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Executive Summary

RSVP of United Way of Central WV is requesting \$63,914 to support 183 unduplicated volunteers in Doddridge, Harrison, Marion, Monongalia, Preston, Taylor and Upshur counties with a primary focus of Healthy Futures. In addition to the program's primary focus area of Healthy Futures, LifeBridge RSVP will also engage volunteers in the following focus areas: Disaster Services; Veterans and Military Families; Economic Opportunity; and Capacity Building. Volunteers will accomplish these services through a network of approximately 10 volunteer stations including but not limited to senior centers, hospitals, veteran-centric organizations, food banks, nutrition programs and other community-based nonprofit organizations providing a variety of the above listed services.

At the end of the three year grant cycle, the program anticipates that 600 homebound or older adults and adults with disabilities will receive prepared meals delivered by RSVP volunteers; 450 homebound or older adults will receive nutrition education and meal preparation instruction; 450 seniors will receive basic medical screenings, health literature and health education; 450 seniors will receive transportation to medical appointments, grocery shopping and other shopping activities; 450 seniors will participate in healthy activities led by RSVP volunteers; 900 individuals will be provided with food, nutrition information and referral services to assist in alleviating long term hunger; 150 veterans and/or economically disadvantaged individuals will receive job training and skill development; 450 community members will receive training on individual and family disaster preparation; and 150 residents will receive community disaster response training.

The CNCS investment of \$63,914 will be supplemented with \$6,391.40 in non-federal funds.

Strengthening Communities

Q1: Unmet Community Needs in the Primary Focus Area

West Virginia, the only state entirely within the Appalachian Region, is a rural state plagued with socio-economic challenges. The state covers 24,078 square miles with a 2011 population of 1,855,364.

According to the Economic Research Service (ERS), the 2009 average per capita income for West Virginia residents was \$32,080, although the rural per capita income lagged at \$29,695. Estimates from 2010 indicate a poverty rate of 20.2% in rural WV compared to 16.6% in urban areas of the state.

WV has the 2nd oldest population of any state in the nation. WV had 343,156 people aged 45-64 in 1950 and by 2000 that number grew to 455,282. The population of residents aged 65-74 increased from 94,896 to 128,432 (WV Health Statistics Center, 2003). This trend in the aging population will continue to grow. Studies show that between 200 and 2030, the number of West Virginians 65 years

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of age or older is projected to increase from 31,799 in 2000 to 47,843 in 2030. By 2030, West Virginia is projected to become one of the oldest states in both the nation and the world (WV State Plan on Aging).

As a rural state with high poverty and a high percentage of vulnerable seniors, WV experiences unique challenges meeting health needs of the elderly, including access to healthy food, physical activity, nutrition, access to preventative health care, and decreasing social isolation. To meet these needs, LifeBridge RSVP of United Way of Central WV will engage volunteers to address the Healthy Futures of high risk populations in Doddridge, Harrison, Marion, Monongalia, Preston, Taylor and Upshur Counties. According to the 2010 Census data, Doddridge County is a rural county and has a population of 8,178 with approximately 17% of the county's population being 65 years or older. With a median household income at only \$32,063, more than 20% of the population lives below the poverty level and has limited access to healthy foods. According to the County Health Rankings database, more than 17% of individuals living in Doddridge County have been identified as having inadequate social and emotional support systems which has been shown to be detrimental to an individual's overall well-being.

Harrison County is directly east of Doddridge County and is a border county. It has a population of 69,141 with 22% of the population 65 years or older. While slightly less rural than Doddridge County, Harrison County is the 34th most unhealthy county in WV. 18% of the population lives below the federal poverty level and lack access to healthy food sources as 49% of the restaurants available in the county are fast food establishments. 17% of the population lacks adequate social and emotional support systems and 18% of the population report poor health.

Marion County borders Harrison County directly to the north and is relatively rural in nature. The estimated 2012 population from the US Census is 56,678 with 17.4% of residents who are 65 years old or older. 17% of individuals live below the federal poverty rate and lack access to healthy foods as 57% of the restaurants in the county are fast food establishments. The county ranks as the 20th most unhealthy county in WV and 18% of the population describe themselves as being in poor health. Adult obesity is 35% and more than 33% of the population indicate an inability to access facilities for physical activity or recreational activity.

Monongalia County borders Marion county directly to the north and is home to West Virginia University, the largest University in the state. The population of the county is 100,332 but that number is deceiving as many of those individuals are students who leave the area after completing school. 10% of the county's residents are 65 or older. While Monongalia County is listed as the most

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healthy county in WV, it is not without need for services falling under the Healthy Futures focus area. Despite its urban nature, 10% of the population report that they do not have access to healthy foods and 51% of the restaurants are fast food establishments. 16% of residents report having poor health and adult obesity is 28% and 24% of those surveyed do not have access to facilities for physical or recreational activity. 18% of the population describe themselves as having inadequate social and emotional support systems.

Preston County is a large rural county bordering Maryland. It has a population of 33,832 and 19.3% of the population is 65 or older. 13% of the population live below the poverty level and 20% of the individuals living in the county consider themselves to be in poor health. Access to healthy foods is limited with 50% as of the restaurants in the county are fast food establishments. 34% of adults are obese and 33% of adults do not have access to physical fitness or recreational facilities.

Taylor County is a small, 100% rural county nestled between Harrison and Preston counties. It has a population of 16,991 and 17% of that population is 65 years or older. 16.4% of the population lives below the federal poverty level and 26% of the population report being in poor health. Adult obesity is 33% and 36% of the population do not have access to physical fitness facilities. There is no access to public transportation of any kind leaving 16% of the population feeling little or no social and emotional support.

All of the counties in the defined service area lack adequate social services and transportation services to help the elderly and other at risk individuals seek out the services and supports they need to live full and productive lives within their communities. With the exception of the cities of Morgantown in Monongalia County and Clarksburg in Harrison County, public transportation does not exist. This increases the risk of isolation among the elderly and other at-risk individuals, making them more vulnerable to abuse and neglect. Rural communities experience unique challenges in reporting and addressing elder abuse. Literature and hands on service in the field by members of the WV Aging Network suggest that the reasons for underreporting in rural communities are: (1) Fear and reluctance to report abuse (particularly if the abuser is a family member); (2) Suspicion and distrust of "outsiders;" and (3) Social isolation.

All of these statistics demonstrate a significant need for RSVP volunteers serving in the Healthy Futures focus area to serve at risk individuals -- especially the elderly. Older West Virginians value their independence, self-sufficiency, and preservation of the family homestead. This is demonstrated by the fact that almost 85% of the residents 65 years and older own their own home (US Census Bureau). This independence comes at a price however. It increases social isolation, especially for

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those with disabilities, lower mobility and those with little to no access to transportation. This additional social isolation barrier increases the difficulties seniors experience in accessing food and preparing nutritional meals. The isolation decreases physical and emotional well-being as well as opportunities for physical activity. This downward spiral increases obesity rates and reduces the likelihood of seniors accessing preventative health screenings and care.

"The State of Aging and Health in America Report" revealed significant negative health outcome for WV seniors. The state ranked worst in the nation in: physically unhealthy days; little or no physical activity; and up-to-date prevention screening. Other indicators of concern include a low percentage of seniors who report eating at least 5 daily servings of fruits and vegetables (state ranking of 48th in the nation); 24.3% of seniors are obese; and only 43% of elderly men were up to date on preventative health screenings.

Food insecurity in WV continues to increase. In the "Households Food Security in the United States" report, WV has increased in the percentage of households that are food insecure from 8.9% in 2005 to 14.1% in 2011. Further, those that are very low in food security increased from 3% to 5.1% in the same time period. With the 2nd oldest population in the nation, the number of food insecure seniors in the service area is significant and needs to be addressed.

With all of the unmet needs in the proposed 7 county area served, it is imperative that LifeBridge RSVP provide volunteers to fill in the gaps and enhance the services falling under the Healthy Futures focus area that are so desperately lacking in these areas, particularly since they have been without RSVP support for a significant time.

Q2: How the Service Activities in the Primary Focus Area Lead to National Performance Measures

The service activities described in the primary focus area are in direct alignment with the National Performance Measures set forth by CNCS for the 2014 RSVP program.

LifeBridge RSVP plans to engage RSVP members in Aging in Place activities (H8 and H9) which include, but are not limited to: food delivery, transportation, and companionship. The LifeBridge RSVP program will target the Veterans Hospitals and other veteran-centric non-profits to ensure services are provided to this target population. The program will engage volunteers in Obesity and Food initiatives (H11 and H12) which focus on nutrition education, training on healthy and cost effective meal preparation, and providing services in each community to ensure at-risk individuals and families have increased food security. Volunteers will also provide services in Access to Care (H4) by providing training and coaching in health issues in an effort to achieve healthier outcomes for the target populations. Finally, LifeBridge RSVP volunteers will be engaged in providing clients with

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health education programs including basic health screenings, information, training and coaching on healthy lifestyles and physical activity. At least 10% of the clients engaged in the above mentioned activities will be veterans and/or military families.

The activities described above, with the exception of providing clients with health education programming have aligned outcome statements and measures. All instrument and measurement tools used will track the program's progress in meeting these goals. The LifeBridge RSVP program developed both an outcome statement for providing clients with health education programs, and appropriate measurement tools to track the program's progress in meeting the stated goals by the end of the three year grant cycle.

Q3: Plans and Infrastructure to Manage RSVP Volunteers in Primary Focus Area

LifeBridge RSVP has existed as a state program since 1995 and has a demonstrated track record of successfully managing RSVP volunteers in multiple counties to address the Healthy Futures primary focus area. LifeBridge RSVP has developed and managed a system of volunteer stations in the program currently in operation and will replicate this system in the proposed 7 county service area. Volunteer management and supervision will continue to be a shared duty of the RSVP station staff and the LifeBridge RSVP program staff. The station staff will provide training, day-to-day guidance and instruction, and assistance to the volunteers in their service duties with clients. The Associate Director and County Coordinators will make a minimum of 3 on-site visits annually to each service station and conduct performance evaluation surveys of both the volunteers and workstations. The Director will provide guidance to program staff, volunteers and stations to ensure program compliance with RSVP rules, regulations and provisions. Trainings will include the delineation of all prohibited activities and how to avoid them.

The collaboration of RSVP staff, stations and volunteers ensures a continuous stream of new volunteers that meet the requirements set forth by CNCS goals in the Healthy Futures focus area. LifeBridge staff will recruit and train appropriate stations and assist them throughout the three year grant cycle to meet work plan goals and objectives. The continued training of staff in the vision established by CNCS and training designed to transfer that knowledge to both stations and volunteers will allow stations to be established quickly and effectively so that volunteers can begin meaningful service immediately. The program will report using CNCS prescribed forms which will be entered into the CNCS data tracking system.

The Program Director, Associate Director and County Coordinators are highly skilled at managing the RSVP program and establishing relationships with new stations and volunteers while developing

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current stations and volunteers. The staff are aware of the need to survey, observe and report on progress of the stations to ensure grant outcomes are met. The staff will provide training and follow up assistance to ensure stations and volunteers are aware of community needs and the program's goals and objectives.

Q4: Activities In Service to Veterans and Military Families

Considerable emphasis will be placed on serving veterans and military families. The Veteran Affairs Companionship initiative is one example of LifeBridge RSVP's commitment to veterans and their families. At least 10% of individuals served in the LifeBridge RSVP program will be military veterans and/or military families and dependents. In addition, the LifeBridge Vet Corps AmeriCorps program will also serve as a conduit to assisting LifeBridge RSVP continuously address the unique needs of veterans and military families. Serving together, these two programs will identify needs, develop partnerships, recruit stations to address those needs, and provide the opportunity for veterans and their family members who are 55 and older to volunteer with the LifeBridge RSVP program.

LifeBridge Vet Corps consistently reports that veterans serving in communities throughout WV discover that service helps them in healing and reintegration to civilian life. Thus, they will be a target population for both receiving and providing services.

Q5: Connection of Need, Service Activities and National Performance Measures

LifeBridge RSVP has developed and managed a system of volunteer stations in the program currently in operation and will replicate this system in the proposed 7 county service area. The program will provide a wide range of placement opportunities for volunteers 55+ using public, non-profit, faith-based or health care organizations to serve as service stations. The plan connects the identified need with activities and National Performance Measure outputs and outcomes. More details on each Performance Measure, their related needs, activities, and target numbers are found in the Performance Measures section.

In order to address the social isolation, negative health outcomes, food insecurity, and lack of access to healthy foods, stations recruited will deliver nutritious meals to the elderly and at risk individuals in the 7 county service area. This will not only assist the target population eat more balanced meals, but it will also provide companionship and increased social and emotional support for the individual. LifeBridge RSVP volunteers will also provide training in healthy food preparation such as "cooking for one," and education and referral series to alleviate long-term hunger and malnutrition. As a result, seniors and at-risk individuals will demonstrate improvement in at least 3 indicators of food security.

LifeBridge RSVP volunteers will be matched with appropriate stations to provide transportation to

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seniors and other at risk individuals to assist with getting to Dr. appointments, do grocery shopping, run errands, increase physical activity, attend community events, attend faith based events and other gatherings that allow them to have fellowship with others in their community. LifeBridge RSVP will also recruit stations that focus specifically on providing RSVP volunteers who are military veterans to provide companionship, transportation and other services to other military veterans so that they too are provided with opportunities for fellowship not only with their immediate community, but also with their veteran community.

To address negative health outcomes and low numbers of adults accessing preventative care, LifeBridge RSVP will recruit volunteers with basic medical screening training and recruit stations which provide seniors with periodic general screenings, including but not limited to: blood pressure checks, glucose screening; bone density screenings; and basic vision screenings. Volunteers will also distribute literature and health information designed to assist seniors in identifying and seeing treatment for potentially serious conditions. This will result in seniors having the information they need to improve their health.

All of the proposed activities are designed to meet current un-met needs in the Healthy Futures focus and produce the intended outcomes. They were developed using recommendations and best practices from the Centers for Disease Control (CDC). The CDC stated that "The current gap between life expectancy and healthy life, reflected in quality of life and the ability to carry out desired daily activities, can be narrowed. Research shows that simple behavioral changes can improve the health condition of older adults. These improvements in health can be achieved through a combination of practicing healthful behaviors, effectively identifying disease and health risks early and getting them treated, and managing chronic conditions." Using RSVP volunteers to help vulnerable seniors increase healthy lifestyles will make a significant difference in the 7 county service area.

Q6: Work Plans Logically Connect Four Major Elements in the Other Focus Areas

The LifeBridge RSVP work plan will address other focus areas and capacity building. The program has plans in place to attain goals and objectives under the National Performance Measures in the following focus areas: Disaster Preparedness; Veteran and Military Family Support; Economic Opportunities; and Capacity Building. The goals will be achieved through active volunteer engagement across the focus areas to support the overall effectiveness of the LifeBridge RSVP program.

In the area of Disaster Preparedness the volunteers will serve in disaster mitigation, preparedness, recovery assistance, and assisting to develop future planners, mitigation specialists, and recruitment

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plans to engage additional volunteers to sustain the communities' level of preparedness. The 7 county catchment area are all prone to damage from flooding, high winds, and man-made disasters.

Residents in isolated rural areas are at risk of being home-bound, isolated from resources such as food, water, electricity, and phone primarily due to natural disasters such as wind storms, mud slides, fallen trees, and flooding. The mountainous terrain of these areas means that more often than not, there is little warning to allow community members to adequately prepare for extended periods of time without essentials for survival. The limited community resources in rural towns also make immediate preparation difficult. Even local, county, state and federal emergency services and agencies cannot react as quickly as needed and for as long as needed and therefore rely on community members maintaining a significant level of self-sustainability.

To address the focus area of Veterans and Military Families, LifeBridge RSVP will work in concert with the LifeBridge Vet Corps AmeriCorps program to engage a core of volunteers, with at least 10% of RSVP volunteers being veterans. RSVP volunteers will provide mentoring, assistance and companionship to veterans, military personnel and their families to assist them successfully through the transition process.

Abundant research has proven that veterans and military families have faced and will continue to face difficulties in the transition from military life to full reintegration into their communities. These veterans and military families face barriers to finding employment in a state already struggling with higher than average unemployment rates. Vet Corps AmeriCorps is already providing initial assessment and basic skills training for veterans and military families, but need RSVP volunteers to assume the role of mentors and supporters as those veterans and military families move towards career track positions.

To address the focus area of Economic Opportunities, LifeBridge RSVP will engage volunteers to mentor and train at risk and vulnerable individuals in both hard and soft vocational skills. Volunteers will take on roles of mentors and researchers to assist those in need by assisting them in locating community services and supports through collaborative partnerships with organizations such as WV Department of Health and Human Resources, WV 211 Information and Referral Network, LifeBridge AmeriCorps Human Services Corps and United Ways of WV. This list is not all inclusive. Volunteers will address key areas such financial literacy education, housing and housing support, assisting those who are homeless or who are at risk for homelessness, and assistance in understanding changing Medicare and health care laws as they relate to the client.

To address the focus area of Capacity Building, LifeBridge RSVP will utilize volunteers to develop

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plans, program support and ways to assist organizations who provide support to individuals and families in need. RSVP volunteers will provide needed skills, ability and the personal client contact that is needed by those in distress to increase the feeling of safety and support. This effort will be to support and enhance the availability of disaster relief and mitigation, to provide for the future of veterans and their families, and to assist those with financial and homelessness issue to locate assistance and become independent and thriving members of their communities. Volunteers serving in capacity building provide broad services to the entire RSVP program to create a support system at the individual level using the skills, knowledge and expertise of older Americans to support those most in need.

Recruitment and Development

Q8: Plan and Infrastructure to Create High Quality RSVP Volunteer Assignments

RSVP will assure quality experiences for volunteers through the development of new volunteer opportunities and expansion of existing opportunities. The opportunities will always focus on assignments that impact community needs. LifeBridge RSVP will help each station develop a "Programming for Impact" statement that identifies the role of volunteers in meeting community needs. RSVP staff will also work with stations to survey volunteers and ensure volunteer experiences are meaningful and allow for a diverse population of senior volunteer placements. The staff will also work with stations to ensure needed training and technical assistance are available to both volunteers and station staff.

Q9: Plan and Infrastructure to Ensure RSVP Volunteers Receive Training to be Effective

LifeBridge RSVP staff will provide group trainings for volunteers participating in various projects by providing workshops at volunteer stations or by participating in trainings provided by community partners. For example, in the current LifeBridge RSVP program, trainings have been provided by the American Red Cross, Volunteer WV and Citizen's Corps. LifeBridge RSVP intends to replicate these partnerships and create new partnerships to reduce any duplication of services while maximizing resources in the new 7 county service area.

LifeBridge RSVP will monitor the stations to ensure that volunteers are provided with the training and support they need to be effective in their assignments. Staff will survey volunteers about their skills and areas in which they may need further training. Staff will either provide the needed training or work with partnering organizations to facilitate the training for the volunteers. In the most recent RSVP station survey, 65% of the stations indicated that they provided training for volunteers and 90% indicated that RSVP volunteers have a high degree of skill and experience.

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RSVP will assess volunteer satisfaction through a survey that gives volunteers the opportunity to rate their experience as well as rate their satisfaction with RSVP services to volunteers. Station surveys compliment the volunteer surveys and enable the program to form a clearer picture of the volunteer experience.

Q10: Plan and Infrastructure to Recruit RSVP Volunteers

LifeBridge RSVP will recruit new volunteers using a variety of methods, including community speaking engagements, advertising at community events, posters and displays at events in the service area, social media, newsletters, community websites, and word-of-mouth opportunities. Specifically, the RSVP staff will speak to clubs and organizations such as faith based communities, non-profit organizations, volunteer driven community organizations, women's clubs and Lion's Clubs. This list is not all inclusive. LifeBridge staff will also have volunteers at information booths at local health fairs, senior expos, state conferences, senior events and community events. Information sessions will also be held at senior centers in the service areas, where LifeBridge programs (including LifeBridge Vet Corps and LifeBridge AmeriCorps) have historically maintained a visible presence and recruited a significant number of both national service volunteers and community volunteers.

LifeBridge RSVP will supply brochures and posters to stations, senior housing facilities, veteran-centric centers and senior centers. These displays will advertise programs and give potential volunteers an opportunity to review information. In addition, the volunteer opportunities will be advertised on the Volunteer WV, Volunteer Match and United Way of Central WV websites. In addition, LifeBridge RSVP maintains a Facebook page, sends out a quarterly newsletter and maintains a presence in publications of other community agencies to communicate with current volunteers and attract new volunteers.

The newsletter has and will continue to be mailed out quarterly to current, potential and former volunteers with a list of volunteer opportunities. This is a critical component of volunteer recruitment strategies, as volunteers currently recruit over 67% of new volunteers. The newsletter will help to develop an esprit des corps by reporting news and updates from CNCS. This will encourage RSVP volunteers to feel empowered by promoting awareness of belonging to a national service network of volunteers.

Q11: Plan and Infrastructure to Retain, Recognize and Appreciate Volunteers

LifeBridge RSVP will hold a formal recognition in each county, or a combination of counties when possible, on an annual basis. Senior Corps Advisory Council members will assist in the planning, preparation, and implementation of recognition events. The members will vote on a theme for each

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year and help with menus and decorations. Community partners will furnish in-kind contributions to support the events and will be encouraged to attend the events. Stations supervisors will be encouraged to attend and support their volunteers.

Volunteers are also recognized at various service stations, by other volunteer programs, and at community events throughout the year. LifeBridge RSVP will recognize volunteer accomplishments in the newsletter by featuring articles about specific volunteer experiences. RSVP will also send personalized birthday cards to each volunteer and provide Presidential Service Awards and other recognition items and appropriate and available.

In 2010, the WV Senior Corps Directors Association hosted the first joint volunteer recognition event to celebrate the inauguration of the first Senior Corps Week. Volunteers from each Senior Corps program attended a luncheon at the WV Cultural Center. The event continues to be held annually.

The LifeBridge RSVP program has plans for 75% unduplicated RSVP volunteers in National Performance Measure outcome work plans. This is above the minimum 10%.

Program Management

Q12: Plan and Infrastructure to Ensure Stations are in Compliance

LifeBridge RSVP has developed several methods to insure the stations are in compliance with all CNCS rules and regulations. First, all stations will be provided written and oral communication about the rules, regulations and responsibilities of the stations. These Memorandums of Understandings (MOU) will be in place prior to placement and define specific mutual responsibilities of the station and sponsor which will be renegotiated every three years. The MOU's include LifeBridge RSVP's policy on discrimination which states that no station may discriminate against an RSVP volunteer on the basis of race, color, gender, religion, sexual orientation, national origin, disability, political affiliation, or individuals with limited proficiency in English. Reports submitted quarterly by the stations will be reviewed and monitored by LifeBridge RSVP staff to ensure stations are making progress towards stated outputs and outcomes and that they are in compliance with all rules and regulations.

Q13: Examples of Organization's Track Record of Managing Volunteers

United Way of Central West Virginia has an exemplary track record of managing volunteers. Indeed it is the volunteers in the community that underpin the mission of the organization and the number of volunteers continues to grow. For the United Way of Central WV Day of Caring event alone, there were 344 volunteers in 2010, 415 in 2011 and 572 in 2012. These volunteers are in addition to those recruited by the 3 National Service programs sponsored by the organization.

The emphasis on member volunteer recruitment efforts helps to ensure that the community itself

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has a vested interest in, and knowledge of, the services provided by LifeBridge RSVP volunteers. RSVP staff, in concert with the Senior Corps Advisory Council will continue to use best practices to create a volunteer recruitment and management plan specific to the unique community needs of the counties served. That plan will stay with the stations to use once RSVP support has ended to help increase community sustainability. Each program year is tailored to meet the most critical needs of the seven county catchment areas in the focus areas of Healthy Futures; Disaster Services; Veterans and Military Families; Economic Opportunity and Capacity Building.

Q14: Plan and Infrastructure to Meet Changing Community Needs

LifeBridge RSVP staff, service station staff and the RSVP volunteers will work together to keep abreast of changing community needs and add or graduate stations as needed to fill the greatest gaps in the most critical community needs. While LifeBridge RSVP intends to form strong and lasting partnerships with community stakeholders who have a strong knowledge of community needs and does not anticipate a need to graduate stations, volunteers associated with the graduated station will be provided with other opportunities through other service stations. To make transitions as smooth as possible, RSVP staff, station staff, and volunteers will meet and discuss the reasons for the shift in stations, outline new or existing opportunities at other stations, and help the volunteers shift to the other station as seamlessly as possible.

Q15: Demonstrates an Organizational Track Record in Managing Volunteers and Measuring Performance/Q16: Plan and Infrastructure to ensure Program is in Compliance with Federal Regulations

The LifeBridge RSVP program has consistently been found to be in compliance with all Federal and Senior Corps specific regulation and provisions. RSVP is required to report outcome measures every six months in accordance with CNCS requirements and will continue to follow established procedures of: (1) monitoring stations, volunteers and individuals served; (2) collecting and analyzing volunteer hours, activities and numbers served on timesheets and tracked using Volunteer Reporter; (3) responding and evolving to the annual program evaluation for RSVP. This annual evaluation is conducted by the Senior Corps Advisory Council. They use a survey tool that rates performance areas for effectiveness. The Advisory Council uses a Self-Assessment tool provided by CNCS. Recipient satisfaction surveys are also conducted at participating stations to assess program impact.

LifeBridge RSVP also collaborates with the WV Senior Corps Directors' Association to continue development of a statewide mission and vision with long term goals and objectives that represent all Senior Corps programs in the state. Part of this effort has led to the development of a professional

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evaluation process and the accompanying tools that are being integrated in the RSVP program impact evaluation process. In January 2009, each program began submitting a quarterly report. At the end of each calendar year, the combined data gives an overview of the impact of all of the programs across the state. Program effectiveness is compared across the state and evaluated by Advisory Council members. Additional information on fiscal oversight is provided in section Q19.

Organizational Capability

Q17: Plans and Infrastructure to Provide Sound Programmatic and Fiscal Oversight

To make sure the project resources are managed effectively and efficiently, LifeBridge RSVP will assume full responsibility for securing maximum and continuing community financial and in-kind support to operate the project successfully. The program provides levels of staffing and resources appropriate to accomplish the purposes of the project and carry out its project management responsibilities. Project staff are subject to the personnel policies and procedures of the United Way of Central WV and are compensated at a comparable level of similar staff positions within the organization. Risk management policies and procedures covering project and RSVP activities have been established that includes provision of appropriate insurance coverage for RSVP volunteers, vehicles and other properties used in the project.

The record keeping and reporting systems are in compliance with CNCS requirements that ensure quality of program and fiscal operations, facilitate timely and accurate submission of required reports and cooperate with CNCS evaluation and data collection efforts. LifeBridge RSVP will comply with and ensure that all volunteer stations comply with all applicable civil rights laws and regulations, including providing reasonable accommodation to qualified individuals with disabilities.

In addition, the staff will encourage the most efficient and effective use of RSVP volunteers by coordinating project services and activities with related national, state and local programs, including other CNCS programs. To develop new stations, RSVP will develop and update as needed, a plan for promoting service by older adults within the service area.

Q18: Descriptions of Paid Staff Positions

Program staff for LifeBridge RSVP includes a LifeBridge Programs Director, a full-time Associate Director and two part-time County Coordinators. The LifeBridge program staff are under the supervision of the Community Services Division Director of the United Way of Central West Virginia. The primary contact for the LifeBridge RSVP program is Elizabeth Southall, LifeBridge Programs Director. The secondary contact is Lisa Hudnall, Community Services Director. Program staff members are paid from a variety of sources, with time charged to all grants and contracts properly

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documented on time sheets.

Lisa Hudnall is the Community Services Division Director. She holds a Master's Degree and has over 25 years of experience in non-profit program and fiscal management. Lisa is the direct supervisor of the Director of LifeBridge Programs. Lisa is not directly paid from the RSVP grant, but is instrumental in program guidance.

Elizabeth Southall, Director of LifeBridge Programs, has extensive experience working with vulnerable and at-risk populations including veterans, seniors, persons from underrepresented populations, and persons with disabilities. She holds a Master's Degree in non-profit administration and has completed considerable research and work in the area of volunteer management and managing multigenerational teams. Elizabeth has 7 years experience with National Service and has attended the CNCS sponsored American Express Leadership Academy and other Corporation sponsored trainings. The goal of the LifeBridge programs is to continue to follow best practices and recommendations of the Corporation for National and Community Service with a goal of ensuring that LifeBridge RSVP continues to grow to meet the most challenging and critical needs of WV's citizens. Elizabeth will devote 20% of her time to managing the LifeBridge RSVP program. This plan for program management has been approved by Kathleen Roedersheimer, WV State Director of CNCS. The Director of LifeBridge Programs is responsible for developing and monitoring goals and objectives of the program, completing and submitting financial and programmatic reports, developing partnerships and program sustainability, and managing the day to day operations of the LifeBridge RSVP program.

Terry Stone, LifeBridge RSVP Associate Director, holds a Master of Science from Syracuse University in Information Resources Management and has completed numerous senior management courses from the Office of Personnel Management. Terry has 25 years of senior managerial experience with the US Army as a civilian and with the US Army Reserves and National Guard with leadership positions at Company and Brigade level assignments. Terry is responsible for volunteer recruitment, station management, volunteer management, volunteer training and tracking the activities of the program. Terry has a long history of volunteerism ranging from Boy Scouts, church activities and AARP programs to assist seniors in maintaining their independence. Terry is a full time employee with 100% of his time devoted to the LifeBridge RSVP program.

Two part time County Coordinators will be responsible for monitoring volunteer and station activities in the 7 county service area. They will be available to provide immediate assistance to sites and volunteers as the main LifeBridge office is 3 hours from the service area. Every effort will be

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made to recruit County Coordinators with National Service experience and if that is not possible, candidates with significant volunteer service and volunteer management experience will be considered.

Q19: Organizational Capacity/Q20: Organizational Infrastructure in Areas of Fiscal Management of Federal Funds

The mission of United Way of Central WV is to improve lives by mobilizing the power of our community." The organization is experienced in successfully managing federal funds and national service programs. In addition to the LifeBridge programs (2 AmeriCorps programs and RSVP), the organization also successfully manages Foster Grandparents and VISTA programs. Approximately \$1,972, 844.00 comes directly from CNCS to support these national service programs, and \$915,768.00 non federal dollars are used as match for these programs. Throughout its history, LifeBridge RSVP has been successful in raising the required non federal funds to support the RSVP grant through donations made from the communities and agencies it supports.

United Way of Central WV has the necessary administrative capabilities to manage the RSVP program, following all federal rules and regulations. The organization is comprised of three divisions: Internal Operations, Resource Development and Marketing, and Community Services. LifeBridge RSVP and AmeriCorps programs, Foster Grandparents, and AmeriCorps*VISTA programs are under the direction of the Community Services Division.

United Way of Central WV is acutely aware of the need to demonstrate transparency as stewards of public funds. An internal control system is in place to record, track and insure that revenues and expenses are properly documented and credited to the correct account line items. A local certified public accounting firm conducts an A-133 audit annually. Also, the WV CNCS staff conducts periodic financial compliance reviews and the LifeBridge RSVP program is consistently found to be in compliance with all federal and RSVP specific regulations and provisions.

Compliance and Accountability: Because LifeBridge RSVP is entering its 18th year of service to WV, it is well versed in the RSVP rules and regulations. To ensure full compliance, the program undergoes at least one full internal review of program policies and procedures. Program staff also attend CNCS sponsored meetings and trainings to ensure the program has the most up to date information on provisions, rules and regulations.

To ensure compliance at the service stations, LifeBridge RSVP has a mandatory training for all service stations prior to the beginning of the program year. All pertinent rules and regulations are covered at this training and RSVP staff conduct at least one site visit each year to further ensure

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compliance. RSVP staff provides comprehensive training on prohibited activities to members and station supervisors.

LifeBridge RSVP believes that clear and consistent communication between the volunteers, the service station and program staff is key to assuring compliance. Volunteers and service station managers are encouraged to report any concerns they have regarding their service activities to the Director or Associate Director. Program staff will immediately initiate an investigation and take appropriate action if necessary. All concerns will be investigated and addressed in a timely fashion and program staff will solicit assistance from the WV CNCS office as needed.

In the event that instances of risk or noncompliance are identified, the program or service station will create a plan of action to rectify the situation. The LifeBridge RSVP program has a good working relationship with the WV CNCS office and does its due diligence to bring any problems or potential problems to the state Program Officer's attention so that the situation can be dealt with in a transparent and effective fashion.

COST EFFECTIVENESS/BUDGET ADEQUACY

With the start of the 2014 three year grant cycle, the LifeBridge RSVP program will be entering its 19th year of service. The number of individuals and families whose lives have been changed for the better exemplifies the continued success of the program. The proposed budget meets the reasonable expectations of the RSVP program and has been developed to be as efficient as possible.

The program utilizes its financial resources prudently and effectively. The budget supports appropriate levels of staffing and adequate staff compensation. The line items are appropriate to meet the needs of the program including adequate support for volunteer recruitment and recognition.

The proposed budget includes adequate support for applicable costs and reimbursable expenses to volunteers such as transportation, meals and insurance, as well as criminal history background checks as appropriate. The proposed budget does not exceed the maximum allotment for WV-1X as outlined in the Federal NOFA. All grant funded employees will receive background checks as required through CNCS.

LifeBridge RSVP will continue to pursue grants from public and private sources to help decrease the program's reliance on federal funds.

Other

Not applicable

PNS Amendment (if applicable)

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Not applicable