

# Narratives

## Executive Summary

Federal Hill House Association (FHHA) is requesting to continue their sponsorship of the Capitol Region Retired and Senior Volunteer Program (opportunity number RI-02), with an estimated 326 RSVP volunteers serving. Some of the activities will include assisting with independent living, food security, education, and VITA assistance, with the primary focus area of this project being healthy futures. At the end of the three-year grant, Capitol Region RSVP volunteers will have assisted in increasing social supports and access to technology for older adults, helped to decrease obesity in children and increase access to nutrient rich foods for all in need, and contributed to the continued independent living of older adults in Providence, Johnston and North Providence, Rhode Island. The CNCS federal investment of \$65,292 will be supplemented by \$22,184 in match/in-kind contributions.

Federal Hill House Association has been a staple to the community serving those most in need, since its inception in 1887 as a settlement house for immigrants. Today, FHHA continues to play a crucial role in addressing the needs of its community members. FHHA lies in the heart of the historic Federal Hill neighborhood, originally a mecca for Italian immigrant families and developed around Italian culture and cuisine. FHHA is home to the second oldest senior programming in Rhode Island. Our senior services provide crucial social and emotional support for the senior community.

The mission of Federal Hill House Association is to provide the best possible human services to our members with the goal of improving their quality of life. We will embrace diversity and serve people from all walks of life with special consideration to those in need. We will define critical issues, develop programs and obtain the resources to address these issues. Our work will constantly change and evolve as our member base changes and evolves and new problems emerge. We will both embrace and reflect these changes in our efforts to meet the challenges of our community.

## Strengthening Communities

Capitol Region RSVP, sponsored by Federal Hill House Association (FHHA) will coordinate senior volunteer services for the coverage area of Providence, Johnston, and North Providence, Rhode Island, with a primary focus area of healthy futures. FHHA is located in Providence, RI, and has a 126-year history of focused services for those who are most in need. The healthy futures focus area and service activities will promote health and wellness within the elder population that is currently under-served in this area. According to the National Association of States United for Aging and

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Disabilities and Rhode Island Department of Elderly Affairs:

- \* 8.2% of RI Seniors live in poverty,
- \* 1 in 7 seniors are threatened by hunger,
- \* 10% of seniors are abused, neglected, and/or exploited annually,
- \* 51,194 adults 65 years or older living in the community have a disability,
- \* 376,781 meals are served through congregate meal sites

Providence County's population, which includes the cities of Providence, Johnston, and North Providence, is home to 154,855 individuals 55 and older or 25% of the population, according to census statistics (U.S. Census Bureau, Current Population Survey, Annual Social and Economic Supplement, 2011). Additionally, Johnston and North Providence have a significantly higher percentage of 55 and over population at 32% and 33% of residents respectively, according to the U.S. Census Bureau, Profile of General Population and Housing Characteristics: 2010.

For such a small state, Rhode Island has a vastly diverse capital city. Fifty percent of Providence residents consider themselves to be white, while 50% of the population identifies with a different ethnicity is of diverse cultural background: 16% report being Black or African American, 6% Asian, 6.5% report two or more races, 38% report being Hispanic or Latino, and 29% are foreign born (2010 Census data, <http://quickfacts.census.gov/qfd/states/44/4459000.html>).

With such diversity, there is always a concern that someone will be left unrepresented leaving them without appropriate access to resources. Additionally, Providence is identified as a Medically Underserved Area (MUA), with too few primary care providers, high infant mortality, high poverty and high elderly population, according to the U.S. Department of Health and Human Services Health Resources and Services Administration's website <http://muafind.hrsa.gov/>.

While Providence is enveloped by an extremely diverse population, the other two cities served by the Capitol Region RSVP, North Providence and Johnston are more homogeneous in their communities and needs. Johnston, RI, SW of Boston, Massachusetts and part of the Providence - Fall River - Warwick metropolitan statistical area (MSA) consists of approximately 28,195 residents. Johnston was initially part of the town of Providence. Later in 1758, it was separated from the town and incorporated on March 6, 1759. It was named after August Johnston, the colonial attorney general (<http://www.citytowninfo.com/places/rhode-island/johnston>).

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North Providence is 3 miles NW of Providence and 40 miles SW of Boston, Massachusetts. North Providence is also part of the Providence - Fall River - Warwick metropolitan area and has a population of 32,411. North Providence was established in 1636. The town originally included parts of the present day cities of Pawtucket and Providence. It was incorporated in 1765. Salvatore Mancini became the town's first elected mayor in 1974. North Providence is the eighth-highest populated town in Rhode Island. (<http://www.citytowninfo.com/places/rhode-island/north-providence>).

Both cities border Providence, making it easily accessible to reach the city. Many residents of these towns are commuters to Providence for work and social activities. Historically, Johnston and North Providence have been attractive areas for many Italians to settle outside of the Capitol. Johnston is reported to be 96.7% white and North Providence is reported at 92% white compared with the national population being 75% white. (<http://www.americantowns.com/ri/northprovidence-information>; <http://www.americantowns.com/ri/johnston-information#data>)

Capitol Region RSVP volunteers will be utilized in the primary focus area of healthy futures, in service activities such as companionship, aging in place, food security, obesity, and independent living. These service activities directly aligns with State and National initiatives that promote healthy living and socialization of seniors, allowing seniors to live longer, independently. Performance measure outputs and outcomes will be focused on training volunteer coaches to implement and expand programming such as the national evidence-based A Matter of Balance (MOB) and the Chronic Disease Self-Management (CDSM) promoted by the U.S. Administration on Aging, in collaboration with the Centers for Disease Control and Prevention (CDC) and the Centers for Medicare and Medicaid Services (CMS). Both MOB and CDSM are title IID highest-level criteria evidence-based disease prevention & health promotion programs. MOB is designed to reduce the fear of falling and increase activity among older adults who have this concern. CDSM enables older adults with chronic diseases to learn how to manage their conditions and take control of their own health. Both programs align with the national performance measure output and outcome, providing independent living services, ultimately increasing social support for individuals with a disability who participate.

Another CNCS Focus Area of need that the volunteers will focus efforts is increasing access to nutritious foods and reducing food insecurity. As noted, 1 in 7 Rhode Island Seniors are threatened by hunger, this rate is even higher in Providence (1 in 5). Volunteers already serve in many area soup

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kitchens, food pantries and meal sites, delivering nutritious, healthy food to those who are most in need and will continue in this role. Additionally, they offer referrals to assist in continued food security, educational materials on nutrition and access to nutrient rich foods by assisting with signing up those who qualify for state benefits programming such as SNAP (Supplemental Nutrition Assistance Program). By providing education and referral services, the volunteers will have assisted with reporting of increased food security for those who are eligible for these services.

Also aligned with CNCS Focus Area of Health Futures, Capitol Region RSVP volunteers will work with child and youth to help promote healthy eating habits and active lifestyle with the goal of reducing childhood obesity and improving the confidence and worth of children with disabilities. According to Rhode Island Kids Count, nearly 1 in 6 children entering kindergarten are classified as obese. Only 27% of Rhode Island high school students reported being physically activities at least 60 minutes every day, and only 23% reported attending daily physical education classes. Locally and nationally there are higher proportion of obese children who come from low-income, low-education level households and families with high unemployment. The City of Providence follows this trend. Children in Providence have 'a low consumption of fruits and vegetables, high consumption of sugar sweetened beverages and energy dense foods, low levels of physical activity, and high levels of sedentary lifestyle' (Providence Children and Youth Cabinet). To help combat the contributing factors to childhood obesity, Capitol Region RSVP has teamed up with the Special Olympics to start a Special Olympics Team in Providence, as well as introduce to Young Athletes Curriculum to Early Learning Programs, starting with children 2 years and older. Both of these initiatives encourage physical movement and foster healthy eating habits. The secondary benefit of teaming up with the Special Olympics, Capitol Region RSVP volunteers will be able to offer targeted activities to Providence's public school students, where greater than 20% (4800 students) of the student population is classified as special needs. Federal Hill House Association, currently sponsoring Capitol Region RSVP, has been successfully moving towards implementing National Performance Measure outputs and outcomes and ensuring they are measured, collected and managed properly to report the impact of our volunteers. First, FHHA utilizes Volunteer Reporter, a suggested volunteer management from [www.nationalserviceresources.org](http://www.nationalserviceresources.org). This system allows volunteers to register, input their hours of service, and input service activities through the web. Volunteer Reporter also allows us to track data related to specific volunteer service activities. We can connect specific service activity evaluations and assessments with the individuals associated with the job through this program. This makes it faster

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and easier to run reports and manage outcomes. We are able to cater the assessments of the volunteers and the sites to the job being assessed for outcomes.

Each site will have a Memorandum of Understanding (MOU) that outlines the specific outputs and outcomes that will be associated with the volunteers who are placed at the site based on the service activities of the site. This will require updating each MOU to be site specific, allowing for clear instructions on the expected input from sites that have RSVP volunteers. There will clear requirements for reporting on outcomes and outputs associated with each site. As each site comes up for renewal of their current MOU, the new MOU will be brought to the designated site supervisor of volunteers for review with the addition of the site specific requirements for reporting and to be signed by the appropriate agency representative.

As outlined in the work plans, each service activity will use different tools to obtain the outcomes and impact of the volunteer position on the community. Many of the tools described in each service activity are tools that sites already utilized to capture outcomes associated with their programs. To ensure that sites, volunteers, and RSVP staff are capable of tracking the associated outcomes, we will intentionally try to utilize tools already being implemented by sites that fall within our National Performance measure outcomes and outputs. By utilizing already existing tools, we will reduce the implementation of redundant tools and avoid adding additional work to sites. Also, many sites are already using state recognized and nationally recognized tools to track their outcomes.

The program director, Amy Mochel, who has an extensive background in research, data collection and analysis, will be responsible for coordinating the data collection and analysis process. This will involve managing the data as it comes into the agency with the use of the Volunteer Reporter database, excel, survey monkey, and other internal FHHA data management tools being used by the agency.

Capitol Region RSVP volunteers currently work closely with the Veterans Resource and Recovery Center (VRRC) at the VA hospital in Providence, implementing computer literacy programming. The volunteers run digital literacy classes year round along with open lab sessions to assist veterans on a one-to-one basis as needed. The volunteers develop close relationships with the veterans and serve not only as instructors but as peer mentors and providing increased socialization for these veterans. Additionally, as the number of volunteers available to assist in implementing the health promotions programs, A Matter of Balance (AMOB) and Chronic Disease Self-management Program (CDSMP)

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increase, Capitol Region RSVP will work with the VRRRC to offer this programming. This will provide additional support services around health and wellness, preventative health behaviors and socialization for these veterans.

### **Recruitment and Development**

Capitol Region RSVP continues to develop high quality volunteer assignments, focused on improving the community and providing volunteers with the opportunity to share their experiences, abilities and utilize their skills to improve the community through service. The current volunteer opportunities FHHA and Capitol Region RSVP focus on promoting are activities that are proven to encourage volunteers to share their skills, expertise and abilities and include the following: health and wellness promotion through evidence-based national programs, including A Matter of Balance and Chronic Disease Self-management Program; tax preparation through the IRS sponsored Volunteer Income Tax Assistance (VITA) program; Computer Literacy Program, developed 12 years ago by Capitol Region RSVP and continually evolving and expanding to fit the current community needs; and participation in Rhode Island Special Olympic Programming, specifically with the creation of the Federal Hill FireHawks in Providence. These volunteer opportunities all have outcomes associated with improving the communities they are associated with. They are opportunities that also have a proven record of utilizing volunteers to their full capacity for many years. Three of the focused opportunities (the evidence-based Health and Wellness programs, VITA and Special Olympics) are nationally recognized volunteer driven programs, relying on the volunteer expertise and skills to fulfill the associated outcomes and have been doing so for many years: Evidence-based Health and Wellness programs have been running nationally for the past 10 years and are promoted by the Older Americans Act; VITA has been implemented nationally for 30 years and in the Providence community for 12 years; and Special Olympics came about in 1968 nationally, in Rhode Island the state games have been operating for 45 years successfully. The Computer Literacy Program has been successful for 12 years in the Capitol Region RSVP coverage area at supporting volunteers and relying heavily on their skills to develop, create and implement programming that meets their needs and the community needs. These areas of service offer a variety of opportunities to utilize many different skill sets, providing service activities that fit the desired role of the older adult volunteers.

It is essential that RSVP volunteers receive support in their volunteer role to be successful and effective. We support opportunities that specifically include this support through training as needed. The above mentioned opportunities all have volunteer training built into the service activities. For

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example, VITA requires specific certifications through the IRS before one is allowed to volunteer in any capacity. Special Olympics provides online training and resources specific to the volunteer needs for coaching, assisting with disabled individuals, etc. The evidence-based health and wellness programs require specific training before implementing the program in the community. The computer literacy program offers training as needed to new volunteers who are interested. These programs offer very specific training and much of it is required before becoming a certified volunteer. Capitol Region RSVP assists volunteers with accessing these required trainings by hosting some of the trainings in house at FHHA or other partner agencies that are convenient to the volunteers to access, offering access to get online as needed, and general guidance on training availability and requirements.

As previously mentioned, Providence Rhode Island has a vastly diverse population with approximately half the residents identifying themselves as non-white. Conversely, the town of Johnston and city North Providence are more homogenous with more than 90% of their residents reporting being white. Capitol Region RSVP, sponsored by Federal Hill House Association since January 2008, has been successfully recruiting and maintaining a diverse pool of volunteers reflective of the area population. Approximately, 11% of our current volunteer pool report their ethnicity as Hispanic/Latino or consider themselves to be non-white. This rate has increased since Capitol Region RSVP moved to FHHA and continues to grow with new recruitment focused on under-reached areas of Providence where a more diverse population of volunteers can be found and utilized.

The program maintains relationships with area senior centers, libraries, community centers and other sites where seniors participate in socialization activities and look for volunteer opportunities that suit their needs. Through these already developed relationships, RSVP recruits, organizes and maintains its volunteers for the long-term, with 50 volunteers serving under Capitol RSVP for 10 or more years and 91 Capitol Region RSVP volunteers serving for 5-9 years. Since coming to FHHA in 2008, Capitol RSVP has actively developed new relationships with area agencies that reflect the community's population of seniors and their interests. New volunteer recruitment opportunities have lead to an increase in volunteers in our primary focus area of healthy futures and other focus areas. For example, the relationship developed with the RI Department of Health around our health promotions programs has lead to outreach opportunities for volunteers in this area. Another example is the relationship built with Broad Band RI's Digital Literacy programming lead to use of their portal

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to recruit new volunteers for our computer literacy program. These relationships and others are constantly being built and managed to assist in recruitment of new older adult volunteers with specific interest in our focus areas.

The program staff actively recruits and introduces volunteers and volunteer stations to the RSVP program. We have welcome packets that include incentives for the volunteer to refer a friend or neighbor to become a volunteer. By making our volunteers feel welcome, it encourages their return for future volunteer efforts. Also, our biggest recruitment of volunteers comes from referrals from current volunteers. We continually work with volunteer stations to help identify the needs of their clients and tailor volunteer opportunities to help reduce barriers to being an effective volunteer in the community. In addition all sites will complete an annual assessment to determine the volunteers impact on the services provided by the volunteer and ability to serve the client needs.

Additional recruitment, outreach and public relation building efforts include the following:

[www.capitolregionrsvp.org](http://www.capitolregionrsvp.org): Federal Hill House Capitol Region RSVP has an established web-site where volunteers can view and sign up for volunteer opportunities. Additionally, this web-site is linked to [www.volunteermatch.org](http://www.volunteermatch.org). VolunteerMatch, sponsored by Serve Rhode Island, is a leader in the nonprofit world dedicated to helping everyone find a great place to volunteer. VolunteerMatch offers a variety of online services to support a community of nonprofit, volunteer and business leaders committed to civic engagement. This site welcomes millions of visitors a year and has become the preferred internet recruiting tool for nonprofit organizations to post volunteer opportunities. Capitol Region RSVP and FHHA have an established relationship with the Serve RI as a member agency. Serve RI offers membership to their Volunteer Manager's Association which a designated RSVP staff member benefits from the trainings and meetings offered to volunteer managers statewide. Program staff will also attend an annual conference on volunteer management, along with other workshops throughout the year to provide training and development in volunteer management skills.

To show our support and appreciation for our volunteers, the program acknowledges volunteers during their birthdays and other holidays. Program staff makes personal calls to the volunteers and send cards for various occasions. During the personal phone calls, volunteers are asked about their volunteer experience and asked about feedback for program improvement. By contacting volunteers' in reference to their birthdays, we ensure that each participant feels recognized for their efforts at least once a year. We also annually recognize our volunteers at our recognition luncheon held each spring.

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The annual luncheon is a gathering with station supervisors, friends, relatives, public officials, sponsors and Corporation staff in attendance. Other recognition events include holiday parties, official citations, gifts and educational field trips. FHHA also encourages their RSVP volunteers to take advantage of meals, nutritional guidance, and other health seminars. FHHA often hosts community events throughout the year, including community dinners, an annual block party and more, for the public to attend and these events are all offered to our RSVP volunteers so they may attend those of interest to them. A healthy happy volunteer will be able to perform at a higher level to address the needs of those being served.

### **Program Management**

Federal Hill House employs a full time program director to oversee the agency's Senior Corps Programs. The project director's time is split between the RSVP and FGP programs and is responsible for the daily oversight and execution of the work plans and to ensure outcomes are met. To assist the program director, Federal Hill House will stipend several volunteers to assist in coordination of volunteer opportunities in specific focus areas outlined in the work plans. The full-time staff and volunteer assistants will be responsible for managing volunteers, volunteer stations, promoting new volunteer opportunities and developing new programs to engage senior volunteers in our primary focus area of impact and other focus areas.

The use of several stipended senior volunteers to assist with coordination of volunteer opportunities in our focus areas will provide more oversight at volunteer stations. Based on the focus area the volunteer will be coordinating, the sites associated with those areas will be where the volunteer spends most of their volunteer time, assesses the programs, and builds relationships with the site supervisors to maintain compliance with the RSVP regulations. The volunteers will be relied upon to communicate any concerns from stations to the Program Director at FHHA. The Director will work closely with these individuals to manage station relationships with RSVP and ensure compliance with federal regulations required by the program.

The first step at ensuring the stations are in compliance with the federal regulations is getting a signed Memorandum of Understanding (MOU) with each agency who has RSVP volunteers participating in our service activities, specifically outlining the roles and responsibilities of Capitol Region RSVP and the station. Each station's MOU will be customized based on the volunteer service activities expected to occur at the site. Also, within the MOU a reference to the prohibited activities of RSVP volunteers.

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This will be included as an appendix along with other important federal regulations stations need to comply with.

Current stations with a MOU with Capitol Region RSVP are being evaluated to confirm they are offering service activities within the primary focus area or other focus areas of our program. As these stations are approached and guided through the changing nature of RSVP to show impact in the community, sites will be given the opportunity to continue with RSVP provided a service activity is being offered through their site currently for the volunteers or they are willing to adopt a service activity for volunteers to participate that falls within the scope of our focus areas or other community needs. We do not wish to graduate stations or volunteers from RSVP if possible, however, if they do not provide activities or services within the focus areas we will address in our work plans, the site or volunteer will be notified of this.

The use of Volunteer Reporter allows us to track data related to specific volunteer service activities and stations associated with those service activities. We can connect specifically designed activity evaluations and assessments with the individuals associated with the activity through this program. This makes it faster and easier to run reports and manage outcomes. We are able to cater the assessments of the volunteers and the sites to the activity being assessed for outcomes. As outlined in the work plans, each service category will use different tools to obtain the outcomes and impact of the volunteer position on the community.

As part of program management, work plans have been developed to provide areas of volunteer commitment and impact in the community. Each work plan has identified the community need, the impact on the community, the outcome of the service project and the resources needed to complete each plan. These work plans are the main tool that drives the work of the project. FHHA and Capitol Region RSVP have been successfully promoting and implementing service activities in the Primary focus area of Healthy Futures. The growth of the national evidence-based health promotions programs implement throughout the community by FHHA in the past two years speaks to the community need, the volunteer interest in these activities and our ability to measure the impact. These programs require tracking of outcomes be reported to the State as well as nationally to show the success of the programs -- FHHA has a successful track record at doing this.

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Capitol Region RSVP continues to maintain an Advisory Council working in conjunction with the FHHA Board of Directors assisting FHHA in meeting its administrative and program responsibilities including fund-raising, publicity and programming for impact. The Advisory Council members consist of a diverse group of individuals who are knowledgeable about human and social needs of the community, competent in the field of community service and volunteerism, have an interest in and knowledge of the capability of older adults, and are of a diverse composition that reflects the demographics of the Capitol Region RSVP coverage area. The current members include: a retired teacher, a retired engineer executive, a former Rhode Island Senator, a current Executive Director of a local senior center, volunteers who are from the Foster Grandparent Program who have a vested interest in the community needs and older adult needs, and representatives from other stations where RSVP volunteers serves. Monthly meetings are held with the Advisory Council and RSVP Director. A member of the Advisory Council is designated to attend the monthly FHHA Board of Directors meeting to report on RSVP, provide feedback on decisions concerning volunteering, older adult programming and other areas that impact the success of Capitol Region RSVP within the agency. In addition, the designated member reports back to the Council on the agency's successes and challenges to assist the Council in making informed decisions about future programming for impact, fundraising efforts and publicity of RSVP.

Finally, an annual project evaluation is completed by the volunteers, the station supervisors and the staff to ensure we are adhering to our mission and the community needs. These evaluations are designed to assess the volunteers' eligibility to serve and the stations continued commitment to providing service activities within the scope of RSVP. This is created, distributed, collected and reviewed by the RSVP Advisory Council to assess the program.

### **Organizational Capability**

Federal Hill House Association is a culturally sensitive and socially responsible private non-profit agency providing high quality, professional community based services in Providence, Rhode Island has been in operation for 126 years. When clients seek help from Federal Hill House Association, they enter into a network of services that range from educational programming to counseling and job training. With more than a dozen programs across the greater Providence community, Federal Hill House Association helps people from all walks of life move toward empowerment and self-sufficiency. Our services are designed to target varied populations, from prenatal care to death, from very low-income to middle income families and people from diverse cultural and ethnic backgrounds.

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FHHA's senior programs are among the oldest in the state, providing services to the elderly, disabled, and handicapped. Senior participants both serve as volunteers and are served at the center. A lunch program hosted by Meals on Wheels of Rhode Island provides a diversified, well-balanced, nutritious menu every weekday. Transportation to the center is provided for those who require it. The senior program also hosts educational lectures with guest speakers and medical professionals provide free health screenings. Seniors also enjoy weekly recreational opportunities such as shopping trips and bingo.

As the needs and social dynamics of the senior population have evolved, the programs at FHHA have responded. In 1998, FHHA became the sponsoring agency for a Foster Grandparents Program (FGP), funded by the Corporation for National and Community Service. This program was a perfect fit for the emerging social, educational and economic needs of the seniors in our community. Federal Hill House Association's FGP Program has emerged as the largest in the state of Rhode Island, with 84 allowable volunteers receiving a small stipend and continues to strengthen the communities served. In January 2008, FHHA gained sponsorship of the Capitol Region Retired Senior Volunteer Program (RSVP) and has continued to manage more than 300 volunteers associated with Capitol Region RSVP. With our years of experience in managing volunteer based programs geared towards seniors, the acquisition of this program was a natural fit within our agency structure, mission and working knowledge of the Corporation for National and Community Service.

To ensure continued organizational success, a Board of Directors governs FHHA. The Board of Directors is a varied group of individuals, representing all walks of life. The Board President, Steven Meresi is a real estate developer, local business owner and a neighborhood resident who plays an integral role in monitoring the agencies general bookkeeping records. The Board Vice President, Maria Lindia, is a former educator who retired from the Rhode Island Department of Education as their Assessment Officer. The Board Treasurer, Biagio Trofa, is a certified public accountant. Additional board members include a retired superior court judge, a real estate developer, an attorney, former educators/social workers, area residents and various local business owners.

The Board and Executive Director meet once a month, with the Finance Committee meeting monthly and other subcommittees meeting a minimum of once a month or as needed. Subcommittees include By-Laws Committee, Program Committee, Personnel Committee, Finance Committee, Fundraising

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Committee, Property Committee, Technology Committee and Nominating Committee. Each Committee has a chairperson who reports out during each full Board meeting. Additionally, an RSVP Advisory Council member, sits as a Board of Directors member, representing RSVP needs, confirming the agency is in compliance with the program regulations, and acting as a liaison for RSVP needs. Also, the Board President and Vice President meet with the Executive Director on a monthly basis for supervision and a review of all agency matters.

The RSVP Advisory Council meets once a month and is structured like a traditional Board council, with an elected chairperson, vice-chairperson and secretary and a full set of by-laws to abide by. The Council has five standing committees: Compliance committee (including by-laws and nominations), evaluation committee, recognition committee, fundraising committee and the technology committee, which each have an appointed chair and three other members. Each committee also has a FHHA employee appointed to provide feedback about the agency and support the Council's goals and objectives within FHHA.

The RSVP Advisory Council, along with the agency Board of Directors and Executive Director are responsible for ensuring program compliance and evaluation of the program staff. Annual performance evaluations are conducted on program staff and program evaluations are conducted at various points throughout the year.

FHHA employs a total 39 employees - 20 full time employees and 19 part-time employees. FHHA also retains a cadre of consultants for independent program evaluations, mental health services, GED classes, ESL classes and other adult educational programming. FHHA employs a multilingual, multicultural staff that represents our client base.

FHHA's Executive Director, Nina Pande, manages the daily operations. Ms. Pande joined FHHA in January 2007 and brings a vision of increased program development and outreach to the community. Ms. Pande holds a Masters Degree in Social Work for New York University and is an adjunct professor at Rhode Island College's School of Social Work. She has over 16 years of experience in the human service industry and has been successful in developing comprehensive community based programming in the areas of youth employment, juvenile justice/prison reentry, adult education, community mental health services and a variety of prevention programs. Ms. Pande is a very hands-

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on director and works closely with her staff to develop and improve program outcomes.

The Executive Director oversees all fiscal management, grants management and program development. Under the Executive Director are the Operational Manager and Program Directors. The Program Directors responsibilities and duties vary by program.

The Program Director, Amy Mochel, joined Federal Hill House in October 2010 as the new Senior Corps Director, overseeing the Foster Grandparent Program and the Capitol Region RSVP. Amy Mochel, M.S., was a Board member for FHHA for 3 years prior to joining Federal Hill House as the Senior Corps Director and has her Master's degree in Gerontology, Management of Aging Services from the University of Massachusetts, Boston. She has also worked on federal research grants for 6 years at Brown University, supervising research projects and managing grant funding. To assist in supporting the volunteer opportunities through RSVP, stipended volunteers will be essential in running day-to-day activities and helping manage the other volunteers within these opportunities.

FHHA's Director of Operations, Carmela Russas, has been with FHHA for 32 years and has successfully managed Federal funds during that time, works hand in hand with the Executive Director and Program Director to ensure and maintain sound fiscal practices. Ms. Russas maintains the agency's bookkeeping records and is responsible for preparation of the grant financial reporting, preparing financial record for audits and accounting for funds expensed to the CNCS. Administrative Assistant Natasha St-Denis, holds a MA from Roger Williams University and 15 years of business and human resource experience.

The Senior Corps Director, oversees the day-to-day operations of the program and is integral in the development of the program goals, work plans, programming for impact, grant reporting and developing community relations. The Executive Director, Nina Pande, works closely with the Senior Corps Director to develop the RSVP Program. Executive Director Pande assists in the marketing, public relations, grant writing/reporting, and financial oversight. The Executive Director is also critical in identifying and securing resources to help enhance the overall program. The business office provides updates as needed on the grants financial status and tracks and monitors agency spending. The agency strictly adheres to established Financial and Accounting Principles that are compliant with Generally Accepted Accounting Practices (GAAP) and reviewed by an independent auditor annually. This checks and balance system increases the accuracy of our record keeping. The agency submits an

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independent A-133 Financial Audit on an annual basis and utilizes Quick Books to track all federal and non-federal financial activity. Federal Hill House also utilizes Volunteer Reporter software to track and monitor volunteer placements and activities. Purchasing procedures for the agency are as follows: An employee may put in a request for purchase and submit it to their direct supervisor. Once approved by the direct supervisor, requisitions must be signed off by the Executive Director before the business office can make the requested purchase. Reimbursement for purchases made on behalf of the agency can be provided as long as the purchases are approved by the direct supervisor and the Executive Director of the agency. A form to request the reimbursement must be filled out and signed off on by the Executive Director before a reimbursement check will be issued. All purchases should be made using our tax-exempt identification. A tax-exempt form will be provided to anyone making an approved purchase for this purpose. Staff members authorized by the Executive Director to attend specific conferences will be reimbursed for expenses incurred. Mileage reimbursement is provided for miles driven to and from the agency for agency business only. The mileage rate of reimbursement is 40 cents per mile.

In-kind contributions are collected through individual contributions of time or program supplies and other sponsoring agencies donations. Other resources are developed and identified as necessary. All monetary donations by stations are tracked using Volunteer Reporter and the FHHA financial office for payment. Other monetary contributions are sent directly to the FHHA financial office for processing before becoming available for use to support trainings for staff, volunteers and station supervisors, as well as recognition events for the volunteers. Non-monetary donations are tracked through in-kind donation forms, with an estimate of the current value. These contributions are brought to the director's attention and signed off by the donor as well as the financial staff of FHHA, before use of the donation as an available resource for RSVP.

Federal Hill House has incorporated a performance management process involving three phases of performance management (PM). The three phases are as follows: performance planning (PP) is the development of an agreement between the employee and their direct supervisor on performance goals, expected guiding values and competency demonstration, development of goals and resources/support required to achieve these goals; performance evaluations (PE) or coaching sessions allow the supervisor a chance to coach or provide feedback to help the employee translate the performance planning goals into a reality which includes a formal coaching update at least once per year; and finally, a performance assessment (PA) is held annually by the supervisor with the employee to review

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how well the employee did in achieving the outcomes of performance planning and throughout the year during ongoing coaching and feedback from the supervisor. This annual review includes an employee self-evaluation which provides the opportunity for employees to provide feedback on their performance. It also provides a basis for decisions about financial and other rewards or promotions. The Federal Hill House Association has a staff of qualified individuals who administer 12 distinct programs. The skills and resources of all the staff are readily available to the RSVP staff.

FHHA had a long-standing history of managing multi-year grants from Federal, State and local sources. In the agency's 15 year history of managing CNCS funds, the audit has always reflected the highest standards of financial practices.

### **Other**

Federal Hill House Association, the current sponsor of Capitol Region RSVP has a station roster that represents the current program. The roster will change as the new work plans are implemented and some stations will be graduated from the list. This will be done on an individual basis with each site as necessary based on service activities provided by each site. Stations will be notified of the change in direction of service activities and encouraged to continue as a station if they can align their service activities with those supported by Capitol Region RSVP.

### **PNS Amendment (if applicable)**

N/A