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Executive Summary

An estimated 550 RSVP volunteers will serve. Some of their activities will include; food distribution and delivery, distributing information, transportation, companionship, trainings assisting in classrooms -- Head Start, tutoring -- Public Schools and assistance to veterans and their families. The primary focus area of this project is Healthy Futures. At the end of the three-year grant; 2020 individuals will report increased food security of themselves and their children (household food security) as a result of CNCS -- Supported Services; 500 clients afforded information on health insurance, health care access and health benefits programs were delivered; 240 homebound or older adults and individuals with disabilities received food, transportation or other services that allow them to live independently; 66 children assisted in Head Start classrooms will demonstrate gains in school readiness in terms of social and/or emotional development; and 262 students in grades K -- 12 who participated in the mentoring/tutoring program will demonstrate improved academic engagement. The CNCS federal investment of \$93,918 will be supplemented by \$42,963.

Strengthening Communities

East Bay RSVP, a program of East Bay Community Action Program (EBCAP) is located in the southeast corner of Rhode Island and serves an area of 142 square miles from Newport to East Providence. The geographic makeup is both urban and rural. Comprised of 9 cities and towns in 3 counties, the East Bay brims with natural beauty and features more than 100 miles of coastline. EBCAP is the 13th largest non-profit in Rhode Island, serves 20% of the cities and towns in the state and assists 25,000 people annually.

According to the Division of Elderly Affairs, Rhode Island ranks 9th among the states for persons 55 and older, the fastest growing segment of the nation's population. The 55+ population in Rhode Island has increased over the last 30 years and is currently 25.6% of the total population.

During the past several years, Rhode Island's East Bay and its people have experienced significant social and economic change. Recent demographic and employment trends have impacted the lives of many East Bay residents as well as local economies.

Healthy Futures Food and Obesity

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According to the Bureau of Labor Statistics, Rhode Island's overall unemployment rate for the year was 10.5 and has exceeded that of its neighboring states since 2004 and that of the nation since 2005 with Rhode Island ranked 5th nationally. With fewer Rhode Islanders employed now than at any time in the past 15 years (RI Labor Force Statistics, RI Dept of Labor and Training, 2013) and as the long-term jobless exhaust their unemployment benefits, residents run out of food and have no resources to feed their families. The number of people seeking emergency assistance at food pantries, soup kitchens and shelters in Rhode Island's East Bay continues to grow, jumping 10 % in the last year to 16,000 people each month (Status Report on Hunger in Rhode Island- RI Community Food Bank). East Bay emergency food programs are in need of assistance in order to meet the needs manifested by the inundation of clients.

According to the USDA, the prevalence of food insecurity in Rhode Island is 15.5% affecting 67,000 households comprised of 161,200 people statewide and 16,000 households comprised of 41,000 people in the East Bay. (Economic Research Service, USDA 2012) Rhode Island has the highest rate of food insecurity among the New England states. The prevalence of food insecurity in Rhode Island's East Bay has increased significantly since 2008 from 11.7% to the current 15.5%.

Rhode Island's East Bay residents are experiencing one of the worst economic periods in the state's history evidenced by the following facts derived from the RI Community Food Bank:

- *Each month there are more than 8,000 Rhode Island East Bay residents seeking emergency food assistance through the area network of emergency food programs.
- *A USDA report on food insecurity states that hunger in Rhode Island now affects one out of every seven East Bay households.
- *77% of all East Bay households served by the Food Bank's network live below the Federal Poverty Level.
- *9.3% of the state's senior population, lives in poverty. (The Poverty Institute)
- *Nearly one in three persons served by our East Bay area Food Banks is a child under the age of 18.

Many East Bay recipients of food assistance suffer from serious economic hardships. A survey of East Bay client households by East Bay food distribution sites informs us that:

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*41% report that they have such limited income that they must choose between paying for food and paying their rent.

*20% report that an adult in the household has been laid off in the past year and remains unemployed.

*43% report that they have had to choose between paying for heat or utilities and paying for food.

To achieve our vision of a hunger-free East Bay, we have built partnerships with 6 emergency food banks and distribution sites across the counties we serve. Volunteers will collect and distribute food within our established network of emergency food providers assisting in addressing food insecurity solutions to put struggling families on the road to healthy, hunger-free lives by collecting donations of food from local grocery stores, bakeries and restaurants and distributing food to those families.

The Healthy Futures Obesity and Food output (H10) has been selected and East Bay RSVP will collect data from established stations and aggregate the number of individuals receiving emergency food from food banks, food pantries and other nonprofit organizations. The outcome (H12) will be determined by collecting and aggregating adult household client surveys from food distribution stations to determine the number of individuals that report increased food security of themselves and their children (household food security) as a result of CNCS-supported activities.

Healthy Futures Aging in Place

For seniors, protecting oneself from food insecurity and hunger is more difficult than for the general population. For example a study conducted at Brown University that focused on the experience of food insecurity among the elderly population found that Rhode Island's food insecure seniors sometimes had enough money to purchase food but did not have the resources to access or prepare food due to lack of transportation, functional limitations, or health problems.

Transportation needs are greater than in other areas of the state as bus transportation in the East Bay is limited which restricts access to doctors, grocery stores, food banks and pharmacies.

Locally, funding from the Rhode Island General Assembly for the Meals on Wheels program has been

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reduced to less than it was 4 years ago prior to the recession. The program is struggling economically while trying to address unmet increased need (RI Meals on Wheels Annual Report). Companionship for seniors whose mobility has been compromised continues to be listed as an area of need in the Rhode Island Division of Elderly Affairs Community Needs Status Report for 2012. Volunteers are vital to providing services for companionship and volunteers also cost effectively provide transportation for their peers and delivery of Meals on Wheels according to the Department of Elderly Affairs.

Meals on Wheels is dependent on the assistance of volunteers to deliver meals to East Bay homebound seniors which assists in enabling seniors to remain healthier, independent and in their homes. RSVP volunteers will provide meal delivery to East Bay homebound adults and disabled.

RSVP volunteers will also provide transportation to other seniors and the disabled through 3 established area stations that coordinate scheduling of rides by appointments scheduled weekly year round.

RSVP volunteers will provide companionship to homebound and to other seniors referred through case managers through the Division of Elderly Affairs as being in need of socialization. RSVP Friendly Visitor volunteers will provide needed socialization opportunities.

The output for the 3 Healthy Futures Aging in Place service activities will be (H8) the number of individuals receiving independent living services. Data will be collected by station supervisors and entered onto the timesheets provided by our program. This data will be entered monthly into our Volunteer Reporter Database.

Healthy Futures Access to Care

In Rhode Island, falls are the leading cause of accidental death for adults over 65. (RI Dept of Health). The fall rate of Rhode Islanders over age 85 is double the national average and the fall rates for both fatal and non-fatal falls are higher in RI than the national average. (RIDOH)

Therefore, RIDOH has established a Falls Prevention initiative geared toward interventions to reduce

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these statistics, saving lives, improving quality of life and extending the independence of older Rhode Islanders. Having identified a number of risk factors associated with falls, the Dept. of Health selected an evidence based curriculum, *A Matter of Balance*, which addresses risk factors. RIDOH has sought the assistance of the community in recruiting volunteers to become certified to conduct trainings for seniors throughout the state. East Bay RSVP has joined this coalition and agreed that volunteers will train their peers regarding fall risk factors and provide a minimum of 4 eight session workshops annually throughout the East Bay.

Outputs for this Access to Care service activity will be (H4) the number of clients participating in this health education program.

Healthy Futures Access to Care

According to the Rhode Island Division of Elderly Affairs, there is a need to provide senior citizens with information and assistance in decision making on issues related to Medicare for the East Bay senior population of 30,000. Access to information on health insurance, fraud, Medicare Part D and the RI Pharmaceutical Assistance Program (RIPAE) for all seniors, all ethnicities and the homebound is essential. The process is confusing and lack of knowledge of options, requirements and timelines may result in costly errors or financial repercussions for the senior. Homebound clients and clients for whom English is a second language are hard to reach populations in need of special assistance such as home visits and translation assistance. The need exists for trained and certified Senior Health Insurance Program (SHIP) volunteers to counsel their peers and client family members as they navigate the options, potential pitfalls and advantages of the Medicare program. Trained and certified volunteers willing to visit homebound clients and bi-lingual volunteers are also needed.

RSVP Senior Health Insurance Program (SHIP) volunteers provide free health insurance counseling for seniors and Medicare beneficiaries of all ages through a network of highly trained RSVP volunteers. RSVP SHIP certified volunteers strive to ensure that Medicare beneficiaries have access to accurate, unbiased and up-to-date information about their health care options. RSVP SHIP volunteer counselors provide assistance delivering information on:

Understanding rights and benefits under Medicare

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Medicare (Parts A, B, C, D)

Medicare Supplement Plans (Medigap Plans)

Medicare Advantage Plans (HMOs, PPOs, PFFS)

Provide comparisons of Part D plans that will meet needs

Provide comparisons of health insurance plans

Insurance claim forms, questions, and appeals

Public benefits (Help with Paying for Medicare Part B, Long Term Care)

Limited Income Subsidy or Extra Help to Pay for Part D premiums and copays

Volunteers will help a client fill out applications related to health insurance

Volunteers will explain your current health insurance coverage

RI Pharmaceutical Assistance Program

Fraud

Outputs for this Access to Care service activity is (H2) the numbers of clients to whom RSVP volunteers provide information on health insurance, health care access and health benefits programs is delivered.

Veterans

With the second highest per capita deployment rate in the nation, Rhode Island veterans are returning from multiple deployments facing serious challenges re-integrating into society. Veterans are returning from this 10 year struggle with a variety of needs such as family, employment, income, healthcare and counseling issues.

While one of our work plans focuses on veterans, the reality is that veterans and their families are clients of all of our work plans.

With the number of challenges faced by veterans and their families each of our Healthy Futures service activities are accessed by East Bay veterans. When we review the demographic data on clients assisted through emergency food distribution sites the numbers recorded include the number of veterans receiving those services. Moving forward we will collect that information on the numbers of veterans served through every service activity in our work plans.

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Among the services for veterans one event is special. We deliver volunteer assistance to Operation Stand Down which is a weekend long event offered locally for veterans. Stand Down is a tented encampment where veterans can spend a few hours or the weekend. Social service providers and state and federal agencies offer an array of services to assist veterans such as motor vehicle adjudication, prior year income tax returns, applications for SNAP, assistance in applying for veterans and community benefits and basics such as food and clothing. East Bay RSVP is on site staffing the event with volunteers.

Relationships and communication with volunteer stations are precursors to successful data collection. In the program management section we expand upon the East Bay RSVP Principles of Effective Program Management which speaks to the importance of defined expectations with stations around issues such as data collection. From the initial discussions on placing volunteers at a station East Bay RSVP staff makes clear the need for RSVP to collect and measure data on the numbers of volunteers assigned, the hours they serve, the number of clients assisted, or any other output or outcome requirements, the instruments we will use to collect the data and the system we use to acquire and compile the data. The station needs to understand our expectations prior to signing the MOU. Sites primarily utilize their computer databases to record data and transmit it to our program by mail, email, fax or through our website on a monthly basis. All stations are visited to determine that documentation is being collected as agreed upon and to visit with supervisors and volunteers to nurture relationships and provide oversight.

Volunteers sometimes enter data directly to databases of stations. The Senior Health Insurance Program and IRS Taxwise programs maintain databases where the volunteer enters data at the point that service is provided to the client and that information is available and accessible to our program through those federal programs as needed.

Once data is received in our offices it is entered monthly into our Volunteer Reporter database where data is aggregated and extrapolated as needed. We typically utilize spreadsheets to compile and synthesize survey information for program use.

Recruitment and Development

East Bay RSVP provides high quality experiences for volunteers and ensures that assignments are

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reflective of the individual volunteer's skills and preferences. East Bay RSVP offers an expansive variety of significant community service choices which address areas of special emphasis in response to local community needs and through targeted recruiting to meet those needs. Special efforts are made to match prospective focus area sites that have specific volunteer needs with volunteers who possess skill sets that will satisfy those needs. Assignments are matched to the interests, abilities and availability of volunteers. Opportunities are provided for building new skills, developing leadership potential and reflecting on their service to the community. Volunteers are surveyed annually and survey responses are collected, aggregated and data is maintained in the RSVP program database. The information garnered from the surveys is used in order to determine impact on the volunteers and is also used to determine satisfaction with current assignments and interest in new or expanded focus area program opportunities.

High quality volunteer experiences are assured through our programs adherence to the characteristics of East Bay RSVP program management which is described more extensively in the management section of this proposal. These characteristics include strong program leadership, effective relationship building, volunteer training, strategic engagement of volunteers, checking in with volunteers and stakeholders and sharing outcomes with volunteers and stakeholders.

We utilize a variety of recruitment techniques including newspapers, posters, all media types to include our RSVP, agency and Serve Rhode Island (the RI State Commission) websites, cable television, both local programming and Community Bulletin Boards, Facebook, Volunteer Match, individual contact, speaking opportunities and referral from other volunteers, agencies and churches. We target areas that seniors are known to frequent. We recruit for specific volunteer job assignments, often telling the stories of the client needs that the volunteer service will satisfy.

Veterans and their family members currently comprise approximately 25% of our 550 member volunteer corps. Veterans and their family members have been recruited through retired service member organizations, VFWs, American Legion, and the Newport Naval Base.

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Because East Bay RSVP assesses volunteer skills and focuses on abilities, disabled senior volunteers find many opportunities to serve. In order to bring together people of diverse backgrounds, East Bay RSVP has forged strong relationships with organizations such as Progresso Latino, a Spanish-language social service agency; Spurwink Rhode Island, a non-profit agency serving developmental disabilities; and In-Sight, a Rhode Island organization serving the visually impaired.

We recruit a diverse volunteer base to effectively meet the needs of the communities we serve. Our volunteers come from various socio-economic backgrounds, have diverse sexual orientation and are educationally, ethnically and racially diverse. Because volunteers are recruited from the communities to be served, both the cultures and diversity of their neighborhoods are reflected.

We seek motivated, passionate volunteer applicants who enjoy working with diverse groups of individuals, including elders, young families and children. Bi-lingual and limited English language proficient volunteer applicants are encouraged to allow us to provide them with opportunities to utilize their skills.

New opportunities that address issues of current national focus are offered to volunteers as they arise. Deliberate efforts to address local issues through volunteer engagement keep the program vibrant, timely and engaging.

We commend volunteers for their service at our Annual Volunteer Recognition Luncheon. In June, we hosted our 40th luncheon with 320 volunteers in attendance. At this event, each volunteer receives a gift bag with items donated by community partners. Area merchants support the event with approximately 150 donations used as door prizes and include items such as bay cruises, tours and prestigious restaurant gift certificates. Held at a bayside banquet facility, the Governor of Rhode Island and both United States Senators Jack Reed and Sheldon Whitehouse offered their thanks and proclamations for the service of East Bay RSVP volunteers. Presidential Service Awards have been utilized in recognizing volunteer service in prior years. Events such as this and individual and team volunteer achievements are broadcast through general agency public relations efforts, utilizing our websites, newsletters, statewide and local newspapers, e-blasts, area publications, community television shows, and media opportunities.

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We successfully promote our volunteers in feature stories (with pictures) on civic engagement and healthy aging to the media. Several of our volunteers have been recipients of local awards from various sources, such as Volunteer of the Year for the YMCA (3 years -- 3 volunteers) and national awards such as the Arthritis Foundation Volunteer of the year. Recently the Rhode Island Division of Elderly Affairs highlighted two of our Senior Health Insurance Counselors for their dedicated service to their peers. East Bay RSVP both nominates our volunteers for appropriate awards and widely promotes those successes.

Program orientation is provided to volunteers when they register for the RSVP program and supplemental information and training are provided to volunteers as determined by placement. Training is offered through mentoring, shadowing and special trainings which are predicated on volunteer placement. Training is provided to both volunteers and participating community groups by RSVP for several programs. Program-specific guidelines are conveyed as appropriate. For example, a 30 hour training and subsequent testing for beginner, intermediate and advanced certification is required for our tax program volunteers and is provided by the IRS over a one week period. Volunteers in our READS and mentoring programs receive a 3 hour program orientation and ongoing coffee hour training and support. This training is provided by a retired elementary school reading specialist recruited by East Bay RSVP to conduct this training. Currently training is afforded by East Bay RSVP for our mentoring programs through collaboration with the Rhode Island Mentoring Partnership.

In our Primary Focus Area of Healthy Futures specific trainings are afforded to volunteers serving in each of the performance measure (PM) areas listed below:

- * Trainings for food distribution (PM 1.1) include Nutrition, Guidelines on Food Dates, Program Protocols and Procedures for Food Banks which are conducted at the food banks and through a USDA on line tool entitled Healthy Choices.
- * Distributing Information (PM 2.1) volunteers are certified through trainings provided by the Division of Elderly Affairs (DEA) as volunteers are trained to counsel their peers and their family members. DEA hosts monthly Academy Trainings and monthly in-services are hosted by RSVP coordinators. Bilingual volunteers are essential in the delivery of services for this program.

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- * Food Delivery (PM 3.3) volunteers are afforded orientation and training by the Meals on Wheels program. In services are provided by Meals on Wheels.
- * Transportation (PM3.1) orientation and trainings on program policies as well as in services support is provided monthly by a community partner serving as one of the volunteer stations.
- * Companionship (PM3.2) trainings and quarterly in services are provided through our friendly visitors' volunteer station.
- * Training (PM) volunteers will attend Matter of Balance training to become certified to instruct the Matter of Balance program. The RI Dept of Health Falls Prevention Initiative hosts monthly in service trainings and support for volunteers utilizing this nationally accredited curriculum.

In-service meetings are held monthly for our READS, Mentoring, taxes, Senior Health Insurance Program/Senior Medicare Patrol programs at which volunteers receive current information, program updates and opportunities to share their experiences and best practices.

Volunteer opportunities for skill building, professional development and educational development are provided through agency and site offered trainings, workshops and conferences. Volunteer retention strategies include: agency sponsored trainings, networking opportunities, and inclusion of volunteers in agency activities and events. Volunteers are made aware of these opportunities through the RSVP Volunteer View newsletter sent to all volunteers quarterly and through postings on our website and e-blasts.

Essential to volunteer retention is the site or station where the volunteer serves and the cultivation of that relationship and clear understanding of expectations enhances the likelihood of volunteer retention.

Studies of volunteer retention have determined that the first six months experience of a volunteer is critical toward their retention. The greatest loss of volunteers occurs during this period. If there is a significant gap between the expectations of the volunteer and the actual situation encountered, the volunteer is likely to make the decision to depart. As volunteer manager, East Bay RSVP adheres to our previously described program characteristics for quality assignments in an effort to avoid these pitfalls yet that does not take the place of paying close attention during this period that the job match is appropriate for the volunteer.

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We also do not assume that our volunteers will always want to do the same job. Volunteers change over time and we periodically review what they are doing with them. Volunteer satisfaction is assessed through annual surveys that ask questions relative to satisfaction with the site, the assignment, the RSVP Program and assess the volunteers' interest in other volunteer options.

Volunteers are made aware of the difference they are making in the lives of those they serve, a strategy that has served in the retention of many of our volunteers. Volunteers are retained by ensuring that they find their volunteer experience rewarding and informing them of the impact of their service. Intermittent and end of project accomplishments and outcomes are shared with all volunteers in all of our programs at coffee hours, recognition events, through our newsletter, our RSVP website, our Facebook page and through personalized thank you notes.

End of season events recognize the work of volunteers. At the conclusion of open enrollment for Medicare Part D volunteers attend our annual Thank You event at which we share with volunteers the numbers of clients served, debrief the volunteers on the highs and lows of the season and present them with a memento of our thanks. Similarly, all of our VITA Tax volunteers are invited to a dinner with state wide VITA programs sometime after April 15th at which volunteers receive certificates and our program is recognized by the IRS for numbers served (1100 taxpayers for the 2012 tax year) typically securing the second in the state award. Our READS program has an end of year celebration at which the Commissioner of Education for the state of Rhode Island presents certificates to each of our school volunteers. The Principals from each school in the city of East Providence attend and the awards are presented at a school assembly with school committee members in attendance and the Superintendent of Education for the district speaking. Annually a different elementary school within the city hosts the READS event. Publicity about each event is forwarded to all media sources.

Program Management

East Bay RSVP has cultivated volunteer stations and maintains signed MOU's with those sites. As evidenced by previous East Bay RSVP program reviews by CNCS, East Bay RSVP is in compliance with all RSVP federal regulations.

Key to maintaining volunteer station compliance is a clear understanding by the station as to what the regulations state as relates to prohibited program activities. Station orientation is essential in ensuring

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regulations are adhered to.

Orientation is afforded to volunteer stations when Memorandums of Understanding are signed. Stations are made aware of rules and regulations of the RSVP program and of the volunteer benefits. RSVP staff reviews expectations with partners and provides an explanation of data collection procedures. All stations are required to complete needs statements and provide job descriptions that define the role of the volunteer. Stations are made aware of compliance requirements relative to the collection of data for program output and outcome measures, timelines for collection of the data and the station must sign off on their willingness to comply.

We, at East Bay RSVP, believe that certain characteristics are required for effective volunteer project management:

- * Strong defined leadership with the ability to energize, engage and leverage both volunteers and stakeholders.
- * Effective relationship building that engages people with different experience and different points of view and that solicits feedback and sustains long-standing partnerships.
- * Communication that ensures everyone is on the same page, understands expectations and their role both at the inception and throughout the project.
- * Planning in order to provide momentum to the project that includes a written scope of work, volunteer service descriptions, training needs, benchmarks and timelines.
- * Strategic engagement of the right volunteer that connects the work to the plan.
- * Checking in to be sure expectations are being met for volunteers and stations.
- * Sharing outcomes with volunteers and stakeholders.

Volunteer stations within our Primary Focus Area have been developed for many years.

RSVP staff maintains monthly contact with station supervisors, performs oversight and affirms that stations are in compliance with program regulations including adherence to the prevention and identification of prohibited activities.

East Bay RSVP has more than adequate staff to provide the necessary oversight to ensure programmatic success and to visit stations to be sure volunteers are performing their assigned service

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activities. Visitation of sites is a practice and responsibility of coordinators and is an essential part of maintaining relationships and communicating with sites.

Our Advisory Council has been in place for 40 years and is instrumental in determining and prioritizing community needs to be addressed and has worked to form the alliances necessary to develop high quality volunteer opportunities. Comprised of 12 community members, our Council has assisted our program in diversifying our funding base, both currently and in the past. Council members serve as liaisons from our program to the Council on Aging and other community organizations. With many community connections that have assisted our program in the development of new projects and in collaborations that have advanced our program, our Council members reflect the demographics of our service area. Advisory Council Members receive orientation when they assume their positions. Council Members are provided a comprehensive overview of RSVP which includes program infrastructure, policies and procedures, the parameters of the Council and their role as it pertains to publicity, assessment, support, fundraising and program direction. Retention of volunteers is further enhanced by community program support, a role of our Advisory Council.

A program performance assessment by our Advisory Council is conducted annually and focuses on various program compliance areas. This data is used to identify strengths and weaknesses in the program and informs changes that need to be made. Additionally, every January the staff attends a day long Total Quality Management Retreat in an effort toward continuous quality improvement of the program. At this retreat, the staff brainstorms any problems or issues in the program, develops strategies and works over the next 6 month period to improve and correct any issues that have been identified.

Information and data are collected on a monthly basis. In some cases assessment tools such as teacher surveys and surveys of mentored students have been developed and are used to determine output and outcome by measuring change at the inception and conclusion of specific activities. We utilize Volunteer Reporter to capture record and report data. Information and data collected are entered into our Volunteer Reporter Program available for extrapolation in reporting.

Our Primary Focus Area of Healthy Futures is an area in which we have been providing services and measuring performance for several years. We currently maintain signed MOU's with all of the

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partners and stations necessary to effectuate and achieve the outputs and outcomes in our work plans. Services such as food distribution through food banks and home delivery, companionship, transportation, distribution of health care information on insurance, access and benefits are areas in which our volunteers have served over a period of years. Food distribution both at food banks and through Meals on Wheels has been measured in the past by numbers served as recorded by stations and through surveys of clients who reported improved nutrition as measured by a community partner survey. Distribution of information activities have been measured by numbers served as recorded in the database by volunteers and number of clients that reported they were better prepared to make health care choices as measured by client surveys. Companionship similarly has been measured by number of clients served as recorded by volunteers on their timesheets and the number of clients who believed that companionship services experienced prolonged their independence as reported by client surveys.

At this time East Bay RSVP does not plan to graduate stations as our current portfolio is able to align with either focus areas or community priorities. In accomplishing our mission, this program meets significant national focus area and community needs and engages volunteers to assist in meeting those needs. Much of what our volunteers do focuses on Healthy Futures and Education objectives and service activities and we plan to expand and enhance those to fulfill our new work plans.

As we move the project forward and work toward increasing volunteer numbers in the focus areas we will strategically review MOU renewals and how well they fit with evolving program objectives. Our project is respected in our community and we have signed an agreement with community partners, we see no downside to fulfilling our programmatic commitment to community priorities. Because we have adequate staff paid from other funding sources East Bay RSVP is well positioned to maintain current stations within the community priorities area.

Organizational Capability

Project resources are efficiently and effectively used. Fiscal oversight is provided by the fiscal department of the sponsoring agency with budget and expense reports distributed to program managers, the agency Board of Directors and to our Advisory Council. EBCAP's Board of Directors provides governance and manages risk.

EBCAP, our program sponsor, has been successful in securing non-federal grants, acquiring in-kind

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donations and fundraising. The agency seeks opportunities to secure funding that is aligned with defined community needs. Our Advisory Council has been instrumental in acquiring program funding as well as resources addressing issues such as space, utilities and other program needs, raising funds in support of the program, brokering connections with partners appropriate for successful programming and sponsoring events.

Our Advisory Council orchestrated in-kind program support from the City of East Providence and the Town of Bristol. These municipalities provide us with office space, utilities, and meeting space at no charge.

East Bay Community Action Program has successfully sponsored this project for 40 years complying with all statutes, regulation and OMB circulars. EBCAP administers many federally funded programs among them Head Start, 2 Community Health Centers, the WIC Program, the Heating and Energy, Weatherization Program, Nutrition, federal Employment and Training Grants and HUD Grants. A forwarded copy of the organization's budget and accompanying letter from our CPA will attest to EBCAP's capacity to provide administrative support, maintain records and provide financial management. With a budget in excess of \$20 million dollars, EBCAP has the organizational infrastructure in all areas of robust financial management capacity and systems. Staff accountable for day-to-day program administration will be project director Audrey Field. She has directed this program for a period of 17 years and currently serves as a Board Member of Serve Rhode Island. She has served as chairperson of the New England Regional RSVP Directors Association, an association of RSVP Directors from the six New England states. Joanne Tavares, program coordinator, has served in this position for 15 years. Victoria White, RSVP coordinator, has worked in this capacity for 5.5 years. Susan Lewis, Director of Elder Services, oversees the department. Audrey Field, with the assistance of program coordinators, has implemented and orchestrated many new projects over her 17 year tenure, acquiring new grants to augment RSVP focus areas and successfully provided sound programmatic oversight. Ms. Field has ensured compliance with RSVP program requirements and effectively and efficiently utilized resources, successfully seeking new resources to supplement program needs. Additional program support is provided by the full time service of an AmeriCorps member, a senior aide and 2 youth assigned to the RSVP program through the summer employment program.

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East Bay RSVP has grown exponentially over the 40 years of EBCAP sponsorship. We have sought and received PNS funding on a number of occasions. Ten years ago we wrote for and received a new Foster Grandparent Grant which runs successfully and was fully enrolled and fully engaged in the community within the first year. Four years ago we wrote for and were awarded an AmeriCorps Grant through which we currently enjoy the assistance of an AmeriCorps Team serving in our agency. Volunteerism and civic engagement is at the heart of East Bay Community Action Program, and volunteers are embraced throughout the agency. This means our agency has extensive experience with managing and developing volunteers.

In this initiative program coordinators will not be starting new programs, but expanding existing programs with established partners with whom we have established working relationships. Additional volunteers will be sought for services in additional communities to broaden the depth and breadth of service in our primary focus area of Healthy Futures.

Specifics of roles for all staff and administrators are clearly defined in job descriptions which are on file at the CNCS offices. Internal policies and personnel management are defined through the agency Policy and Procedure Manual which is provided to all staff through the agency Human Resources Department. The agency maintains a Human Resources staff comprised of a Director and 2 staff members that promotes knowledge of all policies and procedures to the EBCAP staff of 300.

Fiscal oversight of the project will be provided by Joseph Judge, Chief Financial Officer for East Bay Community Action Program. Mr. Judge has responsibility for management of all federal grants and has served in this capacity with the agency for two years and has worked in finance for 30 years. Mr. Judge has multiple Masters Degrees in various aspects of accounting. Ana Baltazar, Assistant CFO who has a Bachelors Degree in Accounting, has been the Grants Compliance Officer for 14 years and handles more than 150 agency grants. Purchasing Procedures, to include equipment, supplies, and travel are overseen through the fiscal department. Agency internal policies and procedures are defined, administered and updated through our Human Resources Department and ratified by EBCAP's Board of Directors. The finance department is comprised of an accounting manager, an accounts payable specialist and a payroll specialist with more than 100 years of experience in finance.

EBCAP has a buildings and facilities manager with a staff of 2 charged with oversight of agency

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facility issues. The IT department is a 3 person department responsible for architecture, hardware, software, purchasing, upgrading, maintaining, security and networking of computers in the agency.

Other

NA

PNS Amendment (if applicable)

N/A