

# Narratives

## Executive Summary

An estimated 245 RSVP volunteers will serve. They will drive the sick and home bound to medical appointments, deliver meals to the home bound, assist with transportation to supermarkets and grocery stores, visit the sick and dying, help with tax tutoring, give out emergency food, clean, chop, sort, deliver and educate with fresh fruit and vegetables in the Public Schools, receive and sort food donations, fill food boxes, and fill snack packs for children. This will be accomplished through a network of 12 stations such as; The Chattanooga Area Food Bank, Meals on Wheels, Area Agency on Aging and Disabilities, The Partnership for Families, Children and Adults, Catholic Charities, Ladies of Charity, Hospice of Chattanooga, The Hamilton County Public Schools, Alexian Brothers and the Chattanooga Housing Authority. The primary focus area of this project is Healthy Futures. At the end of the three-year grant, RSVP Chattanooga, Hamilton County will report 151 volunteers in our primary focus area of Healthy Futures. Outcomes will measure the number of clients reporting improved food security and the number of older adults and adults with disabilities having increased social support. The CNCS federal investment of \$83,982. will be supplemented by \$ 9539. of non-federal resources.

The primary focus area Healthy Futures will meet the needs within the community, including access to healthy food choices, care, aging in place, and childhood obesity. The work plans will address increasing aging population and poverty rates, transportation for disabled and older adults living in food deserts in our community, senior citizens striving to remain independent and healthy, and senior health, hunger, and medical care issues.

## Strengthening Communities

The Chattanooga, Hamilton County RSVP is made up of Hamilton County in southeast Tennessee. The Partnership for Families, Children and Adults analysis of the statistical data from the USDA's Economic Research Service addressing food deserts and food access, as well as the 2000 and 2010 US Census was utilized to assess the needs of those individuals living within RSVP's county region. Our review found the total population of the RSVP service area to be approximately 345,545, with 53,739 of these individuals or 15.2% to be age 65 or older. Between 2000 and 2010, Chattanooga/Hamilton County saw the 65 and over population in its service area grow by 22.8%, more than 1 ½ times the national increase of 15.1%. Census experts reported that 21.3% or one in four individuals age 65 or older living in Chattanooga falls below the poverty level, an increase of 5% since 2009. In addition,

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6,064 were found to have low to no access to supermarkets or large grocery stores.

It should be noted that the poverty rate for this group increased from 13% in 2008 to 21.3% in 2010. When combining the US Census Bureau's projections for major population increases in individuals age 65 and over, particularly in the 85+ population which require a greater level of support services, with a 5% reduction in the number of people age 20 to 64, and 50% of the individuals age 55 and older having no retirement plan, the need of these individuals should be itself overwhelming.

According to the 2010 Hunger in America Study, the Chattanooga Area Food Bank, a past RSVP station, provides food to an estimated 20,000 clients each week. The Hunger Study is a nation-wide survey of food assistance organizations and clients. The survey was coordinated through Feeding America and designed by Mathematica Policy Research, Inc. In 2011, the Chattanooga Area Food Bank distributed 9 million pounds of food to residents and agencies in their 20-county service area. Their service area covers 11 counties in southeast Tennessee and 9 counties in northwest Georgia. Among all client households served by emergency food programs of the Chattanooga Area Food Bank, 82% are food insecure, according to the U.S. Government's official food security scale and 40% of these clients have very low food security. Fifty-two percent of the clients served by the Chattanooga Area Food Bank, report having to choose between paying for food and paying for utilities or heating fuel and 41% had to choose between paying for food and paying for medicine or medical care. The USDA's food desert research identified 19 food deserts within RSVP's service area with 65% of the population in those areas having low to no access to a supermarket or large grocery store. Food deserts are areas that lack traditional grocery stores and supermarkets, and thus lack access to affordable and healthy food. Of this population, 28% were also found to be low income. This data supports an August 2009 Report by the Ochs Center for Metropolitan Studies addressing nutrition issues and increasing obesity rates, particularly among low income populations. The study found this issue to have a major impact on overall health of the community, as well as the quality of life in the Chattanooga region. In Chattanooga, there are several lower income communities in which the prevalence of obesity is as high as 60% among adults. The Trust for America's Health found 30.2% of adults and 35.5% of children in the State of Tennessee to be overweight or obese, ranking it as the 4th "fattest state" in the country.

Nationally, a growing body of research is pointing to food access issues as a contributing factor to obesity and health issues. As previously noted, food deserts are areas that lack traditional grocery stores and supermarkets, and thus lack access to affordable and healthy food. Supermarkets are important because they typically carry a variety of healthy foods and have lower prices than smaller

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corner stores. This is a key factor in increasing access and availability of healthy foods in under served areas. There is strong evidence that residents of several low income neighborhoods in Chattanooga also struggle with barriers to accessing affordable, healthy food. South Chattanooga, East Chattanooga and Downtown have frequently cited the lack of grocery stores, inefficient public transportation, and food affordability as having an impact on their food choices. An August 2009 Ochs Center report concluded that the vast majority of food stamp retailers located in the areas with highest food stamp use were fringe food stores -- corner and convenience stores that primarily sold junk food that could not support a healthy diet. The study also found that despite the heavy concentration of fringe food stores in the areas with high food stamp usage rates, supermarkets primarily located outside of low income areas had the highest amount of food stamp redemptions. In other words, many food stamp recipients in low income neighborhoods are making the effort to travel outside of their neighborhoods in order to purchase food at grocery stores. In effect, many low income residents pay a "food tax" to buy healthier food outside of their neighborhoods.

The purpose of the Ochs Center study is to answer additional questions related to food access in Chattanooga. Where are supermarkets located in Hamilton County? Do low income residents have to travel further to access supermarkets and does the lack of supermarkets in some areas have an impact on food prices? In order to answer these questions, the Ochs Center mapped the location of supermarkets and grocery stores and calculated the percent of neighborhood populations that lived within a mile of a supermarket. In addition, they calculated the average distance to the nearest supermarket by neighborhood, some of the lowest income sub regions in Chattanooga arise at or near the top of the list when it comes to indicators relating to grocery store access.

During February and March 2013, the Tennessee Commission on Aging and Disability (TCAD) conducted a Listening Tour across the Tennessee in each of the nine (9) regions served by the 6 Area Agencies on Aging and Disability (AAAD). The Listening Tour was conducted to allow community members to discuss the challenges facing the aging and disability population; to gather suggestions about addressing these challenges; and to provide input on what can be done to make programs and services more accessible, efficient, and effective. At each of the sites, participants completed a survey focusing on 1) current aging and disability issues, 2) issues faced by "baby boomers" as they age, and 3) programs and services that are currently working in the community. Participants/attendees also participated in small focus groups. The data from Public Hearing on the Tennessee State Plan on Aging 2014-2018 held on May 7, 2013 is included.

The comprehensive needs assessment was developed consisting of the results of the surveys and the

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small focus groups, stakeholders' meetings, review of literature of the differences between the current senior population and baby boomers, and a review of the previous data provided by the State Plan 2009-2013. Utilizing the data from the comprehensive needs assessment and other identified sources, the Tennessee State Plan on Aging 2014-2018 was developed. The Tennessee State Plan on Aging 2014-2018 provides policy makers, service providers, and the general population with appropriate data about trends and implications for the current population as well as the impact of the increase in the aging population due to the aging baby boomer population.

Tennessee will be facing many challenges in addressing the aging and disability populations according to the multiple data sources used to develop the Tennessee State Plan on Aging 2014-2018. The long-term challenge will be the ability to keep up with the increasing demand for programs and services with stagnant or decreased funding. With the baby boomers reaching retirement age and the "frail elderly" aged 85 and older becoming the fastest growing segment of the aging population, TCAD's ability to keep up with the demand is compromised.

The primary challenges were identified: TCAD's infrastructure must be ready to support the increase in the programs and services that will be needed by the growing population of adults age 60 and over and adults with disabilities; aging and disability programs, services, and funding are currently beyond maximum capacity while the growth of the baby boomer population has not yet achieved maximum demand; current discretionary grant funding has ended or is ending September 30, 2013, for Alzheimer's Evidence Based, Alzheimer's Innovation Grant, Care Transition Grant, Chronic Disease Self-Management Program, and Lifespan Respite Grant and the future of discretionary grant funding is unclear, however, TCAD will be poised to apply should further grant opportunities become available; and the need for a more integrated system of services and programs to meet the needs of the growing aging and disability population will require that current partnerships become more inclusive of the public and private sector and strengthened through cooperation and coordination.

The findings from this study showed that some of the programs and services that are currently working included: meals (meal/nutrition sites, meals on wheels, mobile meals), van services, senior centers, grocery and pharmacies that deliver, Second Harvest Food Bank, food pantries, Elder Watch; Senior Citizen Awareness Network (SCAN), local church assistance, Project Live, Office on Aging, Alzheimer's Tennessee, United Way, Community Gardens, Area Agency on Aging and Disability (AAAD), police involvement with Seniors and Law Enforcement.

Together (S.A.L.T.) and the S.A.L.T. conference, networking, sidewalks, home and community based services, law enforcement and sheriff's office, Loaves and Fishes, dental care three (3) days a week,

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Chattanooga Room in the Inn, Human Resource Agencies (HRA), SHIP, Senior Companion Program, Helping Hands, Ombudsman, Habitat for Humanity, legal aid services, homemaker services, Public Guardianship for the Elderly, CHOICES and Options, healthcare clinic, aquatics available, commodity distribution, Silver Sneakers, Matter of Balance, Cancer Society's Road to Recovery, and physical fitness programs.

To effectively address the Primary Focus Area of Healthy Futures, and the needs in our community, Chattanooga, Hamilton County RSVP seeks to partner with agencies who address our community needs. We will work to discover where older adults can be of assistance in an agency, as well as where their interests and skills will be best utilized.

Chattanooga, Hamilton County RSVP will work to devise several action plans (for new, as well as past programs) to address the issues related to food access and food security as contributing to obesity and health concerns. A great focus of resources will be leveled on volunteer placement efforts at food banks, Meals on Wheels, food pantries, transportation programs for food and medical appointments and in our local school system. Additionally, we plan to increase the number of volunteers working at senior centers. We will also recruit heavily for other health organizations like Hospice as well as for organizations and positions that improve quality of life. The sponsor, The Partnership for Families, Children and Adults, is a leader in providing volunteer opportunities in the Chattanooga area. We value volunteers; understanding that they can help us provide greater value to the services we provide to clients but also understanding the great satisfaction and increased quality of life that rewarding volunteer service can provide the volunteer.

In FY 2012-2013, The Partnership for Families, Children and Adults, utilized the services of 542 volunteers for a total of 31,403 hours. The volunteers represented all age groups, including many seniors. Volunteers provide shelter services for domestic violence victims and chronically homeless; teaching job and computer skills, providing food boxes, babysitting children of victims while they access services, etc. Volunteers man our 24/7/365 hotline for sexual assault and domestic violence. They visit assisted living and nursing home facilities as Volunteer Ombudsman. Volunteers provide shopping assistance to elderly and disabled so they can remain safely in their homes. Partnership staff receives ongoing training in the proper management and relationships with volunteers.

Alexian Brothers, a community partner, has developed and implemented a community transportation program providing free transportation for seniors and the disabled who are considered living in a food desert; to Wal-Mart and other stores. Volunteers residing in the area Housing Authority buildings, that house older adults considered low income and/or disabled will sign up fellow residents and assist

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with scheduling and help with the shopping and putting away groceries.

In our Primary Focus Area, Healthy Futures, we will concentrate 151 volunteers on meal delivery, sorting and stocking food boxes, gathering donations, visiting and phoning the homebound and dying, serving as Ombudsmen, helping with transportation and grocery shopping for the underserved, serving on boards and preparing healthy snacks for school children. By serving in these positions, the organization will be able to effectively operate and achieve its mission.

Anticipated outcomes include greater food security and increased access to affordable and more nutritious food for those most affected by poverty in the community, facilitated through improved access to health and nutrition organizations, healthier and more engaged senior citizens and children, and happy fulfilled volunteers. Outcomes will be measured by reports compiled by stations and by surveys administered by The Chattanooga, Hamilton County RSVP and the stations. Outputs will identify the number of clients being served and outcomes will measure the number of clients reporting improved food security and the number of individuals having increased social support. Additionally, we will continue to use the community stakeholder survey as an assessment tool.

The data outlined above identifies the three most critical needs in the Chattanooga community; access to affordable and more nutritious food, transportation services for those with limited or no other means of access to health and other services and support allowing the homebound, older adults and disabled to live independently. As previously noted, Chattanooga, Hamilton County RSVP will significantly increase efforts to recruit and place volunteers to serve at stations which address these needs. These volunteers will build and fill emergency food boxes, pack weekend snacks for food insecure school children, organize and assist the low-income elderly and the disabled on grocery shopping trips and activities, prepare fresh fruit and vegetables for economically disadvantaged children, serve at hospice, and deliver Meals on Wheels. Many of these volunteers are from our outreach area and also many of the stations serve the population from the Hamilton County region. The Chattanooga, Hamilton County RSVP staff will partner with the stations to collect and report data to CNCS reflecting the Performance Measures stated in the work plan included in this grant application.

Partnership and collaboration help both our organization and our partner organizations to more effectively and efficiently deliver services, achieve missions and share resources. It also facilitates the effective delivery of high-quality services and expands the number services provided. This alliance is the guiding principle we presently have and will continue to use when choosing partners in our community. The Chattanooga, Hamilton County RSVP plans to partner with 14 non-profits in the

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community. We will work diligently with these stations to ensure that Chattanooga, Hamilton County RSVP members are volunteering in a safe, volunteer-friendly environment, and encourage the stations to use us as a resource in the recruitment and recognition of their senior volunteers. RSVP will also partner with the United Way, the Center for Nonprofits and DOVIA (Directors of Volunteers in Agencies). The first two organizations offer free or low-cost training, support, and other resources to area nonprofits. The latter is a professional organization which will provide the RSVP staff with bi-monthly, low-cost opportunities for training, networking and professional development. Since recruitment is a critical part of our mission, we also work with different corporate retiree groups, church senior groups, and civic organizations, attending volunteer fairs and speaking engagements in order to recruit new senior volunteers. The Partnership for Families Children and Adults also has developed a long standing relationship with a local radio station and a well distributed free magazine that offers free announcements of volunteer needs.

Chattanooga, Hamilton County RSVP will work on collecting many in-kind donations and support throughout the year from local businesses and volunteers, well over \$400.00 for the annual recognition event will be collected, we will rely on these partners to provide our volunteers with periodic recognition and rewards. To encourage volunteerism, as well as offset some of the cost of volunteering, RSVP Chattanooga, Hamilton County will negotiate in the MOUs for meals and mileage reimbursement for our volunteers. In addition to information provided by member stations during other interactions during the year, The Chattanooga, Hamilton County RSVP will ask each station for input and suggestions during our annual meeting with each station.

There is unparalleled strength in the continuity of missions between RSVP and The Partnership and our proven success in the delivery of care and service to the community since 1877. Partnership is the largest social service agency in the community improving the lives of over 75,000 people last year. This strength extends to building and maintaining strong partnerships with over 300 other community service agencies, local newspaper, radio, television and social media. These partnerships provide us with the opportunity to share current and future initiatives, educate the community on our mission and services and highlight our accomplishments throughout the year. Partnership has an active website, extensive social media activity, 2 monthly email newsletters per month- one exclusively devoted to volunteers, their accomplishments and volunteer opportunities and twice yearly print newsletters mailed to the community throughout the year. In addition, we have strong ties to local schools, universities and colleges leveraging internships and practicums to educate the students on social issues and to train the next generation of social workers and philanthropists.

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The Chattanooga, Hamilton County RSVP director will continually seek opportunities to deliver our message of volunteerism through speaking engagements with a diverse group of seniors, corporate retiree groups, retirees from the local college and civic organizations in our service area. We will encourage our stations to allow us the opportunity to speak to their volunteers during orientation or in-service sessions to share information about RSVP and encourage those volunteers who are eligible to become members. Chattanooga, Hamilton County RSVP will also participate in local health and senior fairs to recruit volunteers, as well as reach out to baby boomers by exhibiting at baby boomer fairs and expos. Chattanooga, Hamilton County RSVP will work with partner agencies to enhance low-cost recognition events by holding them at different volunteer stations when possible.

The Chattanooga, Hamilton County RSVP will work closely with the Chattanooga Housing Authority (Senior and Disabled public housing), where two senior centers are located. The relationship will be a direct conduit to many of the population of low-income, elderly, minority and disabled Chattanooga residents we seek to serve and recruit, through this grant. In addition, we will continue to recruit residents to become members of RSVP. These residents will assist us in our efforts to serve fellow residents, as well as work with those additional volunteers RSVP provides to the senior centers and transportation programs and help with getting the residents involved in the community.

Alexian Brothers, has developed and implemented a new transportation service for older adults and the disabled living in low income housing with limited access to transportation for grocery shopping and regularly scheduled services such as pharmacy, banking and exercise classes. The Community Transportation program is aimed at providing healthy food choices to decrease obesity and improve health in the inner city by addressing the food insecurity and food deserts that exist in our community.

The AB driver completes at least two round-trips to Wal-Mart per day, with the goal of serving a minimum of 24 clients per day. Chattanooga, Hamilton County RSVP volunteers will register clients at each site and assist clients with shopping where needed.

In addition to our stations, Chattanooga, Hamilton County RSVP will work with others in the community to promote and expand our program. The Lindsey Street Hall, a historic African American church located in downtown Chattanooga, will allow Chattanooga, Hamilton County RSVP to use their facility at no charge for programs and a MLK day event. Chattanooga, Hamilton County RSVP promotes the engagement of older persons as community resources in planning for community improvement and in the delivery of volunteer services. We will accomplish this by working with stations to identify volunteer positions for older adults. We will encourage stations to utilize Chattanooga, Hamilton County RSVP volunteers on committees and boards to help plan for future

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services. In addition to serving on boards, committees, and in other areas of decision making, our volunteers will be very involved in local community activities and events. Chattanooga, Hamilton County RSVP volunteers will be encouraged to step up and volunteer when there is an immediate need or crisis in the community, such as flood, fire or hurricanes.

Volunteer placements will be regularly reviewed against the identified needs for relevance and impact. Chattanooga, Hamilton County RSVP and sponsor staff will work with the Ochs Center for Metropolitan Studies, the United Way, Southeast Area Agency on Aging and Disability and the Chamber of Commerce to gather demographic data and identify and prioritize community needs. This relationship will allow us to be aware of the current community needs and give us the awareness to know when there is an unmet need and how to address it. Chattanooga, Hamilton County RSVP will also collaborate with different service programs. We will also work with different AmeriCorps volunteers through our local DOVIA network.

The Veterans Administration Clinic (VA Clinic) in Chattanooga is geographically situated to offer services to U.S. Military Veterans (Veterans) in 21 counties; ten in Tennessee, eight in North Georgia and three in Northwest Alabama. The clinic provides primary care, mental health, pharmacy, blood lab, dental and audiology services as well as CT scans, x-ray, ultrasound and bone density scans. The VA Clinic also provides daily, round-trip, no cost van transportation to VA Hospitals in Nashville and Murfreesboro, Tennessee. Each of these hospitals is a full-service, surgical facility offering outpatient and inpatient care. The VA Clinic relies on volunteers to call Veterans and remind them of appointments; to provide directional information and/or physical assistance to patients arriving and moving through the clinic. Additionally they need volunteer drivers to drive their van taking patients to the Nashville and Murfreesboro hospitals for procedures, appointments and/or overnight stays. Chattanooga, Hamilton County RSVP will recruit Veteran volunteers through personal presentations at Veteran organization meetings, Veteran service organizations and civic organizations. The volunteers recruited for Chattanooga, Hamilton County RSVP will have particular focus on "Veterans Volunteering for Veterans."

### **Recruitment and Development**

When Chattanooga, Hamilton County RSVP is contacted by a potential station, our initial conversations will address the station's needs, as well as their impact on the community. The Chattanooga, Hamilton County RSVP Director will review the candidate station's volunteer assignment request and meet with station decision makers to outline expectations and policies that would result from a partnership with Chattanooga, Hamilton County RSVP. When meeting with an

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established station, we will review a station visit checklist which helps to determine if the station is treating our volunteers appropriately, including if the volunteers have been trained, are they being supervised and if station adhered to safety polices.

Station supervisors will receive an orientation to the program when they become a station. During our annual station visits, station supervisors will be encouraged to ask questions about the program and share their most urgent needs. Regular meetings and correspondence with stations facilitate the development of new volunteer opportunities and keep the Chattanooga, Hamilton County RSVP staff up-to-date on the most pressing needs in our community. Finally, depending on the station and the volunteer position, most of our volunteers will receive an orientation to the station and their position, and most stations will hold annual in-services. Chattanooga, Hamilton County RSVP will be highly interested in recruiting new stations that will address our community needs. We specifically will be interested in recruiting stations whose volunteer opportunities align with our work plans and National Performance Measures.

In addition to station training, new volunteers will be invited to the Chattanooga, Hamilton County RSVP offices in an effort to get to know them and determine what their interests and skills are. During this meeting, they complete their paperwork and receive their forms and handbooks. The handbook will explain the program's regulations and identify prohibited activities.

Advisory board members will be encouraged to participate in days of service and recruitment of new board members and volunteers. Chattanooga, Hamilton County RSVP will train and encourage volunteers to become strong leaders. To ensure that we attract diversified volunteers, articles will be placed in targeted local newspapers and The Partnership's Newsletter calling for interested candidates to submit their application to join our program. We will partner with several corporations, the University of Tennessee at Chattanooga, the Chamber of Commerce, Allied Arts, the Times Free Press, News Channel 9, Trinity Broadcasting WELF and others in the community ensure that we maintain and improve quality and experience of the volunteer opportunities provided through membership with the Chattanooga, Hamilton County RSVP. Our intention is that our volunteers will be also positioned to become volunteers in positions of leadership in philanthropy, education, or government. As previously noted, Chattanooga, Hamilton County RSVP will participate in senior expos and events arranged by local organizations such as employment fairs, recreation days, and health fairs. We will place prominent signage and information in the Senior Centers. We also will arrange to attend volunteer station meetings, including orientations and in-services, in order to share information about RSVP with senior volunteers who are not already members. Chattanooga, Hamilton County RSVP

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representatives will attend the monthly Scenic City Senior Care Network, allowing Chattanooga, Hamilton County RSVP to network with other senior agencies. We will also reach out to corporate retiree groups and senior church groups, sharing the Chattanooga, Hamilton County RSVP membership information with these groups. We will encourage our volunteers to recruit their friends by opening our recognition events to others for a small charge. With a strong relationship with the Chattanooga Housing Authority (Public Housing) we will maintain contact with the residents and hold regular recruiting meetings and visits. These residents represent a diverse population. Forty percent of public housing residents are disabled, either physically or mentally, according to Chattanooga Housing Authority's 2013 Agency Plan, up from 37 percent in 2012 and from 36 percent in 2011 and 2010.

The Chattanooga, Hamilton County RSVP Director will write press releases for Chattanooga, Hamilton County RSVP to attract volunteers who represent the community at large and will place special emphasis on the recruitment of minority populations, retirees from the local Colleges and corporations and younger seniors, or baby boomers. Elements of the recruitment plan include promoting current volunteer referrals and communicating with professional organizations, media, African American churches, civic and social clubs, advisory group members, and the Chattanooga Housing Authority. Chattanooga, Hamilton County RSVP additionally will maintain contact by sending out monthly email newsletters and through Facebook posts listing upcoming events, volunteer opportunities and volunteer recognition.

We will keep contact with the volunteers through email, a telephone call, or with a letter. We will determine whether or not they are still volunteering and just not submitting their hours, if their health has declined and is preventing them from volunteering, or if they are simply not engaged in volunteerism anywhere and are interested in finding a new opportunity. Additionally, we will maintain contact by sending out regular emails listing upcoming events or new volunteer opportunities to any volunteer who provides us with their email address.

RSVP will hold a recognition luncheon during Senior Corps week in 2015 to recognize the efforts of our volunteers' efforts which occurred in 2014. At the recognition event, we will also include drawings for donated door prizes. Our volunteers will receive a birthday card to thank them for their wonderful volunteer service during the year.

### **Program Management**

As previously noted, when Chattanooga, Hamilton County RSVP is contacted by a potential station, the Chattanooga, Hamilton County RSVP Director will meet with station Executive Directors to

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outline expectations, negotiate in-kind, as well as review program regulations and applicable laws. We next will walk through a station checklist to ensure volunteers will be treated appropriately, including proper training, supervision and safety.

Once the station has signed a Memorandum of Understanding (MOU), the station volunteer coordinator will be provided with a Chattanooga, Hamilton County RSVP Handbook which will also cover the same regulations and applicable laws.

As a part of the annual station visits, the Chattanooga, Hamilton County RSVP Director will incorporate a review of the regulations and applicable laws, with the depth and breadth of each review based on any CNCS updates or changes which may have been implemented since the last annual review, as well as an assessment of such knowledge during pre-meeting discussion(s). Station supervisors will be encouraged to ask questions about the program, regulations and laws, as well as share their concerns and most urgent needs.

To ensure the outcomes achieved through our member stations align with CNCS performance measure requirements, we will initially utilize the demographic data developed by The Ochs Center for Metropolitan Studies, the United Way, the Chamber of Commerce, and other civic organizations to ensure community needs are properly identified and prioritized. Chattanooga, Hamilton County RSVP will periodically update its data where and when available, to assess the need for reallocation of volunteer resources in member stations to ensure objectives and desired outcomes are achieved. The Chattanooga, Hamilton County RSVP staff will work with the past RSVP stations and volunteers to make necessary modifications to their programs.

As part of a periodic review and assessment process, Chattanooga, Hamilton County RSVP management will continue seek partnerships with new stations where we can expand delivery of services, as well as fill gaps in local service needs not currently being met by RSVP stations. To ensure volunteers find their placements meaningful in new stations and in existing stations, we will conduct an annual volunteer satisfaction survey. Chattanooga, Hamilton County RSVP will conduct a satisfaction survey as a means of assessing current project performance, as well as future project success. This survey will measure the volunteer's satisfaction with the RSVP program and staff, the volunteer's assignment and their experience, all critical factors which motivate the volunteer to serve with Chattanooga, Hamilton County RSVP. We will also ask for general comments, suggestions, or complaints. The assessment will be both mailed and emailed to the volunteers. To ensure no volunteers are missed, we also will send the assessment out to our stations and ask that they have Chattanooga, Hamilton County RSVP volunteers complete them during their volunteer shift. All data

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from the returned surveys will be entered into Survey Monkey which Chattanooga, Hamilton County RSVP will utilize to compile, analyze and report the survey results. The final results of the survey will be shared with the Partnership for Families Children and Adults Executive Director and its Advisory Council.

Chattanooga, Hamilton County RSVP plans to utilize Volunteer Reporter software for the purpose of maintaining its volunteer database. Volunteer information, including name, address, phone number, email, birthday, and reported monthly hours will be maintained and stored in this file. Station information will also be entered in Volunteer Reporter including station name, address, phone number, contact person, email address, web address, and current volunteer positions. Through Volunteer Reporter, RSVP can generate custom reports, including reports on volunteer hours, demographics, reimbursements, impact and other various statistical data. Reports are exportable to Excel, which allows for ease in customization and distribution of these reports.

The Chattanooga, Hamilton County RSVP Director will be responsible for writing and managing their yearly Chattanooga, Hamilton County RSVP budget, and will be held accountable for the distribution of resources, both monetary and in-kind. Resources will be managed in accordance with the Chattanooga, Hamilton County RSVP budget and the needs of the project. Accounting functions are managed by the sponsor organization, which produces monthly, quarterly, and yearly financial reports. Accounting policies cover each area of the accounting process including accounts payable, cash receipts, accounts receivable, fixed assets, cash contributions, recording of in-kind giving, etc. The Partnership for Families Children and Adults adheres to generally accepted accounting principles and is audited annually by external auditors. The Partnership is responsible for funding Chattanooga, Hamilton County RSVP through obtaining the CNCS grant, as well as fundraising for the project. The Partnership employs a fundraising specialist to seek out and obtain funding for its programs in southeast Tennessee, including Chattanooga, Hamilton County RSVP. Any earmarked cash contributions are made to Partnership and distributed to the RSVP budget. In-kind contributions will be donated by Chattanooga, Hamilton County RSVP stations through their volunteer benefits such as meals, uniforms, and parking. Other in-kind contributions in the form of door prizes and gifts will be obtained by volunteers and staff members. The project staff at Chattanooga, Hamilton County RSVP plans to have continuing education and training in order to effectively manage the program and takes advantage of low-cost training offered by our local Center for Nonprofits and DOVIA. Monthly DOVIA meetings offer staff members the opportunity to network with other volunteer managers, share experiences, ask questions, and learn from each other. DOVIA also offers an annual retreat

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with speakers and educational programs.

Chattanooga, Hamilton County RSVP and The Partnership will ensure that all Chattanooga, Hamilton County RSVP volunteers regardless of race, creed, color, national origin, ancestry, age, marital status, or sexual orientation, gender, religion, disability, or socioeconomic status are provided equal access to volunteering and to the benefits of RSVP. We will work with our stations to place volunteers with limited access to transportation and mobility. We will maintain a strong presence in the public housing apartments, through regular meetings and recruitment events. The Tennessee Housing Development Agency projects the number of public housing residents disabled or age 50 and older will increase 20 percent to 40 percent by 2018.

### **Organizational Capability**

For 136 years, Partnership for Families, Children and Adults and its predecessor agencies have been a source of help and empowerment to this community's citizens. A multi-site, multi-program social service agency begun in 1877 as a single-site provider of pregnancy services for unmarried women, today's Partnership is one of the Tennessee Valley's largest, most comprehensive social service "umbrella" agencies. The Partnership for Families, Children and Adults is a comprehensive non-profit human services agency offering approximately 20 programs. Our programs touch the lives of vulnerable individuals -- from unborn children to seniors -- through professional counseling, crisis intervention, and education and prevention services.

Partnership Mission Statement: Partnership is a community impact organization whose mission is to strengthen families and individuals of all ages. Our services provide benefits through an effective array of critical services and collaborative partnerships that continually evolve to meet community needs.

Accredited by the Council on Accreditation and an annual recipient of United Way funds,

Partnership's 20 programs share a common mission: Empowering people to build better lives. Last year, Partnership counseling, case management and/or crisis intervention helped over 75,000 people to achieve that goal. Of those, nearly 1,000 were helped by one of Partnership's four main Elder Services Programs.

Partnership's Elder Services programs work with senior adults, in order to help them retain their independence. We keep detailed files on all of our clients and are equipped to provide a robust array of case management services. Our staff are adept in helping clients navigate a myriad of resources, including, but not limited to: utility assistance, food supplements, access to affordable medication, application to receive SSI, applying for SNAP (commonly referred to as "food stamps"), dental work, aid in acquiring eye exams, budgeting, eyeglasses, dentures, etc. An additional component of our

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work involves assisting people with cases of victimization as well. Our staff is able to recognize and protect victims of crime -- crime that can be perpetrated by a trusted family member or care giver. Partnership provides disability support such as sign language services through our Deaf Services program, life planning through each of our Life Coaches in our Building Stable Lives Program, and Budgeting Counseling through our Consumer Credit Counseling Service Program. Since our inception in 1877 we have focused on being a service to the community and have expanded our Elder Services over the last four decades. Partnership for Families Children and Adults Inc. does not just have experience with promoting useful employment opportunities through our placement program, but providing holistic individual economic self-sufficiency services for each client.

In 2006, the Partnership was recognized by the Chattanooga Area Chamber of Commerce as the Non-Profit Organization of the Year for demonstrating excellence in non-profit management and community impact.

The Partnership has received the distinction of being one of the only COA accredited organizations in Chattanooga. COA accreditation is an objective and reliable verification that provides confidence and support to an organization's service recipients, board members, staff and community partners. The COA accreditation process involves a detailed review and analysis of both an organization's administrative operations and its service delivery practices. All are "measured" against national standards of best practice. These standards emphasize services that are accessible, appropriate, culturally responsive, evidence based, and outcomes-oriented, In addition, they confirm that the services are provided by a skilled and supported workforce and that all individuals are treated with dignity and respect. Because COA reviews and accredits the entire organization, not just specific programs, you can have confidence in the credibility, integrity and achievement of the entire organization.

Based upon outstanding service and solid operations, Partnership has been selected to be the lead agency for new community initiatives and government grants.

Recent Lead Agency Experience:

United Way Building Stable Lives Project - Designed and implemented neighborhood based life coach program in vulnerable zipcodes. Worked with neighborhood stakeholders including faith based. Has been expanded to 3 sites -- East Lake, Alton Park, and East Chattanooga

SARAH (Safety and Resources and Help for Older Women) Project - Partnership leads community collaborative response in providing services to female victims of elder abuse and raising awareness about this issue. Collaborative includes Churches, chaplains, hospitals, law enforcement, UTC and

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service providers.

Hamilton County Sexual Assault Response Team - This collaborative network focuses on prevention and community education regarding sexual assault and works closely together on improving the overall response to victims and their families. Includes hospitals, faith based, law enforcement and courts.

Chattanooga Human Trafficking Coalition - We co-lead this coalition with Second Life with the aim of creating awareness and mobilizing community resources to combat this crime. Many churches, providers, and government entities are involved.

Hamilton County Supervised Visitation Initiative - Partnership is agency chosen to implement and oversee the planned new supervised visitation center. In collaboration with Hamilton County, Southeast Legal Services and others.

Opportunities and Challenges Fund -- Family Financial Counseling - Partnership selected to provide onsite family financial counseling to newly marginalized population in collaboration with emergency assistance providers.

Vocare Widows Project - Funded by the McClellan Foundation, Partnership expanded both services and partnerships for greater impact in our community -- stabilizing and strengthening vulnerable widows, building community and church resources, and improving the alignment of local service "systems" focused on widows.

Sandra L. Hollett has been Chief Executive Officer of Partnership for 7 years. Sandra has a Master of Science in Business Administration; Bachelor of Science in Business Administration. She was previously was Executive Director of Catholic Social Services (Atlanta); Director of Operations at Catholic Charities (Maine); Assistant Vice President of Support Services at Brighton Medical Center.

Robert L. Taylor, is the Chief Financial Officer. His education includes; Executive Development Program , Banking, 1987, University of Georgia, Athens, GA, BS, Accounting, 1970 University of Tennessee, Knoxville, TN, Management & Administration

He has served as Chief Financial Officer for a non-profit social services agency with a \$7,000,000 budget. He has been responsible for Finance, Credit Counseling, Facilities Management, and IT. He also served as Chief Operating Officer for a bank with responsibilities for all phases of company. He had management responsibilities for all departments with seven locations and over one hundred employees. He has performed duties of Corporate Secretary for a banking institution and served as Chief Financial Officer to non-profit social services agency with responsibility for all phases of finance,

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accounting, and various operational functions, served as Chief Financial Officer for bank with responsibilities for reporting, regulatory compliance, budgeting, training, investment portfolio management, and profitability enhancement, and provided custom reporting and analysis for employers related to their healthcare insurance plans.

The Partnership for Families Children and Adults accountant, initiates, authorizes, records, processes, and reports financial data, including budgets, balances, and expenditures, reliably and in accordance with generally accepted accounting principles on a monthly basis. These reports will be shared with the RSVP Director, and they are reviewed by the CEO. A governing board of directors also reviews the operations periodically. Corrective actions are put in place when necessary. As mentioned above, we have accounting policies to cover every area of the accounting process including accounts payable, cash receipts, accounts receivable, fixed assets, cash contributions, recording of in-kind giving, etc. We do adhere to generally accepted accounting principles and are audited annually by external auditors. The Partnership for Families Children and Adults also manages grants from federal, state, local governments and private foundations. The Partnership will hire and provide office space for the RSVP project director. There is additional work space for RSVP office volunteers and storage space for materials. The RSVP Director will purchase all office supplies and materials. Invoices and check requests are approved by the project director and processed through the Controller's office. RSVP staff members will work in accordance with the written internal employee guidelines of The Partnership, including yearly reviews, travel policies, and workplace procedures. Job descriptions will be provided to the RSVP director and volunteer coordinator. In order to annually assess the accomplishments and impact of the project on the identified needs and problems of the client population in the community, the sponsor and the project staff will conduct the community stakeholder survey with the advisory board. This survey measures the accomplishments and impacts that the program has had on the identified community needs. This exercise demonstrates to the Advisory Council, the sponsor, and the project staff several things. A broad cross-section of the community will be represented by the individuals participating in the survey. The survey assessed what components of the RSVP program the participants are familiar with, and areas in which further education is needed. New partners will be identified, and the members will look at the value of the volunteer hours recorded to determine how meaningful the project was. Satisfaction surveys will be administered by RSVP to the volunteers.

### **Other**

NA

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**PNS Amendment (if applicable)**

NA