702 households); 129,799 persons with a mobility limitation/disability; and 28,158 households without a car.

Demographic profile of persons over 60 years of age residing in PSA 15: (based on 2009 American Community Survey information)

Total number over 60: 153,610

Total number of Non-Caucasians: 40,825

Total number over 60 with incomes below poverty: 11,320

Total number of persons over 60 residing in rural jurisdiction 1,690

According to the United Way of Greater Richmond and Petersburg, Indicators for Community Strength (August 2010), the number of older adults in PSA 15 is increasing, with the number of persons age 85 and older as the fastest growing group (in Richmond, a 62% increase since 2000). At the same time, the community is becoming more diverse, with a growing minority population of older Asian Americans and Hispanics. In Richmond, Asian Americans now comprise 1.6% and Hispanic or Latinos 4.6% of the population.

### LOCAL INPUT INTO PROGRAM DESIGN AND EVALUATION:

Senior Connections, The Capital Area Agency on Aging, a private, non-profit 501(c) (3) organization, provides a wide range of services and volunteer opportunities for older adults, caregivers and persons with disabilities and is one of 25 designated Area Agencies on Aging in the Commonwealth of Virginia that provide a comprehensive array of services responding to the particular needs of their communities. Senior Connections serves Virginia's Planning and Service Area (PSA) 15, which consists of the City of Richmond and the Counties of Charles County, Chesterfield, Goochland, Hanover, Henrico, New Kent, and Powhatan.

The Older Americans Act (OAA), which was signed into law by Congress in 1965, will be a major source of Agency funding and will be the major vehicle for the organization and delivery of social, nutrition and elder rights/protection services to older adults and their caregivers. The Act authorizes a

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wide array of service programs through a national network of 56 State agencies on aging, 629 area agencies on aging, and nearly 20,000 service providers. In Virginia, OAA funds are distributed to Virginia Agencies on Aging by The Virginia Department for Aging and Rehabilitative Services (DARS), a state agency whose mission is service provision and advocacy for older adults.

Senior Connections is the designated lead for key aging issues on behalf of older adults in our service area. The Agency carries out a wide range of functions for the development of comprehensive and coordinated community based services. It collaborates and develops partnerships with national, state, and regional public, private, government, volunteer, faith community and civic groups to increase opportunities for delivering services and advocating for the region's seniors, especially in underserved areas. Senior Connections has a governing Board of Directors and an Advisory Council. Both are made up of representatives from our eight jurisdictions who review and provide input into the development and evaluation of our services. Our Area Plan for Aging Services is posted for public comment and we convene hearings and discussion groups for public input. Senior Connections staff also meets annually with public officials from all eight jurisdictions to review service priorities and funding requests. RSVP also has an Advisory Committee which provides input into community needs and program planning and evaluation.

### **PUBLIC AWARENESS & PROGRAM SUPPORT:**

Senior Connections raises community awareness by distributing printed literature, such as brochures, a newsletter "Mature Life" (circulation 14,000+) published three times a year and press releases to local media (Richmond Times-Dispatch, Style Magazine and other regional periodicals). Community resources are mobilized through presentations to civic groups, participation in interagency activities and coalitions; and collaborating with special initiatives. Special events, such as the Agency's annual Empty Plate Luncheon (a fundraising and awards initiative) help to build public awareness and support of aging issues. As needs increase with limited resources, we are turning to more volunteers to help deliver our services.

Senior Connections' website [www.seniorconnections-va.org](http://www.seniorconnections-va.org), highlights its mission, goals and services to a wider audience, as well as enabling Senior Connections to solicit vital resources, including monies and volunteers to support Agency programs. Senior Connections also utilizes Facebook and Twitter to relay success stories that show the impact of the Agency's (and volunteers') work. RSVP volunteers

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will be recruited through the use of Volunteer Match, Facebook, the Agency's newsletter, the RSVP program newsletter and other RSVP volunteers.

### DIVERSITY OF PARTICIPANTS:

Senior Connections partners with a diverse range of community partners and works with a diverse range of clients. Agency staff is currently identifying diversity issues we need to address, assessing our strengths and challenges relating to diversity, and identifying training opportunities to raise our cultural awareness and allow us to better serve an increasingly diverse community. For Program Year 2012, approximately 73% of our Agency clients were minority, with the largest number being African American, followed by Asian, Native American, and Hispanic. As needs increase with limited resources, we are turning to more volunteers to help deliver our services. We are also focusing on working with the faith communities and the corporate sector. We are attempting to develop a more diverse pool of volunteers to bring different skills to the Agency and to better serve our clients.

Senior Connections works with a diverse range of community partners including the Department of Gerontology at Virginia Commonwealth University to lead the implementation phase. The Plan includes goals relating to:

- Engaged communities: Lifelong learning and civic engagement, volunteerism, and support networks.
- Livable communities: Affordable housing and home modification, mobility and transportation, physical infrastructure, public safety and disaster planning.
- Stable communities: Business investment, workforce entry and retention, and financial security and stability
- Well communities: Wellness, prevention and chronic disease, access and coordination, caregiver and skilled health care, and long-term care resources.

Senior Connections will be responsible for implementation of several components, including Coordinated Transportation (Mobility Management), Care Transitions, and promotion of RSVP volunteers.

### MOBILIZING COMMUNITY RESOURCES:

Senior Connections is leading the "No Wrong Door" Service Coordination initiative in our area. This

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system uses specialized client and resource computer software to efficiently coordinate services between human services providers in the region, and will allow easier access to services for consumers. The goal is to provide more opportunities to coordinate service delivery among our partner groups, which include Meals on Wheels, Departments of Social Services, Resources for Independent Living, Senior Advocates in the City of Richmond and Chesterfield County; the Department of Rehabilitative Services, and project:HOMES. (Representatives of these agencies also participate in the RSVP Advisory Committee.) We actively solicit the assistance of service providers within our service region. "No Wrong Door" will also make it easier to identify unmet community needs and document outcomes. The RSVP Advisory Committee will mobilize community resources and includes community representatives from Chesterfield County Senior Advocate, Richmond Senior Advocate, project:HOMES, Hunter Holmes McGuire VA Medical Center and Virginia Commonwealth University.

### VOLUNTEER PARTICIPATION IN THE COMMUNITY & ENHANCEMENT OF ORGANIZATIONAL CAPACITY:

RSVP has been instrumental in supporting our community in the past. Communities are strengthened by the resources provided to the volunteers, volunteer stations and the public they serve. RSVP will focus on meeting pressing community needs, primarily in not-for-profit community organizations. Volunteers are a vital resource to the nonprofit sector and many organizations would not be able to fulfill their missions without the service of volunteers. RSVP volunteers will promote independence of older adults through monitoring, socialization activities and meal delivery. RSVP will also continue to work with expanding services provided by staff of four area hospitals, including a Veterans hospital.

We will also partner with project:HOMES, where RSVP volunteers will build (or coordinate efforts to build) wheelchair accessibility ramps for low-income, elderly and disabled community members.

RSVP will partner with Richmond Redevelopment and Housing Authority, Family Lifeline's ElderFriends Program, Jewish Family Services and Chesterfield County Senior Advocate to provide checking programs, such as friendly visiting and telephone reassurance, to serve those at risk of experiencing social isolation and its adverse effects. Social isolation is a term used to describe the situation that occurs when an individual has few interactions with others and limited sources of psychological, emotional, and instrumental support. Social isolation can contribute to loneliness at

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any age, but the magnitude of risk associated with social isolation in seniors is particularly an issue due to the relationship with depression, suicide, and even dementia. Social isolation in the older population may also contribute to poor physical health. Friendly Visiting programs use "friendly visitors" to call on people who are socially isolated due to disability or age. Telephone reassurance programs contact frail elderly individuals or people who have disabilities by telephone on a regular basis to ensure their good health and safety, and to reassure them that help is available if and when they need it.

RSVP will partner with Meals on Wheels to help ensure older adults receive proper nutrition by delivering meals on a regular basis. Scientific evidence increasingly support that good nutrition is essential for health, functionality and quality of life. For older adults, adequate nutrition may be especially important because of their increased vulnerability to chronic disease and conditions which may impair their functionality, their access to adequate food and nutrition, and their ability to live at home in the community. According to the Administration on Aging, five of the top six chronic health conditions may be prevented, delayed or managed through improved nutrition services. Congregate nutrition services improve participants' health and prevent more costly interventions. Home-delivered nutrition services enable older adults to avoid or delay costly institutionalization and allow them to stay in their homes and communities. According to the Administration on Aging, the cost of a one-year supply of home-delivered meals equals about the cost of one day in the hospital.

RSVP will partner with the Bensley Community Center, a Senior Center in Chesterfield County, where community recreation programs promote independence and socialization for Seniors. Senior community centers facilitate socialization for older adults by providing a space where they can meet with other people in the community, learn new skills through classes and activities, learn about community services available to them, go on trips and get involved in community projects.

RSVP will work in partnership with Mechanicsville Church Emergency Function to recruit volunteers who will provide transportation for Seniors and disabled persons who do not drive to important appointments so that they can remain living independently.

Senior Connections has reaffirmed its commitment to each of its volunteer programs by including Volunteerism a focus in its Strategic Plan. A volunteer program workgroup has been created to

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propose methods which all Agency volunteer programs can employ to better share common resources and activities.

### **VOLUNTEERS PARTICIPATING IN COMMUNITY ACTIVITIES AND INTEGRATING SENIOR SERVICE INTO ACTIVITIES OF OTHER SERVICE PROGRAMS:**

Social engagement is a critical factor in successful aging and is the best referral for services. RSVP volunteers will assist in meeting the nutritional, health, and socialization needs of older adults while helping to recruit other volunteers, enhancing the capacity of our partner organizations to serve their clients.

Senior Connections will promote and support volunteerism in the community through its co-sponsorship of RSVP. RSVP-affiliated sites and Senior Connections staff (including the RSVP Director and Program Assistant) will share the task of mobilizing community resources through printed media (the Agency's newsletter, "Mature Life," and the RSVP program newsletter "RSVP Greetings"); use of social media such as Facebook, Twitter and online resources such as Volunteer Match.

### **Recruitment and Development**

Community service programs are experiencing difficulties due to cuts in funding and limited resources. RSVP hopes to narrow the gap by partnering with organizations to recruit and retain dedicated and caring volunteers to meet community needs.

### **ASSURING HIGH QUALITY EXPERIENCE FOR VOLUNTEERS:**

The most important factors in assuring a high quality experience for volunteers are 1) thorough orientation and training by the staffs of organizations partnering with RSVP, 2) open communication and 3) volunteer recognition.

Prospective RSVP volunteers will be screened through an interview process (by the RSVP Director and the Volunteer Director of the partnering site where the volunteer is placed), then oriented prior to their acceptance into the program.

There will be ongoing between the RSVP Director, the Volunteer Directors from each partnering organization, and the volunteers.

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RSVP partnering organizations will provide volunteer opportunities that will simultaneously benefit both their clients and the volunteers who serve them. Program staff will continue to explore new ways to provide opportunities for the building of leadership skills; for instance, community members with diverse backgrounds will serve on the RSVP Advisory Committee; their activities will include volunteer recruitment and development of new partnerships. Committee members will be encouraged to participate in service activities or speak to groups about RSVP and the services RSVP volunteers will provide to the community.

RSVP volunteers will be recognized and honored for their volunteer service both at the volunteer partnering stations (many hold annual volunteer recognition events) and RSVP-supported activities such as volunteer profiles in the program newsletter and an annual RSVP volunteer recognition event.

### BUILDING A CORPS OF VOLUNTEERS:

RSVP will promote volunteer recruitment via:

- Media resources such as a quarterly newsletter "Mature Life," a bi-annual program newsletter "RSVP Greetings" (which will include profiles of outstanding volunteers) and other community publications
- Referrals from partner organizations and current volunteers, community events which have a focus on public health and well-being
- Presentations by the RSVP Director at sites where seniors congregate
- RSVP posters, fact sheets and flyers (which will be distributed in public places such as grocery stores, libraries, independent living centers and other sites that provide senior services.
- Online via the Senior Connections web site: <http://www.seniorconnections-va.org>.
- Facebook and Twitter
- Referrals from current RSVP volunteers
- Volunteer Match (online volunteer recruitment tool)
- Special events held by the City of Richmond and the counties of Chesterfield, Hanover and Henrico that spotlight services and activities for the Senior and disabled population of this community.

### TRAINING & TECHNICAL ASSISTANCE STRATEGIES:

The RSVP Director will attend all Corporation-mandated state and national training and will

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participate in ongoing staff training at Senior Connections. RSVP-affiliated volunteer sites will design and evaluate volunteer positions based on community needs. All RSVP stations will receive an individualized orientation by the RSVP Director for staff that will interact with volunteers prior to volunteer placement. Topics will include volunteer management, record keeping, submission of hours, mileage reimbursement reports and development of volunteer positions that reflect both the needs of the station and the best utilization of volunteers.

The registration process for RSVP volunteers will include a volunteer information form, a sign-off on criminal background check, a drug-free workplace agreement and a confidentiality agreement. The volunteer registration form will give each volunteer the opportunity to fully list his or her preferences, life experiences and goals. A checklist of skills and areas of interest will be included in order to place each volunteer at a site which affords opportunities to build new skills, develop leadership potential, reflect on the meaning of volunteer service to the community, and enhance each volunteer's quality of life.

The RSVP Director and RSVP Site Supervisors will share the responsibility of orienting prospective volunteers to the program. The RSVP site supervisors will be responsible for the specific training of all parties involved in the project. Topics include record keeping, information regarding the program, policies and procedures, accident awareness. In some cases, physicals and TB screenings may be required of volunteers by volunteer sites prior to working with the public. Volunteer and station manager handbooks containing tips and suggestions for volunteers and site managers is another source of information. Each RSVP volunteer receiving limited mileage reimbursement will be issued a customized form for submission to Senior Connections' Finance Department and limited mileage reimbursement will be issued on a quarterly basis, as funds allow.

The RSVP Coordinator will work with partnering organizations to create, distribute, and collect the necessary tools (including surveys) to quantify data on outputs and outcomes as defined by CNCS.

### **Program Management**

The Program will be managed by Senior Connections with guidance from the RSVP Advisory Committee and input from partnering volunteer stations and community partners.

DEVELOPING & MANAGING VOLUNTEER STATIONS:

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Careful attention will be paid to developing and managing volunteer stations that demonstrate their ability to address compelling community needs and, where applicable, quantify outputs and outcomes that are in line with CNCS' mandated performance measures. RSVP site supervisors and volunteers will be surveyed annually to solicit feedback.

### **ASSESSMENT OF PROJECT PERFORMANCE:**

RSVP Project performance will be assessed in several ways:

- An annual RSVP Project Self-Assessment by the RSVP Project Director
- A Community Stakeholder Survey to be completed every three years by members of the RSVP Advisory Committee
- A volunteer satisfaction survey completed every three years by RSVP volunteers, to ascertain their pleasure with placements and experiences
- RSVP stations will ask clients to complete annual Client Satisfaction Surveys which will be shared with RSVP Project staff.

The RSVP Director will compile and share quantified survey results with the RSVP Advisory Committee and project sponsor, Senior Connections, The Capital Area Agency on Aging. The outcomes of these surveys will be assessed to determine if any action with the stations/volunteers need be taken to either increase activity with the station or re-evaluate the impacts of that station. The RSVP Project Director will complete all required reports to funding sources.

The RSVP Project Director will conduct regular on-site visits to RSVP stations to evaluate if stations are meeting their responsibilities to RSVP and the volunteers; to share RSVP and volunteer management best practices; to review RSVP policies and procedures, to gauge station safety and accessibility in regards to RSVP mentors; to document successes and to discuss any issues or challenges.

The RSVP Advisory Committee and Project staff will monitor the performance of stations and the impact of RSVP service to ensure RSVP volunteers are serving in volunteer assignments that show a compelling community need.

### **MANAGING INFORMATION:**

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RSVP staff will utilize Volunteer Reporter (endorsed and recommended by Virginia's State CNCS Office) to collect and analyze volunteer and station data. The database will track volunteer station information; volunteer hours, volunteer placements and mileage reimbursement (when applicable); supplementary CIMA volunteer accident insurance beneficiary information for each volunteer, and volunteer demographic information (birth date, ethnicity, educational level, skill set and jurisdictional information). The Volunteer Reporter database will be password protected and will be accessible to the Program Director, Program Assistant, and the Elder Rights Director. RSVP staff will also maintain some paper files for each volunteer and volunteer station. Essential day to day operations will be performed using Microsoft Office 2007 (Word, Excel and Publisher).

The Senior Connections Finance Department will maintain a monthly spreadsheet that will be used to track the RSVP budget and expenditures. RSVP partnering station managers will submit Volunteer Hours Reports and, when applicable, Volunteer Mileage Reimbursement Request forms, which will be signed by the volunteer and the Station Manager of the RSVP partnering station, on a monthly or quarterly basis. These will be processed by Project staff. The RSVP Director and Program assistant will submit check requests to Senior Connections' Finance Department, using RSVP volunteer mileage reimbursement data. The Finance Department will mail mileage reimbursement checks (\$.15/per mile with a \$25/month cap) directly to RSVP volunteers on a quarterly basis.

The RSVP Director will review all RSVP invoices and then submit eligible Corporation, Grantee Share and Excess costs (via a written check request accompanied by appropriate supporting documentation to the Elder Rights Director, who will supervise the RSVP Director. The Elder Rights Director will review all requests to ensure validity, completeness and accuracy and then forward the requests to the Finance Department. The Finance staff will review the request, process the check request and issue checks to the RSVP payee. Finance separately records Corporation, Grantee Share and Excess funds by funding class and account.

### **MANAGING PROJECT RESOURCES:**

Senior Connections' Board of Directors members review financial statements and the Agency budget on a regular basis. The Elder Rights and RSVP Directors will regularly review Financial Reports and Budget to Actual and Budget Detail software reports to make sure expenses are charged to the appropriate account number and class. In-kind contributions will be recorded on volunteer hours

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reports and In-kind Contribution voucher forms signed by RSVP Station Managers where In-kind meals are provided to RSVP volunteers and the RSVP Director. These same forms will be used when any goods or services are donated to the program. The RSVP Director will report all In-kind contributions to the Senior Connections Finance Department by account and class.

### **RESOURCES FOR SUSTAINING & EXPANDING THE PROJECT:**

Senior Connections' Executive Director and staff and the RSVP Advisory Committee will be charged with seeking contributions and In-kind resources needed by the program (for program support and events such as the annual volunteer recognition event). The RSVP Director and Program Assistant will record and report all such in-kind donations to our Finance Department.

Senior Connections will actively seek appropriate grant funding to sustain and enhance the Project. Senior Connections holds two annual Agency fund-raising events and contributions will be shared amongst Agency service and volunteer programs including RSVP. Senior Connections' Community Relations staff will facilitate monetary donations from both individual and corporate donors.

### **SPONSOR STAFF SUPPORT:**

Senior Connections is led by its Executive Director, who reports to its Board of Directors, and an experienced management team.

The Elder Rights Director supervises the RSVP Director and supports the RSVP staff; the Human Resources Manager recruits RSVP staff; Senior Connections Community Relations staff will assist with marketing and publicity; the Director of Finance will oversee budgeting and fiscal reporting; the Information Systems Manager (who reports to the Finance Director) will maintain Senior Connections' computer network. The Executive Director will serve on the RSVP Advisory Committee and provides overall project guidance and oversight.

The RSVP Director and Advisory Committee Members will (1) stay informed and share information regarding local organizations that are providers of advocates of senior services and (2) create and explore opportunities for networking and service integration, and (3) perform an assessment of the program at the end of the third grant year. The Executive Director of Senior Connections, the RSVP Director, RSVP Advisory Committee members and other Senior Connections staff will represent RSVP at community events where senior services are highlighted (including RSVP volunteer sites).

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## Organizational Capability

### EXPERIENCE IN THE PROPOSED PROGRAM AREAS:

Senior Connections' structure supports the capacity needed to successfully manage diverse programs, including home and community services under the Older Americans Act, which is considered to be the major vehicle for the organization and delivery of social, nutrition and elder rights/protection services to older adults and their caregivers. The Act authorizes a wide array of service programs through a national network of 56 State agencies on aging, 629 area agencies on aging (such as Senior Connections) and nearly 20,000 service providers. Senior Connections offers services including Care Coordination, congregate and home delivered meals programs, Long Term Care Ombudsman services, Money Management services, adult day care and in-home services, and insurance counseling and assistance.

Senior Connections' mission is to provide home and community based services to seniors age 60 and over to help them maintain their independence for as long as possible. The Agency, which is governed by a 19 member Board of Directors representative of local government, businesses, advocates and caregivers, was incorporated on December 31, 1973 as a non-profit, senior services organization. The Agency's 21 member Advisory Council also has a diverse membership of advocates, caregivers, and representatives of local governments and retirees.

Senior Connections collaborates with over one hundred not-for-profit, for-profit, and governmental human service agencies in PSA 15. Information and referral, advocacy, and individualized coordination of services are provided to seniors and their families. Senior Connections maintains a database of current information for hundreds of resources available to seniors through private and public sources. Staff also utilizes the Senior Navigator database and the State's Aging and Disability Resource portal, Virginia EasyAccess, to identify services and resources for older adults and people with disabilities. Senior Connections partners with many community agencies: local Departments of Social Services, Health Departments, Community service boards, and community action agencies. We contract with providers (including Meals on Wheels, Hanover Adult Center, A Grace Place Adult Care Center, ElderHomes, Central Virginia Legal Aid Society, Capital Area Partnership Uplifting People (CAPUP), Family Lifeline, and Jewish Family Services) to provide critical services to older adults. We partner with for-profits, such as Genworth Financial, which provides the Agency with volunteer project teams, has donated resources, and provides Agency case management consultation, and

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Family Care Home Health, which provides in-home services.

### **KEY STAFF POSITIONS:**

The RSVP grant will help to fund two staff positions, a Program Director and a Program Assistant. Both positions will demand a knowledge of the principles, practices and techniques of volunteer programs; knowledge of human behavior, particularly that of seniors; the ability to communicate ideas effectively, both verbally and in writing; the ability to plan, assign, instruct and supervise the work of others; the ability to prepare and maintain records and computer reports using current computer technology; the ability to resolve work-related problems; and the ability to establish and maintain working relationships with officials, staff, volunteers, community agencies and the general public. These two staff members will be responsible for performing professional and administrative work that supports RSVP as well as working with Senior Connections staff and members of the RSVP Advisory Council to assess the program's progress. 10% of the Program Director's salary and fringes will be paid out of Agency funds in the Excess Category so that the Director may assist with capacity building and resource development, including fundraising activities.

The RSVP Program Director has 25+ years of experience working with the public in both for-profit (Wachovia, Bank of America and other financial organizations) and non-profit institutions (houses of worship and non-profit regional theatre) as well as extensive experience as a professional musician, writer and public speaker.

The RSVP Program Assistant has 15+ years of previous experience at the National Kidney Foundation (a non-profit), Aerojet and Charts Limited. In those positions she had regular, direct contact with clients of all ages, incomes and educational backgrounds and performed operational office duties such as office management, data entry, written correspondence (snail mail and email), telephone communication, information distribution and human resource-related activities. She participated in the planning and execution of fundraisers (auctions, cocktail parties, golf events) and health fairs serving at-risk populations. She was bonded for Aerojet and served as a Notary Public for the National Kidney Foundation.

Administrative support to RSVP will come from several departments within the organization: Finance/Administration, Elder Rights (includes Volunteer Programs); Home and Community

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Services (includes Meals/Wellness and Care/Service Coordination) and Community Relations. The Community Relations Coordinator assists with marketing. The Director of Finance assists with budgeting and fiscal reporting; other fiscal staff handles payroll and accounts payable; the Information Systems Manager assists with computer issues; and Director of Elder Rights supervises the RSVP Director.

### **FISCAL MANAGEMENT & EXPERIENCE WITH FEDERAL GRANTS:**

Senior Connections has been managing federal grants, primarily grants from the Older Americans Act, since its incorporation in 1973. Our current grant from our state funding agency, the Virginia Department for the Aging and Rehabilitative Services, is approximately \$3.4 million in federal funds and \$1.4 million in state funds. The Agency uses professional accounting software to track expenditures by funding class and account numbers. We separately account for federal, non-federal and excess funds for RSVP. The Agency has an accounting procedure manual that includes policies on procurement, approving volunteer costs, policy for bank reconciliation and check processing. The Board of Directors reviews financial statements and the Agency budget on a regular basis. The Elder Rights and RSVP Directors will regularly review Financial Reports and Budget to Actual and Budget Detail software reports to make sure expenses are charged to the appropriate account number and class. The RSVP Director will record and report all in-kind donations to the Finance Department so that all in-kind donations are recorded in the Agency's accounting software. The Finance Department has historically met or exceeded all requirements during mandated financial audits.

### **SUCCESS IN MANAGING VOLUNTEER PROGRAMS:**

RSVP will directly serve the agency's mission of providing resources, advocacy, and support to help seniors maintain quality of life and independence as they age. Senior Connections has a long-standing history of working with volunteers to address compelling needs in the area's aging and disability community. Along with FGP and RSVP, Senior Connections provides volunteer opportunities in these programs: money management, insurance counseling (VICAP), telephone reassurance, a speakers' bureau and long-term care ombudsman, among others. Over 750 volunteers comprise the total membership of these volunteer programs.

Senior Connections collaborates with over 100 not-for-profit, for-profit, and government agencies our area. Partners include local Departments of Social Services and Health; Meals on Wheels, United Way,

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adult day care centers, in-home service providers, Central Virginia Legal Aid, nursing home and assisted living facilities. Most of our federal grants require outcome measures. We have also had an independent contractor complete evaluation and logic models on our Congregate Meals and Money Management programs.

### CAPACITY TO ASSURE PROJECT NEEDS:

Senior Connections will provide office space, including utilities, phones, and equipment for RSVP. RSVP staff will be provided Employee Handbooks, approved by the Board of Directors, which include employee classifications; employment policies; including travel procedures; standards of conduct; wage and salary policies and benefits.

Other Sponsor Agency programs, such as Care Coordination, provide important one-on-one support and services to the volunteers, as needed. Care Coordination provides a person-to-person interview, an assessment of the person's needs to identify what specific services are needed, and the development of a Plan of Action for service delivery.

### SELF-ASSESSMENT, EVALUATION & CONTINUOUS IMPROVEMENT:

Every Senior Connections' staff member has an annual performance review, including a self-assessment, supervisor's evaluation and criteria for continuous improvement through development of a Staff Development Plan for the next year. Supervisors are expected to regularly review staff development plans, which include professional and programmatic goals, with their staff and assess progress in meeting goals and objectives. The Agency will utilize its Advisory Council, public forums and survey recipients of services and program participants (volunteer stations, staff, et al.) annually to evaluate the effectiveness of the program. The RSVP Advisory Committee, will perform an assessment of the program after the submission of each annual Program Progress Report.

The RSVP Director will attend CNCS National and/or Regional conferences and training opportunities as well as quarterly Virginia-DC Senior Corps Directors' Association meetings and training sessions.

### Other

None

### PNS Amendment (if applicable)

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N/A