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Executive Summary

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Legacy Link, Area Agency on Aging (AAA) estimates a minimum of 482 RSVP volunteers will serve in the Georgia Mountains service area, an eleven county region in the north Georgia Mountains. The service area encompasses over 2600 square miles with 60 municipalities and 70 zip codes. Most of the counties are located in rural areas but also include two small cities and a suburban metro area. As the Area Agency on Aging, Legacy Link is an agent to promote and assist the independent living of the region's aging population. The mission of the agency is to foster an environment which enhances and facilitates independence and quality of life of older individuals. Legacy Link provides information, assistance, referrals, and services that enable older adults to "age in place" thus eliminating or postponing the need for more costly assisted living arrangements or nursing homes. The primary focus of the Georgia Mountains RSVP program is to serve local communities in the Healthy Futures Focus Area encompassing activities that support "aging in place" and access to care for older adults and those with disabilities. Some of their activities will include delivering food and companionship to homebound individuals, providing respite for caregivers, providing health insurance benefit information, and leading health education activities for older adults. Other RSVP volunteer activities will support the other focus areas of Veterans and Military, Education, Disaster Services, and Capacity Building.

At the end of the three year grant period, program outcomes are expected to be 50 home delivered meal recipients with increased social ties/perceived social support and 25 caregivers with increased social ties/perceived social support. Expected outputs are anticipated to be as follows: 1300 clients served with meal delivery, 100 clients served with companionship, 30 caregivers with respite time, 200 recipients of health education classes, 1000 clients with health benefits assistance and counseling, 50 students with mentors, 50 Veterans with companionship, and 200 Military members receiving recognition of their service. Additional service activities will provide in-kind funding for non-profits, disaster preparedness education, and a variety of local support for community organizations. The CNCS federal investment of \$38,632 will be supplemented by \$41,203 of local dollars which represents a match of 51% exceeding the required match of 30%.

Strengthening Communities

1. The community served by GA Mountains RSVP is actually many communities as it includes 11 North Georgia counties - Banks, Dawson, Forsyth, Franklin, Hall, Habersham, Hart, Lumpkin,

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Towns, Union and White. The diverse area encompasses over 60 municipalities, 70 zip codes, and 2600 square miles of varying topography including a mixture of Appalachian rural areas, small towns, a small city, and a metro suburban region. A number of the counties are in the Blue Ridge Mountains, completely rural, and designated as Appalachian counties by The Federal Appalachian Regional Commission. Ranging from an Atlanta suburb and small urban city to small mountain towns and rural areas, some station sites are more than one and one half hours away from the RSVP office. According to the 2010 US census figures, Georgia's 60+ population is expected to increase 65.8% between 2010 and 2030 which will result in one in every five Georgians being age 60 or older. Projections for the increase of older adults in the GA Mountains service area counties are equal to or above the average state projections (GA Division of Aging Services Just the Facts FY12, Census 2010, Census Projections 2020-2030). Many elderly homebound residents need assistance in order to "age in place" or stay living in their own homes. Early intervention can delay or prevent nursing home placement for many seniors. Cost effective measures are sought that enable these individuals to continue to live in their own homes as opposed to a more costly scenario at an institutional setting. Public input collected by the Georgia State University (GSU) Gerontology Institute identified "services to keep people at home" (including meal delivery) as the third most important needed community service (GA Division of Aging Services for the 2011-2015 State Plan on Aging). Additionally, the US census 2010 and American Community Survey cite that one in every five Georgians are at risk adults and the USDA lists the state of Georgia with a 6% increase in food insecurity from 2001 -- 2011. Exercise and nutrition services were desired by 30% of Georgia public hearing participants and were rated as the 6th most needed service of older adults in Georgia. Recommendations for improvement included "enhance wellness and prevention programs, including increased opportunities for exercise and classes about disease prevention and nutrition" (GA State Plan on Aging 2011-2015). Exercise and fitness activities were also listed as desired activities by multiple focus groups of older adults in Hall County, GA in 2011 (Gainesville-Hall County Senior Life Center Vision 2020, prepared by Gainesville State College School of Social Services). These studies strongly document the community need for healthy futures activities that assist older individuals in the service area to "age in place", learn about healthy lifestyles, and receive benefits assistance and information. It is anticipated that agencies and non-profits will be overwhelmed with attempting to provide these services and assistance for this ever growing segment of the population. RSVP volunteers can be part of the solutions to provide these needed services.

2. The Healthy Futures Primary Focus Area work plans encompass volunteer activities which increase

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the ability for seniors to remain living in their homes and will result in National Performance Measure outputs and outcomes. Aging in Place volunteer service activities including food delivery and companionship will allow older adults to continue to live independently as listed in the H8 national performance outputs. They also will produce national performance H9 outcomes of increasing their social ties through daily interactions during daily food delivery to their homes. Aging in Place Respite services will result in H13 outputs of respite time for caregivers of homebound individuals and also H14 outcomes of their increased social ties and support. "Access to care" volunteer activities which strive to improve access to primary and preventative health care information will result in H2 outputs through Medicare information distribution, Medicare counseling, and fraud abuse education. Other Access to Care H4 outputs will include clients participating in health programs including exercise, fitness, and dance classes for older adults.

Included in the Other Focus Area to be addressed and anticipated to produce outputs is Education K-12 success through ED 4A mentoring activities for disadvantaged youth. Disaster Services activities will produce D6 outputs by providing assistance in disaster preparedness through CERT team training and preparedness community outreach and activities. Volunteers assisting their organizations with Capacity Building activities that obtain in-kind resources align with outputs G3-3.17 for the dollar values of the donations. Since there is no VA Hospital or Home in the service area, Veterans V1 outputs will be accomplished through visitation to Veterans in nursing homes. Military members stationed overseas will benefit from receiving morale boosting letters, cards, and packages that support V9 outputs.

3. GA Mountains RSVP currently uses Volunteer Reporter software to track volunteer hours and clients served in some job activities. RSVP volunteer service information is collected monthly from RSVP station volunteer coordinators by email, fax, or snail mail after having been recorded daily on a time sheet or log by the volunteers and monitored by the volunteer coordinator. Volunteer Reporter software is updated annually, accommodates CNCS changes, has user-friendly tech support, and allows adding additional fields and creating do-it-yourself reports in addition to those already preformatted by the software. The project director uses the data from the Volunteer Reporter software program to prepare reports, monitor volunteer stations, evaluate job needs, and track volunteer service. Client and output/outcome data is also collected by Legacy Link AAA through the GA State Aging Information Management System (AIMS) system in accordance with state mandates. As required by GA Division of Aging Service (DAS), Legacy Link AAA annually assesses client satisfaction through randomized client surveys for all Home and Community Based Services. This includes the

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Home Delivered Meal program. Other participant data will be collected and tracked by RSVP staff or station program administrators using spreadsheets or logs. Data is retained in a secure manner for the mandated timeframe according to state and RSVP regulations. The current RSVP Director has prior experience working with statistical workforce analysis as an Industrial Engineering Technician for the Department of the Army. The importance and accuracy of data collection is planned as a topic for volunteer coordinator training.

4. According to the 2010 census data, the service area has a veteran population which exceeds 37,000 individuals. It also includes over 25 Veterans organizations. Veterans are included in the program as part of the other Veterans' focus area work plans as well as being included in primary focus areas as volunteer participants and also as client recipients of services. Veterans are included as clients in the primary focus areas but are not designated as a separate Veterans work plan for those activities. Two work plans are included in the Veterans'/Military other focus areas. One serves Veterans in a rural Appalachian county. Due to the lack of a VA Hospital or Home in the service area, this work plan provides companionship, recognition, and assistance for Veterans at a nursing home. The other work plan serves US Military members overseas by sending letters of recognition and care packages to them during their deployments. This also serves to give meaningful service activities to some volunteers who may be disabled, less mobile, or not able to participate in other service activities. Expansion of services to Veterans and US military personnel would be of great interest if additional funding were made available to enable and facilitate program management.

Recruitment and Development

1. As the AAA, Legacy Link already has many established relationships working with aging organizations, agencies, and service providers which enable the support of many of the Healthy Futures standardized performance measures including food delivery, respite, companionship, benefits assistance and health education activities for older adults. Legacy Link RSVP will continue to utilize relationships forged in communities throughout the large service area to identify new community needs, especially those that align with the CNCS strategic goals and the AAA mission. As part of the Community Programs Division of Legacy Link AAA, GA Mountains RSVP has the advantage to work in concert with other agency community programs to establish and cross utilize community contacts for effective program management and expansion. All community programs perform outreach to community groups like adult living communities, church groups, philanthropic non-profits, and Veterans' Service Organizations (VSOs). The Legacy Link Georgia Mountains RSVP continues to reevaluate, restructure, and realign volunteer service activities and volunteer stations with

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consideration to community needs, the prospective volunteer pool, and CNCS priorities. Ideal volunteer activities are designed for a quality volunteer experience that will enable the volunteer to develop new skills and leadership abilities while also making the life of the volunteer more fulfilled, happy, and healthy. The program strives to provide volunteer opportunities where individuals have an opportunity to assume leadership roles in their organizations like be a site council member, organize a volunteer activity, provide information at community events, organize a newsletter, procure donations, or be a community ambassador for the program. Many times the confidence gained in a volunteer assignment encourages an individual to accept a larger role. Because much of the population demographic is non-professional, it is rewarding to see them reach a potential of which they were not aware. Meal delivery volunteers sometimes become part of the team at distribution sites and help manage the entire process. Other volunteers contribute in ways which give them a feeling of accomplishment. As cited in volunteer satisfaction surveys, many GA Mountains RSVP report that they find their volunteer efforts to be meaningful as a way to give back to their communities. RSVP staff will continue to work to identify community needs which will offer challenging and stimulating volunteer opportunities for RSVP volunteers.

The RSVP office provides training and technical assistance to volunteers and volunteer station supervisors. Due to the large and logistically challenging service area, RSVP orientation and training is sometimes performed at the station sites. RSVP handbooks are provided to volunteers and also stations that perform their own training. The handbook includes RSVP program history, volunteer eligibility, benefits, rights and responsibilities, prohibited activities, insurance, grievances, and data reporting procedures. Training is provided to the station supervisors on how to determine the potential volunteer's skills and make appropriate RSVP volunteer assignments. Other instruction includes volunteer management, data collection, policies and procedures, federal regulations, prohibited activities, volunteer rights and responsibilities, and risk management. Training for individual volunteer jobs is dependent on the volunteer assignment and varies greatly within the program. Job assignment training ranges from mandated state or federal training to more informal instruction for less impactful jobs. GeorgiaCares volunteers are trained in accordance with state and federal guidance for Medicare counseling, data entry, and Senior Medicare Patrol outreach (Medicare and health fraud). Meal delivery volunteers must undergo training for maintaining food safety standards, the logistics of meal delivery, special diets, interaction with clients, and reporting emergency or worrisome client issues. Mentors receive guidance in program rules, working with children, goals and expectations, obligations, appropriate roles of mentors, ethical issues, and suggested resource

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materials. Community Emergency Response Team (CERT) trainers are certified through the national CERT program to train other volunteers in disaster preparedness. Stations with large numbers of volunteers have regular training sessions for new volunteers and also annual refresher training. At a minimum, volunteers receive RSVP orientation information and on-the-job training for some of the community priority assignments.

2. The GA Mountains RSVP already represents the basic demographics of the overall service area population but is continually looking for ways to include volunteers of minority status. Diversity of programming and volunteer opportunities attracts different kinds individuals and helps build the RSVP volunteer network. The 2010 census figures indicate that the service area population is overwhelming white (83%) with pockets of Hispanic and Black residents. Black residents comprise only single digit percentages in all counties. Hispanics comprise 26% in two counties, 13% in another and under 10% in the remaining counties. Although Asians have small concentrations (2-6%) in the more urban settings, most counties have less than 1% Asian residents. Urban and suburban areas in the service area tend to be more racially diverse while the more rural areas tend to be more homogeneous. The Hispanic populations are of mixed nationalities and also varying educational and socioeconomic backgrounds, a factor to be considered when approaching these populations. The majority of Military and Veteran service members are older adult Veterans who number over 35,000. The active duty military population is very low with the only residents being a small cadre at a remote training facility. There is one National Guard unit whose planned overseas deployment at the end of the year has currently been cancelled. GA Mountains RSVP already includes many Veterans as volunteers as evidenced by the turnout of prior service uniforms and badges worn to the last luncheon which had a patriotic theme. Future endeavors may include using contacts through these volunteers as a conduit to VSOs in the area. The GA Mountains RSVP includes many older adults with disabilities. It has always been a priority to provide activities where older adults can contribute in a way that is convenient and meaningful to them. Those unable to drive are often involved at senior centers where they can be transported to a mentor assignment, make companionship telephone calls, or make crafts which can be sold to support the center programming. Future recruitment endeavors include targeting minority groups through church, community, and retired teacher groups for mentors to support disadvantaged children who are being raised by grandparents. Targeting organizations from counties and neighborhoods with minority populations may provide better volunteer recruitment from a more diverse background. As the Advisory Council is expanded, it is anticipated that additional members of diverse backgrounds will be included which can enhance

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efforts to identify and approach people of minority status. Contacts through other Legacy Link Community Program co-workers also provide opportunities for relationships with community groups. Through the Legacy Shoppe, Legacy Link's satellite location at Lakeshore Mall in Gainesville, connections with local seniors are made by offering information and referral services on a variety of senior topics and issues. Legacy Link Staff also present programs at the Mall Walkers meetings which occur monthly. It should be noted that although the average high school graduation rate for the area is 81%, the population possessing a Bachelors or higher degree is only 20%. In some counties this is as low as low as 11%. This statistic is of great importance in designing a volunteer program that will realistically provide appropriate opportunities for the resident population. Legacy Link RSVP strives to recruit volunteers who have skills that both contribute to the strategic focus areas of CNCS and fulfill local community needs.

3. As part of the retention plan, importance is given to appropriate placement at the beginning of RSVP volunteer service. This promotes good feelings about the program and volunteering in general. The initial interview and placement of RSVP volunteers is an important part of a successful relationship. Care is taken to find a good fit for each volunteer. Factors considered are the amount of time to be spent volunteering, location of the activities, types of activities to be performed, skill level of the volunteer, social interaction, and the target population receiving services. Finding an appropriate volunteer position makes retention more likely. Appropriate training is also a part of the retention process. Preparing a volunteer for their job assignment can prevent unrealistic expectations. Volunteers can also be retained by early assessment of job performance and training with the possibility of moving to another assignment which may be more appropriate. By utilizing a number of activities representing the CNCS focus areas and strategic initiatives, the project is able to offer a variety of volunteer positions. In the event that the RSVP volunteer tires of a particular activity or finds it to be a bad fit, there is an opportunity to serve in another position. Some of the Georgia Mountains RSVP volunteers spend time at more than one location or activity. Attention to and recognition of new volunteers assists in making a good relationship. New volunteers are sent a welcome letter, packet of information, and CNCS/Senior Corps/RSVP promotional items after they have been formally enrolled in the program. They are also listed and welcomed in the RSVP section of the Link newsletter published every other month by Legacy Link. Volunteer satisfaction surveys are completed each year at the recognition event in which many volunteers report that they are happy with their volunteering and find their volunteer efforts to be meaningful as a way to give back to their communities. Anecdotal and informal volunteer satisfaction can often be assessed while interacting

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with volunteers at station events like recognition or program observation.

Legacy Link recognizes its volunteers whenever possible as it is important for the retention of volunteers. As volunteers feel rewarded in many different ways, Georgia Mountains RSVP utilizes a variety of recognition, from group events to individualized awards and recognition. Some volunteers do not feel the need for formal recognition and a written or spoken thank you is more appreciated by them. The major recognition event for Legacy Link RSVP volunteers is an annual themed luncheon. All current RSVP volunteers, station agency executives, station RSVP staff, and representatives of local governments are invited to a served dinner and professional quality entertainment provided by local volunteer amateurs. This huge event for over 400 people is carried out with the assistance of many volunteers of all ages from organizations in the area. Community support is paramount in making this luncheon a successful event. Social Science Students from the University of North Georgia Gainesville assist with venue preparation, taking photos, serving the meal, and assisting attendees. The United Community Bank Singers volunteer their services to provide quality entertainment for the program and the bank contributes many door prize gifts for the volunteers. Retired Veterans donate their time to be the color guard. Local governments also donate money to support the volunteer luncheon and the volunteers from their area. Many businesses and merchants across the entire service area donate a wide variety of door prizes and goodie bag items for the volunteers. Coverage of the event and awards are included in the Link newsletter, Legacy Link RSVP web site page, Facebook, and other media outlets, including organizational publications of the Advisory Council members. All Georgia Mountains RSVP volunteers are annual recipients of Legacy Link RSVP Certificates of Merit for their yearly service. All qualifying RSVP volunteers are submitted for Presidential Volunteer Service Awards (PVSA) through the Points of Light Foundation. They traditionally receive the certificate, letter from the President, and appropriate level pin. Due to the large size of the RSVP project and luncheon these are distributed individually at each station during station volunteer recognition events or special ceremonies. The RSVP Director makes a special effort to attend those events whenever possible, especially for the presentation of Lifetime and major service awards. Legacy Link RSVP takes advantage of national celebrations like National Volunteer Week to recognize volunteers and supporting station staff. Each station receives a thank you letter, certificate, and a plant or basket of goodies for station personnel. Many stations also recognize their volunteers with luncheons, letters of appreciation, and certificates. In addition to receiving their PVSA certificates and pins, special lifetime award recipients are recognized at the luncheon, in the Volunteer View of the Legacy Link newsletter, with individual letters of appreciation, and in news releases to the media.

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Volunteer spotlights are included in the Legacy Link newsletter recognizing special projects and individuals. Truly outstanding volunteers are sometimes submitted for special recognition from state and national organizations.

Program Management

1. The RSVP Project Director stays in close contact with station supervisors and volunteers to offer support and provide technical assistance, and is accessible to the volunteers and volunteer station staff as needed by phone, fax, or email. Each station possesses a station handbook and volunteer handbook which were created anew in 2010 and contain pertinent information about RSVP program regulations, policies and procedures for station requirements, volunteer requirements, volunteer benefits, volunteer rights and responsibilities, insurance, acceptable activities, prohibited activities, and grievances. Updates will be completed after receipt of new RSVP Directors' manuals which reflect the numerous changes to the program since its last publication. MOUs have been updated with new policies and are reviewed with the station upon renewal. Due to the large geographic area and difficulty of travel time for gathering personnel from all stations, education of station staff has been done largely on an individual station basis. With the advent of multiple new policies and procedures, station supervisor training is expected to be implemented. It is anticipated to be done in small group sessions for educating station personnel on implementing the new structure and guidelines of the program. Power point presentations have been completed for training and outreach purposes that encompass many of the new CNCS program changes. The RSVP Director also has the opportunity to address some of the Station managers at the quarterly Legacy Link Senior Center Directors' meetings where RSVP policies and guidance can be disseminated and emphasized. Station assessments for safety and accessibility are done annually by the station supervisor in compliance with the MOU and RSVP regulations. Program assessments by the stations give information about station staff understanding of program guidance. Development of new station handbooks, usable forms, and methods of reporting data are ongoing to meet new CNCS requirements and with the consideration of each station's requirements and capabilities. The RSVP Director is always available by email or phone to answer any station or volunteer questions concerning regulations, policies, and procedures. Station visits are made as often as time and finances allow and depending on the needs of the station for assistance and guidance. Teleconferencing or web meeting is being considered as an option for future training and interaction.

2. The assurance that stations are complying with program directives begins with providing clear and consistent guidance and training for station supervisors and personnel. This is especially true for such

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a large service area. It becomes more of an issue when guidance has changed or staff personnel have changed. This necessitates ongoing training and reinforcement of policy guidelines. The use of correct job descriptions is another way to help ensure that volunteers know what activities they are supposed to be doing and the manner in which they are to be done. Through orientation and training the volunteers should be cognizant of their job responsibilities and restrictions. Station visits are made as often as time and finances allow in the large service area. Some are planned with the station managers and some are unannounced as a way to see what volunteer activities are being performed. The RSVP office also has the advantage of being part of an agency where coworkers are also visiting some of these stations and are familiar with the volunteers and their activities. This includes the Community Programs Program Monitor who assesses service program compliance in accordance with state and federal laws at many sites which are also RSVP stations. This provides an additional way to monitor some of the volunteer activities. Timesheets that are submitted monthly are a way to stay connected to volunteer activities and sometimes prompt questions or further investigation into the actual activities being performed and their appropriateness to the categories.

3. The RSVP office receives assistance in identifying community needs through contacts with community organizations, the RSVP advisory council, other Legacy Link AAA programs, and existing stations. The RSVP Director and the station supervisors work together to identify their needs and to locate the necessary volunteer resources to meet these needs. The RSVP director makes site visits to the stations to discuss the programs, volunteer activities, and job placements with the station supervisor. Station supervisors are made aware that RSVP services are available to increase the effectiveness of the programs through recruitment of new volunteers or identification of new needs within the community.

As the incumbent sponsor for Georgia Mountains RSVP, Legacy Link AAA has been dealing with the painful restructure of the program for the last several years. As the CNCS focus has changed, the project has downsized approximately 40% and made an intense effort to attempt to continue to find ways to include existing volunteers in new endeavors which align with the new CNCS RSVP priorities. Stations have been graduated for a variety of reasons and will continue to be reevaluated as to their relevance and viability. Volunteers are currently at a level below the mandated number with the goal of filling those slots with primary focus or other focus volunteers. In the effort to minimize disruptions to existing volunteers and bad feelings from community groups and volunteers themselves, some of the downsizing has been done through attrition of older volunteers and the evolution of some community organizations who are no longer active or no longer utilizing

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volunteers. Since the existing program was encouraged to grow for many years, it will take time to successfully and tactfully transition to a new program. The anticipated huge growth in the older population of the service area and current sponsor's function as the Area Agency on Aging ensure that many of the future community needs will be centered around the basic mission of Legacy Link AAA and align with the CNCS Healthy Futures Focus Area.

4. As the Area Agency on Aging and the successful sponsor of Georgia Mountains RSVP since 1997, Legacy Link AAA has the experience and track record to successfully manage a project with many Healthy Futures Focus Area programs and volunteers. Having used the logic model for reporting volunteer program impact, it is positioned to continue to effectively create, monitor, and report on performance measures in accordance with new CNCS standards. Legacy Link is responsible for tracking many types of data in accordance with the state of Georgia standards, including many programs that support aging in place and access to care activities. Performance evaluations of these services and activities are also monitored. The current RSVP project includes volunteers providing meal delivery, companionship, respite care, benefits assistance, and health education activities. Client data for these programs is collected by Legacy Link through a state system and is accessible by the RSVP office. Survey output and outcome data is also accumulated by Legacy Link in accordance with state standards. Other focus area output data is collected by station personnel with timesheets and activity logs. This information is transmitted to the RSVP office where it is maintained for mandatory reporting and informational purposes. Outcome data is also collected by program surveys. These processes will continue with new program activities. Additional outcome data collection may be instituted in the future for other focus areas (Education, Capacity Building) when time allows but is not considered feasible for the present due to logistical and time constraints.

5. Compliance with federal regulations will continue to be a priority for Georgia Mountains RSVP. As the project sponsor for many years, Legacy Link has successfully complied with all regulations as evidenced by successful CNCS monitor visits throughout its tenure as the sponsor. The last monitor visit in 2012 showed MOU and volunteer files to be in compliance with federal standards by including all pertinent data, signatures, and current dates. Financial records were all found to be in accordance with regulations including in-kind documentation of donations. The RSVP director currently monitors volunteer stations and programs through site visits and volunteer assessments. Other means of evaluation include customer satisfaction surveys, volunteer surveys, and input from community partners. Volunteer age requirements are verified with ID upon completing enrollment applications. Only those meeting the 55+ age requirement are enrolled as RSVP volunteers. Younger volunteers are

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referred to other programs or agencies where they may find an appropriate volunteer position. Enrolled RSVP volunteers are placed at active stations. If referred to non-stations, they are not entered in the Volunteer Reporter database and do not receive any RSVP benefits or submit any time sheets. MOU information is also tracked in the Volunteer Reporter database so it can be updated and reauthorized at the proper time. The Georgia Mountains Advisory Council is currently being reformed to align better with the new program focus and direction. Prospective new members are being contacted to enlarge the pool of support and contacts for the large service area. Preparations are being made for presentations with new federal guidelines, program changes, and local program changes. Information is being collected for bylaw updates, risk management concerns, and other policy issues. Community partners including University of North Georgia Gainesville, Family Connections (Georgia Non-profit Collaborative), and Senior Centers are encouraged to be involved in the program structure, management, and focus of the project. The advisory council should be an asset in completing project self-assessments.

Organizational Capability

1. The RSVP program will be administered by the applicant, The Legacy Link, Inc, the Area Agency on Aging (AAA). This assures the highest level of coordination with other services for older adults administered directly and through AAA sub-contracts. In addition to successfully administering federal, state and local monies, Legacy Link AAA has sponsored the RSVP program for many years. Throughout the period, the project has been monitored by the CNCS Georgia State office on a regular basis with quality results. Additionally, the agency is audited both financially and programmatically each year and reports of these audits have been included in each CNCS RSVP grant application. The Legacy Link AAA Chief Executive Officer (CEO) will be responsible for oversight of the program and will perform public relations and marketing duties related to the program. The Community Programs Director will directly supervise the RSVP Director and provide oversight and guidance. Financial oversight will be provided by the Chief Financial Officer (CFO) to assure compliance with all established fiscal guidelines, and the Administrative Manager will provide the administrative, human resources, and clerical support. The Marketing Director will provide assistance with publishing and public relations materials and contacts. The RSVP Director is kept abreast of program requirements, regulations, and guidance through CNCS training, informational phone conferences, webinars, online training, discussion lists, and state office guidance. The Chief Executive Officer, Chief Financial Officer, Community Program Director, Marketing Director, and Administrative Manager will receive no funding through the RSVP grant, as their salaries will be budgeted from other funding sources. The

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RSVP Director's office is furnished adequately including secured file cabinets for station, volunteer, and grant documents; personal computer and printer; Volunteer software database; laptop; direct telephone line; internet access; and individual e-mail address. The RSVP Director has access to designated Legacy Link RSVP website pages, Facebook page, and newsletter column. The RSVP office maintains Volunteer Match opportunity listings in addition to local media volunteer listings. Email has superseded other more costly communication methods in many instances. The agency has established procedures for financial accountability, procurement of supplies and services, and personnel matters. (See Financial Management Systems).

2. Lamar Gailey has served as the Community Programs Director of Legacy Link AAA since 2003. He came to the position with a Masters in Community Education and thirty years of service as an educator for Adult Literacy. This position is responsible for recommending policies and procedures and serves as the direct supervisor for the RSVP Director. The position includes assisting senior center directors with program compliance.

Dorothy Suchke has served as the Legacy Link Georgia Mountains RSVP Director since 2009. She has B.A. degrees in both Elementary Education and Spanish. Dorothy has previously been employed by the US Department of the Army as an Industrial Engineering Technician who analyzed workforce measurement statistics. Dorothy has twenty years' experience working with volunteers, managing and training volunteers, program development, and serving on advisory boards and steering committees. Her Volunteer Management Certificate was obtained by attendance at the Command and General Staff College at Fort Leavenworth, KS. As a US Military Family Member, she worked as an integral unit participant, leader, and representative in the US Army Family Readiness Group program for which she received the Commander's Award for Public Service.

The RSVP Project Director is a full time management position which has total responsibility for the administration, maintenance, and growth of the 11 county Georgia Mountains RSVP. The RSVP Director works cooperatively with The Legacy Link AAA staff, various local and state-wide human relations-related committees and staff, all volunteer stations within the Georgia Mountains region, parent organizations on the national level, and other local, state and national organizations which would augment program planning and implementation. The Director is member of the Georgia Association for Volunteer Administrators (GAVA) and the National Senior Corps Association (NSCA).

RSVP Project Director Duties and Responsibilities:

* Provide administrative oversight of RSVP by training and supervision of program or volunteer staff; monitoring staff performance, implementing policies and generating required reports on a timely

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basis.

- * Develop financial resources to support the RSVP program by preparing proposals for federal state, county, city, United Way and other grants. Direct fundraising efforts. Monitor in-kind support.
- * Maintain program quality by planning annual program goals and objectives designed to meet critical community needs while offering opportunities for elders to maintain their self-esteem and usefulness through service to their community.
- * Oversee program activities and support coordinators as they serve volunteers and volunteer stations while providing leadership, information and consultation. Mediate concerns or conflicts that may arise within the program.
- * Develop ethnic diversity in all RSVP programs through education, training and recruitment of senior volunteers.
- * Develop positive public relations and communications in the community by providing informational programs to interested groups and organizations. Prepare newsletters and media materials, serve on community boards, councils and committees and host volunteer recognition events.
- * Maintain professional knowledge and skills by attending relevant workshops, training and conferences. Review professional materials and literature. Participate in professional organizations.

3a. Legacy Link has in effect established policies and procedures for personnel and financial oversight. The Human Resources department provides employee orientation, benefits information, criminal background checks, and other pertinent employee information. Accounting procedures are referenced below in Financial Management Systems. All RSVP purchases are completed through a requisition process which is approved by the Community Programs manger and the Chief Financial Officer. Details are listed below in Financial Management Systems. Legacy Link AAA undergoes an annual Financial and Program audit. Legacy Link staff is evaluated annually. The RSVP program director is evaluated annually by the Community Programs Director who is the direct supervisor.

3b Legacy Link AAA currently leases space in three separate facilities to house over 100 employees. This includes space for Health Programs including in-take specialists and case managers; Community Programs, GA Cares, MIS, Financial, and Administrative staff; and Marketing personnel who reside at the Lakeshore Mall office for greater community visibility. The MIS department manages computer networks in each facility enabling multiple ways for communications. Most employees have their own designated computers and printers. Laptops, I-pads, or I-Phones are issued to employees needing mobile connections while performing their duties in the field. Copiers, scanners, shredders, and mail equipment is accessible to the entire staff. Three vehicles are available for agency staff to utilize for

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business travel. Legacy Link AAA is currently assessing properties which would be able to house the entire employment force.

4. Legacy Link, Inc. has been managing the RSVP grant since July, 1 1997. Legacy Link successfully administers federal, state and local monies. Currently Legacy Link receives \$6,086,810 from The State of Georgia Department of Human Resources, Department of Aging Services. This includes funds from the Older Americans Act. The National Council on Aging currently provides \$1,234,626. Service Options Utilizing Resources in Community Environment (SOURCE) contributes \$881,360 to Legacy Link. The Corporation for National and Community Service (RSVP) provides \$38,632. Legacy Link also received funds in the amount of \$94,871 from The Rosalynn Carter Institute for Caregiving. All agency funds and expenditures are tracked utilizing Accounting CS software by Thomas Reuters. The Legacy Link Finance Office provides the RSVP office with a monthly financial report. All RSVP purchases are done through a requisition process which is approved by the Community Programs manger and the Chief Financial Officer. Costs for in-kind transportation services are tracked by van rider lists for each trip to and from home and the RSVP volunteer service station. These are matched with RSVP volunteer time sheets to verify the eligibility of claiming each trip as an in-kind service provided by another agency. These are tallied on a monthly basis by the Legacy Link Secretary, recorded as a monthly in-kind donation and filed appropriately by the finance office. Donations for other RSVP recognition or events are documented on individual in-kind forms filled out by the donators. These are tallied by the RSVP Director, then recorded and filed by the finance office. All receipts for purchased items are filed by the finance office.

Procedures for managing the financial grant funds are as follows:

1. The Administrative Manager of Legacy Link or her assigned staff opens the mail.
2. All checks are logged in by this staff and stamped 'for deposit only'.
3. All cash is counted by this staff, logged in, and then given to the Chief Financial Officer.
4. Deposit slips are prepared by the Chief Financial Officer.
5. Deposits are made by the Chief Financial Officer or her designated staff.
6. Bank statements are mailed directly from the bank to the CPA, who is under contract with Legacy Link for payroll and accounting. The CPA reconciles bank statements.
7. All checks require signatures of the Chief Executive Officer and the Chief Financial Officer. The Administrative Manager keeps signing kits for these two staff member under lock and key. The Chief Executive Officer and finance manager do not have access to the keys or the kits. The Administrative manager is approved to use the check signing kit for one of the two signatures when necessary.

Narratives

8. A Requisition Form is required for all purchases. Any purchases over \$100 require three bids. The completed form is given to the Chief Financial Officer to verify the availability of funds, and is forwarded to the Chief Executive Officer for approval. The Chief Financial Officer then assigns a purchase order number to the approved requisition.

9. Invoices are date-stamped in by the administrative staff. The finance staff matches invoices to the approved requisition forms and purchase orders and then verifies total cost. The Chief Financial Officer processes payment vouchers to the CPA for checks to be printed. Checks are then brought to the Chief Financial Officer for signatures and mailing.

10. Copies of checks are made by the accounting clerk, matched to payment vouchers and other backup. Each invoice paid is stamped "paid" and the check date written in.

11. In-kind donations are recorded on a form containing donator, item(s), value, non-federally funded designation, dates and signatures of donator, Legacy Link staff recipient, and RSVP Director.

Other

N/A

PNS Amendment (if applicable)

N/A