

# Narratives

## Executive Summary

Chittenden County RSVP has been mobilizing volunteers in our community for over 40 years. We are a program of United Way of Chittenden County (UWCC), part of UWCC's Community Impact & Volunteer Mobilization department, which also includes the UWCC Volunteer Center. UWCC's mission is "to mobilize our community to improve people's lives." UWCC accomplishes this mission through strategic investment of financial and human resources, including volunteer investments through UWCC Senior Corps programs such as RSVP and FGP, as well as through broader mobilization of volunteers through our community-wide recruitment and referral.

In alignment with the community-defined priorities of UWCC, and the CNCS Strategic Plan, Chittenden County RSVP focuses on the areas of Education, Income (Economic Opportunities) and Health (Healthy Futures), and by supporting the growing needs of the non-profit network in our community. In the coming year, 273 RSVP volunteers will serve our community in one of these areas.

The Primary Focus Area of this project is Education. RSVP volunteers work with young children to promote pre-literacy skills in early childhood classrooms, provide tutoring in elementary, middle, and high school settings, and mentor children and youth. Volunteers also serve in the area of Healthy Futures, providing transportation for seniors and people with disabilities, companionship and support for homebound seniors, and more. Each work plan is developed based on a strong understanding of the community's needs, assets and opportunities.

Anticipated Outcomes of the volunteer work outlined in the Work Plans include:

- \* Young children will develop pre-literacy skills that prepare them for success in school.
- \*Elementary school children will improve in literacy, math, and other academic areas that will help them succeed in school and complete their education.
- \*Seniors and people with disabilities will experience greater social connection and less isolation, improved nutrition, improved health, and enhanced ability to live independently because they receive meals, social support, and well being checks in their homes as well as transportation to medical services.
- \*Low income seniors will have greater access to healthy, nutritious foods through enrollment in 3SquaresVT (formerly Food Stamps).
- \*Seniors will be safer and more active through health education and training around preventing falls.

The CNCS investment of \$82,013 will be supplemented by \$75,780 in non-federal resources.

## Strengthening Communities

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THE COMMUNITY SERVED: Chittenden County covers 539 square miles and has a total population of 156,545 with 36,248 people age 55 or over (2010 Census). Located in northwestern Vermont, Chittenden County is the most developed region in the state but is still largely rural. It includes Vermont's largest city, Burlington, with a population of 42,223. The area directly around Burlington is composed of small suburbs with rural areas composing much of the rest of the county.

The County includes 19 municipalities and comprises the major portion of the Burlington-South Burlington Vermont Metropolitan Statistical Area. Chittenden County is home to 1/4 of the state's population, and 1/3 of the state's jobs. Major economic sectors in Chittenden County include manufacturing, health services, higher education, tourism, retail services and agriculture.

According to the 2010 Governor's Commission on Healthy Aging, "Healthy Aging Recommendations 2010," Vermont is one of this country's "oldest states," and its aging population will grow significantly over the coming decade and beyond, with projections of a dramatic 42% increase in Vermont's elderly population by the year 2017. In Chittenden County each and every age category of the age 55 and over population has grown since the 2000 census. Another growing trend is that people are working longer, many of them work part-time, and they may be healthy and active well into the age of 80 and beyond.

About 21% of Vermont's children live in poverty. Statewide, 39% of students qualify for free school lunch, based on household income. Across the communities served by Chittenden County RSVP, the percent of children who qualify for free lunch ranges as high as 100%.

Chittenden County has the greatest racial, national, and language diversity in Vermont. According to the U.S. Census Bureau (2011 estimates), 7% of the Chittenden County population is non-white, 7% are foreign-born, and 8% speak a language other than English at home. Over the past 5-10 years the number of children in Chittenden County schools who speak English as a second language has risen dramatically, particularly in the Burlington (15% of students in 2011 -- 2012 were English language learners) and Winooski school districts (28%).

PRIMARY FOCUS AREA: EDUCATION:

Community Need in Education: The needs for education supports -- promoting school readiness as

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well as school engagement, success, and completion -- are demonstrated by annual assessments of readiness among children entering kindergarten, assessments of academic proficiencies in elementary school, and high school completion rates for communities in Chittenden County. We track these data annually and use them to inform RSVP planning (e.g., which communities or populations to target).

According to Vermont's most recent annual survey of kindergarten readiness (conducted in the fall of 2012), almost 20% of children entering kindergarten were rated by their teachers as being "not ready" (i.e., not yet practicing or performing a range of key developmental skills) in the domain of social emotional development, 20% were "not ready" in their approach to learning (e.g., enthusiasm, curiosity, persistence), 15% were "not ready" in the domain of communication, and 23% were "not ready" in the domain of cognitive development. Statewide, 38% of children entering kindergarten were rated as "not ready" in one or more of the five domains assessed. Results vary by community, with some school districts showing higher or lower rates of "readiness" as compared to the statewide results. One community of particular focus for Chittenden County RSVP is Winooski, where 58% of children entering kindergarten in 2012 were rated as "not ready" in one or more of the five domains assessed, with 32% rated as "not ready" to learn in the domain of social-emotional development, 42% "not ready" in approaches to learning, and 45% "not ready" in cognitive development.

Entering school ready to learn sets the stage for school engagement and learning success in the early years and beyond. Children who enter school with less language, literacy, social, and other skills are at greater risk of falling behind, checking out, and eventually dropping out. United Way Worldwide has adopted a research-based model of promoting academic and life success by focusing on education "from cradle to career" -- starting with boosting school readiness for all children.

The Vermont Department of Education has set a goal that all of Vermont's children will learn to read by the end of third grade and identified that a comprehensive system of education must focus on not only the first three grades of school but also those preceding years from birth to kindergarten. Pre-literacy skills during early childhood lay the foundation for a child learning to read in school, and the ability to read proficiently by grade three is a strong predictor of school success and high school completion.

Reading aloud to young children is the single most important activity for building the knowledge

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required for eventual success in reading. Children who learn to enjoy being read to develop other skills that are prerequisite to becoming a reader such as retelling the stories or learning new vocabulary. There are an estimated 7,877 children in Chittenden County under 5 years of age (U.S. Census Bureau 2010) with over 6,000 in child care settings (2011 Chittenden County Survey conducted by Child Care Resource). Therefore, child care centers are an important place to read to young children and help promote the skills needed to become young readers and ultimately support their success in school and life. However, local child care center directors report difficulty in providing one-to-one reading with children given the demands of caring for groups of children.

According to the Vermont Department of Education's report of results from the 2012 New England Common Assessment Program (NECAP), 27% of Vermont students in grades 3-8 are not proficient in reading (i.e., not reading at the expected grade level) and 35% are not proficient in math, and 49% are not proficient in writing skills expected for their grade level. Some students are at greater risk of being below grade level expectations: family income level predicts NECAP results, with significantly lower rates of proficiency among students who qualify for free or reduced school lunch. These income disparities continue into high school, when students with low family income again show lower rates of proficiency in reading, math, and writing.

High school completion rates across Vermont show that 13% of students fail to graduate on time (i.e., within a 4 year period), and in some communities served by RSVP volunteers in the area of Education those rates are closer to (and may exceed) 20%. The elementary school years are a critical time for developing fundamental skills that pave the way for on-going learning and success. Students who are not reading proficiently by grade 3 are more likely to experience academic challenges well into high school and beyond, and those held back in middle school are up to seven times more likely to eventually drop out of school.

ACTIVITIES AND OUTCOMES IN EDUCATION: RSVP connects senior volunteers with children who need additional supports to help them engage in learning, succeed in school, and achieve their potential. RSVP volunteers work with young children to help them develop the social-emotional, cognitive, and pre-literacy skills that will help them make a strong start and achieve their potential in school. RSVP volunteers serve elementary school children to help them engage in school, feel good about learning, and develop the fundamental skills they need to succeed in school and complete a

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good education. And RSVP volunteer mentor children and youth who are in need of a consistent, caring adult role model.

Our annual assessment of children's progress toward individual goals consistently document the powerful impact of RSVP volunteers in Education, with children demonstrating progress toward, or achievement of, goals in pre-literacy, reading and math proficiency as well as behavioral and social-emotional development and school engagement.

OTHER FOCUS AREAS: Healthy Futures is another core focus area for our signature programs. In the report "2006 -- 2016: Shaping the Future of Long Term Care and Independent Living," the Vermont Department of Disability, Aging and Independent Living set a goal of assisting aging Vermonters to remain in their own home and live as independently and safely as possible for as long as possible. This report also identified that close to 96% of Vermonters age 65 and older and 87% of Vermonters age 85 or older live in home or home-like community based settings rather than a nursing home. Per the report, in our local area, 28% of the senior population is identified as "old, alone, and poor" by the US Census. Currently, per the 2010 U.S. Census, there are 2,591 people that are 85 years of age or older in Chittenden County. The 85+ population is estimated to increase by 33% in the next ten years. According to our local Area Agency on Aging and other care providers of seniors as documented by community surveys, many of these seniors are frail and feel isolated and lonely and, therefore, are at risk of entering a nursing home. In addition, it has been determined that Vermont has one of the highest rates of fractured hips and death from falls. Therefore, we will continue our "Nutrition Support: Meals on Wheels," "Matter of Balance," "T.L.C., Talking, Listening, Caring Telephone Reassurance" program and the "Eat Well, Age Well" Nutrition Corps, as well as the Neighbor Rides Volunteer Driver Program, which provides transportation to seniors in need to medical services.

DATA COLLECTION: We have several systems for collecting data to measure the performance of the program in terms of (a) how much we do, (b) how well we do it, and (c) how the community/people in our community are better off because of the work of RSVP volunteers.

(a) We track volunteer enrollment, placements, and hours served using Volunteer Reporter to compile time sheets and other data submitted from volunteer stations.

(b) We assess program quality on an annual basis. The Volunteer Connection Committee

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(RSVP/FGP) has implemented an evaluation plan and developed related tools to assess our project's performance in terms of program effectiveness as well as satisfaction of volunteers and stations. These evaluation results are reviewed by the Volunteer Connection Committee Evaluation Sub-Committee and reported to the Volunteer Connection Committee (RSVP/FGP). Improvements are made to the program based on these evaluations and the recommendations of the Volunteer Connection Committee (RSVP/FGP) and Board. This comprehensive plan allows RSVP and UWCC to assess the effectiveness of the program and improve program operations based on the analysis.

(c) We assess program outcomes (i.e., how people/communities are better off because of RSVP) through a set of data collection tools and reporting systems we use in collaboration with the volunteer stations. Stations report outcomes data (e.g., survey data, program tracking) for each major area of volunteer service. This data collection and reporting is part of the Memorandum of Understanding we sign with each RSVP station; the stations agree to collect data and report it to RSVP annually. In some areas, we have developed specific reporting tools for the stations to use in sharing outcomes data with RSVP.

All of these efforts will continue to ensure the consistent management of information and data to demonstrate the performance and impact of the RSVP and RSVP volunteers. We have been using these data collection processes and tools for a number of years, and can refine them as needed to meet the specific requirements of the CNCS National Performance Measures, if needed. We have no concerns about our ability to collect such data, given our experience in doing so.

The RSVP Director has strong expertise in program and outcomes evaluation, and is a local expert and resource for non profits and other organizations in developing performance measures to help programs improve what they do and demonstrate success. UWCC is also a community leader in outcome-based programming. For over 14 years, UWCC has been training our community agencies in outcome-based programming, performance measurement and evaluation. The UWCC Volunteer Connection, which includes RSVP, has been a leader in this community regarding impact-based programming and the development of program outcomes. Materials have been used by the UWCC Outcomes Evaluation Program Coordinator to educate other agencies in outcome-based programming and evaluation.

### Recruitment and Development

HIGH QUALITY VOLUNTEER ASSIGNMENTS: To ensure a high quality experience for volunteers, stations are selected based on their mission, the need for volunteers to meet the mission,

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their ability to meet the reporting and information needs of RSVP, and the quality of their volunteer management to ensure a high quality experience for RSVP volunteers. In addition, we emphasize a careful process of placement of volunteers by using a one-to-one interviewing process of all new volunteers. RSVP volunteers are matched to positions after a one-to-one interviewing process that in part focuses on the volunteer's interests, skills and what service would be meaningful to that individual. The RSVP coordinator encourages prospective volunteers to consider opportunities that address community-defined priorities in the areas of Education, Income, and Health.

RSVP volunteers have the opportunity to take leadership roles at their station, in RSVP by participation on the Volunteer Connection Committee (RSVP/FGP), and at UWCC by serving on committees of the board. Generally, 3 to 4 RSVP volunteers are active participants on the Volunteer Connection Committee (RSVP/FGP) and at least 10 RSVP volunteers serve on committees of UWCC. All RSVP volunteers are offered the opportunity to reflect on the meaning of their service through the Volunteer Connection Committee (RSVP/FGP) evaluation process. Volunteers are surveyed to determine their satisfaction with the program and the impact participation in the program has on them. The survey results indicate that volunteers are highly pleased with the program and their volunteer experience. They identify a positive impact on their physical health, emotional well-being and social connections.

RSVP is designed to be a personalized service for participants to find the right service opportunity to match their interest and skills, as well as to focus the service of RSVP volunteers into the community's most critical needs. Our program will continue this work with emphasis on service opportunities around Education, Income, and Health, and on skills-based volunteer opportunities which tap into the skills, expertise, and experience that senior volunteers bring to community service.

**VOLUNTEER TRAINING:** All new volunteers are generally oriented to their placement by the RSVP coordinator and specifically oriented by the volunteer supervisor at the station. Within the first 4 weeks of the placement, the RSVP coordinator makes a contact or contacts with the volunteer and volunteer supervisor to ensure that the placement is effective. The timing and frequency of the contacts are determined by the needs of the volunteer and station. If the placement is not effective either for the volunteer or station, the RSVP coordinator will assist with problem solving. If needed, the coordinator assists the volunteer to find a new, more meaningful and satisfactory placement. This careful placement process ensures that assignments are meaningful and of a high quality.

RSVP volunteers are encouraged to build new skills through their search for a volunteer position and through training that is provided by RSVP and by the stations. All stations are encouraged to invite

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the RSVP volunteers to trainings that are pertinent to their placement. This particularly occurs with Education volunteers. In addition, RSVP offers training and educational opportunities for volunteers (e.g., training on the development pre-literacy skills), often in partnership with a local organization.

**DIVERISTY/RECRUITMENT:** Per the 2010 U.S. Census, 7.5% of the Chittenden County population represents culturally and racially diverse groups, and this diversity is growing each year. The UWCC Board has made a commitment to diversity and inclusion and the development of cultural competency throughout the organization. RSVP and is working in collaboration with the UWCC Diversity Committee on a plan to engage more effectively with a full range of people in our community.

Current RSVP volunteers come from a wide range of economic backgrounds and represent a variety of disabilities. They serve at stations that assist a wide variety of income, ethnic, racial and cultural groups. RSVP volunteers also work side by side with program staff of all ages. The entire staff of RSVP has been participating in a number of trainings and activities sponsored by UWCC to develop and strengthen our cultural competency, and we are using the growing awareness, skills, and knowledge to inform how we reach out and serve the volunteer interests of an increasingly diverse population.

**RETAINING AND RECOGNIZING VOLUNTEERS:** Chittenden County RSVP has an annual celebration at which RSVP volunteers are recognized and the program scope and outcomes are shared with volunteers. We invite volunteers to speak at the event, to share their experiences with fellow volunteers, and we have found that the volunteers enjoy this peer connection as much as, and perhaps more so, than staff or Board recognition of their volunteer service.

We also have multiple methods for honoring and recognizing volunteers through the year. We solicit nominations from local non profits who want to recognize volunteers through our "Volunteer of the Week" column in local newspapers, and we partner with a local television stations to recognize local volunteers as "Home Town Heroes" each month. And we hold a annual community event each fall (with approximately 400 community members in attendance) where we honor outstanding volunteers, nominated by community members, in the areas of Education, Income, & Health. These volunteers receive Building Block Awards from UWCC and a pair of tickets to an event a local performing arts venue. These volunteers are then profiled in UWCC and RSVP communications (e.g., newsletters, articles, outreach efforts) throughout the year.

This past year, we started to offer RSVP Coffee Hours, where volunteers connect with each other, learn from a guest speaker or training, and learn about current opportunities or high priorities where

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volunteers are needed. We also include volunteers in recruitment and outreach efforts -- giving them a chance to talk about what they do and to inspire others.

We invest significant effort in retaining volunteers, by working with them to find volunteer opportunities that match their interests, skills, and availability, to improve or adjust their placements as needed, and to ensure their satisfaction with their volunteer experience over time. Our RSVP staff team has expertise in the area of volunteer management; RSVP Coordinators work with Volunteer Center staff to deliver a highly popular series of volunteer management trainings to local non profits, using the Points of Light curriculum. Our staff has also invested time this year in reviewing and updating the RSVP enrollment files, connecting with volunteers who had stopped volunteering for various reasons and exploring opportunities for re-engaging in volunteerism based on their interests and availability. This process reflects our understanding that supporting current volunteers and following up with disengaged volunteers is as important to volunteer mobilization as recruiting new RSVP volunteers.

### Program Management

MANAGEMENT OF VOLUNTEER STATIONS: Chittenden County RSVP partners with more than 100 agencies and schools to provide volunteer opportunities. The number of volunteer stations has continued to grow as more volunteers with specific skill sets ask us to reach out to agencies with whom we may not have partnered previously.

Through UWCC Volunteer Connection, RSVP manages a Community Volunteer Program that matches volunteers with specific volunteer positions in stations meeting critical community needs. A station network is maintained that reflects our community's needs. Prior to registering as an RSVP station, a program coordinator meets with the station supervisor and volunteer coordinator to ensure that all criteria are met to register with RSVP. Our station network is kept strong by continuing contact with our RSVP coordinators that include site visits and discussion to learn about the need of the station for volunteers. Registration as an RSVP station includes a Memorandum of Understanding between RSVP and the station; this agreement outlines the roles and responsibilities of each party (volunteer, station, and RSVP) and specifies the types of data to be reported to RSVP. Prior to registering as an RSVP station, a program coordinator meets with the station supervisor and volunteer coordinator to ensure that all criteria are met to register with RSVP. Our station network is kept strong by continuing contact with our RSVP coordinators that include site visits and discussion to learn about the need of the station for volunteers.

MEETING CHANGING COMMUNITY NEEDS: Our RSVP Signature Programs meet identified

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needs in the community and have been developed through partnership with other key organizations and stakeholders. The newly formed Neighbor Rides Volunteer Driver Program is a perfect example of such collaboration in response to a growing community need. In late spring 2012, a multi-stakeholder group comprised of transportation providers and service providers began meeting to look for solutions to the address the transportation challenges of seniors and adults with disabilities, including: Special Services Transportation Agency, Chittenden County Transportation Authority, Champlain Area Agency on Aging, Center for Aging, Hinesburg Rides, CIDER, Chittenden County United Way, Champlain Senior Center and Fanny Allen Corporation. The group evaluated the current system and demand, researched best practices and then designed a model that has the potential to increase capacity, reduce costs and achieve a significant ability to self-sustain operations. The RSVP Director and Coordinator have played a key role in developing the program model and will take the lead role in recruiting, training, and supporting this new corps of volunteer drivers. In 2011 RSVP re-assessed its programs against critical community needs, based on UWCC Community Impact Area and the CNCS's Serve America Act Focus Areas. The outcomes of this assessment identified that the existing RSVP programs and mobilization were aligned with both the local community needs and national priorities.

PROJECT TRACK RECORD IN EDUCATION: Chittenden County RSVP developed the "Read to Me" Program in 2009, based in part on the Maine Humanities Council "Born to Read Program." RSVP volunteers read one-on-one with children in local child care centers and will promote not only a love of reading but the skills necessary to become emerging readers. We currently have RSVP Read to Me volunteers serving in more than 10 early childhood programs. And we are develop a new partnership with Child Care Resource, a local non profit serving center- and home-based child care programs throughout Chittenden County. Through this new partnership, we will be able to identify needs and place volunteers more efficiently, and we will partner with Child Care Resource in providing training and education for the Read to Me volunteers.

Our "School Buddies" program has also been active and growing for several years; we now have over 45 volunteers engaged in this program. School Buddies pairs RSVP volunteers with children and youth who need support in achieving goals in reading, math, or school engagement. We have been successful in documenting the beneficial outcomes for children who are paired with RSVP volunteers, and we continue to track these outcomes each year.

The RSVP Coordinator for Education is an active member of the Chittenden County Mentoring Network and Mobius, a local mentoring organization. These collaborations support our recruitment

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efforts; and we are exploring possibilities for greater collaboration between RSVP and other school-based mentoring programs in the coming year, as we reassess the best way for RSVP to mobilize and deploy volunteers to support children succeeding in school and in life. And because we are embedded within UWCC, we benefit from the expertise of other UWCC staff in partnering with other stakeholders to develop and implement strategies to support all children succeeding in school.

COMPLIANCE WITH RSVP REGULATIONS: A 10-member combined (RSVP/FGP) Volunteer Connection Committee of the United Way Board of Directors provides local input and monitors the programs' budget and compliance with regulations. This committee meets quarterly and reports to the UWCC Board. Members include 2 UWCC board members, representatives from non-profit stations, the local university, other non-profits or community groups and senior volunteers. Committee members serve as consultants regarding program management and have assisted with project evaluation, marketing, and fund raising. The committee receives input and feedback from stations and RSVP volunteers via the surveys and evaluations they do with each group. RSVP is also informed by the work and perspectives of the UWCC Community Investment Committee and three Community Impact Teams (Education, Income, & Health), as well as the many non-profit, community, and government agencies and organizations UWCC partners with to address community priorities.

Our enrollment processes and documentation have been designed to adhere with RSVP regulations, including eligibility criteria for volunteers. We review the regulations whenever changes are made or when we are deciding on new programs or procedures for our RSVP. And we consult regularly with the State Program Officer and fellow Senior Corps programs in Vermont.

### Organizational Capability

The UWCC has been a vital non-profit agency in Chittenden County for nearly 70 years. It has the mission of "building a stronger Chittenden County by mobilizing our community to improve people's lives." Mobilizing volunteers is a major strategy UWCC uses to achieve its mission. For 40 years, UWCC has sponsored RSVP of Chittenden County. In 1991, UWCC started the first Volunteer Center in Vermont. In 1996, UWCC took the lead in the development of the Champlain Initiative, a volunteer driven community partnership with the goal of strengthening the Champlain Valley over a 30 year period. UWCC continues to provide leadership to the Champlain Initiative. In 1997, UWCC became one of 11 site sponsors for an Americorps\*VISTA Team TECH Project. In 1998, sponsorship of the Foster Grandparent Program (FGP) was accepted by the agency. In the past 20 years the UWCC Volunteer Center (14 years for FGP and RSVP combined under the Volunteer Center), which includes

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the FGP, RSVP of Chittenden County and the Volunteer Connection, has grown and expanded. Last year through our combined efforts, 4,780 people used the Volunteer Center services for an estimated 141,851 service hours to 285 community nonprofit agencies.

The collaboration between RSVP and our sponsor, the United Way of Chittenden County, has been reinforced and strengthened over the past two years as we have worked to integrate and align RSVP and other volunteer mobilization strategies under the UWCC's Impact Areas of Education, Income, & Health.

The development of (and recruitment for) RSVP placements and programs is now a core component for UWCC in address high priority needs in our community, with volunteer mobilization recognized as a powerful strategy for achieving lasting change. UWCC Community Impact Teams provide insight and data to RSVP regarding community needs and help prioritize areas in which volunteer mobilization may complement or enhance other efforts. And several members of each of these three Impact Teams (one team each for Education, Income, & Health) are RVSP volunteers themselves, and can bring a first hand perspective to the team on the potential for volunteer mobilization as a strategy to address community priorities. Part of this strategic planning involves building on the expertise and skills set, or tool box, that RSVP brings to volunteer mobilization. Our strengths include building partnerships, helping agencies build capacity for managing volunteers, and recruiting volunteers. We want to use all of these strengths to help create volunteer programs or placements that will lead to real and sustainable impact.

UWCC is governed by a 30 member Board that represents key business, non-profit, educational and other leaders in our community. The UWCC Board has done an excellent job of ensuring that UWCC has exceptional staff, facilities, equipment, and supplies. UWCC purchased an office condominium specifically designed for the needs of the organization. All staff have their own office space, computers with appropriate software and internet connections, phones, access to fax, conference rooms and agency equipment. All staff are paid at the agency pay scale and have access to an excellent benefits package. Travel reimbursement is set at the federal rate which is currently \$ .55/mile. The Board develops personnel and operational internal policies which are available to all staff. The Board has ensured the future of the UWCC by reaching and maintaining its goal for a Board undesignated reserve and by the start of an endowment for the UWCC.

PROGRAMMATIC AND FISCAL OVERSIGHT: UWCC has a clear organizational structure and clearly defined roles for staff and administrators. The executive director of UWCC is hired, supervised and evaluated by the board. The executive director hires, supervises and evaluates directors. Directors

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hire, supervise and evaluate program staff. The UWCC RSVP, FGP, and Volunteer Connection is led by the Director of Community Impact & Volunteer Mobilization, who works with a committee of the Board that provides oversight to the entire Volunteer Connection, including the RSVP/FGP programs.

A 10-member Volunteer Connection Committee of the United Way Board of Directors oversees our RSVP and FGP. This committee meets quarterly and reports to the UWCC Board. Members include 2 UWCC board members, representatives from non-profit stations, the local university, other non-profits or community groups and senior volunteers. Committee members serve as consultants regarding program management and have assisted with project evaluation, marketing, and fund raising. The committee receives input and feedback from stations and RSVP volunteers via the surveys and evaluations they do with each group. RSVP is also informed by the work and perspectives of the UWCC Community Investment Committee and three Community Impact Teams (Education, Income, & Health), as well as the many non-profit, community, and government agencies and organizations UWCC partners with to address community priorities.

**FINANCIAL MANAGEMENT CAPACITY:** UWCC is well respected in the community for using funds effectively and efficiently. UWCC has demonstrated the ability to provide sound programmatic and fiscal oversight over the 40 year history it has as a RSVP grantee, the 5 year history as a Team Tech grantee, and the 15 year history as a FGP grantee. The UWCC employs a Director of Finance and Operations that has many years of experience with agencies with multiple grants, including federal grants, and manages a four million dollar budget for UWCC. UWCC uses Peachtree software to manage all agency resources and transactions. Financial systems of the sponsor have been determined to be very capable of managing grant and needed reports as demonstrated by consistently "clean" audits over the years. The organization prepares a detailed budget annually that is reviewed and approved by a board committee and then by the full Board of Directors. A board committee reviews monthly financial results compared to budget and reports at least quarterly to the full board on results compared to budget. Long-term sustainability is considered throughout the process. The UWCC Board of Directors has established a UWCC Volunteer Connection Committee (RSVP/FGP) whose responsibility is to oversee the operations of the entire Volunteer Connection which is organizationally where all CNCS programs are placed. Goals, objectives, progress toward these objectives, budgets and effective use of resources are reviewed by the Volunteer Connection Committee (RSVP/FGP) and the UWCC Board.

**PROJECT STAFF:** The Executive Director of UWCC, Martha Maksym, has served in a leadership role

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with the United Way of Chittenden County for 18 years (including roles as UWCC Volunteer Center Director, Director of Community Investments and Agency Relations, and Director of the Champlain Initiative) and is very well respected by the community. The RSVP Director, Amy Carmola, reports to the Executive Director. She started in this position January of 2012, having been at UWCC for almost 9 years prior to that. Amy's former position at UWCC was Research & Evaluation Specialist, in which role she worked with the non profit partners of UWCC to develop program performance measurement systems, and to help UWCC plan for community investments based on identification of community priorities. Her job as UWCC Director of Community Impact & Volunteer Mobilization includes directing RSVP, FGP, and the Volunteer Connection. Other staff members include a full time RSVP coordinator; a full time coordinator that splits her time between RSVP education programs and FGP, and two staff assistants who split their time between RSVP and FGP. All staff members have at least several years experience in running volunteer programs, recruiting and managing volunteers, and/or training non profits on effective use of volunteers.

UWCC employs a Director of Finance and Operations that has many years of experience with agencies with multiple grants and accounts. Financial systems of the UWCC have been determined by an external auditor to be very capable of managing grants and needed reports as evidenced by "clean" annual audits. Accounts payables and receivables are reviewed and signed by the UWCC Volunteer Connection Director. The Director of Finance reviews all accounts. Each quarter the UWCC Volunteer Connection Director reviews with the Director of Finance the general ledger to ensure accuracy. Budget reports are developed from the general ledger and the reports are reviewed by the Volunteer Connection Committee (RSVP/FGP). In addition, the UWCC Board Operations Committee does a monthly review of UWCC expense and revenue reports which include RSVP. UWCC has had a 39 year history of managing federal grants, including RSVP, FGP, and a Team Tech (VISTA) grant.

### Other

N/A

### PNS Amendment (if applicable)

N/A