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Executive Summary

Voluntary Action Center (Volunteer Macon, Inc.) is a volunteer service clearinghouse that was established in 1973 by the Junior League, Medical Center of Central Georgia and numerous churches to connect and create service opportunities for people of all ages to volunteer, learn and lead in their communities. Volunteer Macon is designated as a 501.c(3) and is registered as a non-profit, charity organization in Georgia whose mission is to be a volunteer center that mobilizes people and resources to deliver creative solutions to community problems, through collaboration and community-based organizations, service and service learning projects. Volunteer Macon's Retired and Senior Volunteer Program will have 204 volunteers concentrating in the primary focus area of Healthy Futures. Healthy Futures is defined as RSVP volunteers assisting consumers with receiving a hot noon day meal, providing transportation to doctor appointments, provider consumers with food from a local faith-based organization food pantry, providing companionship to consumers, and providing consumers with lifestyle management. The requested CNCS investment of \$67,046 will be matched with \$38,474. Should Volunteer Macon receive funding from CNCS; we have secured cash and in-kind match.

Strengthening Communities

Volunteer Macon is located in Macon/Bibb County, Georgia which is in the center of Georgia's rural surrounding counties. The Retired and Senior Volunteer Program (RSVP) covers the following counties in Central Georgia: Macon/Bibb County is considered urban; Milledgeville/Baldwin County, Georgia; Roberta/Crawford County, Georgia; Fort Valley/ Peach County, Georgia; Jeffersonville/Twiggs County, Georgia; Forsyth/ Monroe County, Georgia; Gray/Jones County, Georgia; and Warner Robins/Houston County, Georgia are considered rural. The demographics of eight counties served by RSVP according to the Georgia County Guide (2010) and United States Census (2010) are as follows:

*Macon/Bibb County's population -- 155,547 with 11,943 being veterans; located at the intersection of Interstate Highways 16 and 75 (85 miles south of Atlanta, GA). Macon Metropolitan area is a metropolitan area consisting of five counties in Central Georgia (Bibb, Crawford, Jones, Monroe and Twiggs) anchored by the principal City of Macon; 52.7% females, 47.3% male, 44% Caucasian, 53% African Americans, 2% Asian, 3% Hispanic or Latino origin, 25.6% of the population is over 55 years of age, 81.5% high school graduate or higher of persons 25 years of age and older, 22.6% bachelor's

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degree or higher of persons 25 years of age and older, median household income \$37,975 and the poverty rate- 23%.

*Forsyth/Monroe County's population -- 26,625 with 2,143 being veterans; located southeast of Bibb County and part of the Macon Metropolitan area (25 miles north of Macon, GA) that is fifty miles south of Atlanta, GA; 49.8% female, 50.2% male, 73.7% Caucasian, 23.9% African American, 0.9% Asian, 2.2% Hispanic or Latino origin, 24% of the residents are over 55 years of age, 78.7% high school graduate or higher of persons 25 years of age and older, 18.3% bachelor's degree or higher of persons 25 years of age and older, 74.9% of the county is considered rural, median household income \$48,632 and the poverty rate- 13.6%.

*Roberta/Crawford County's population -- 12,567 with 1,058 being veterans; located in west Central Georgia and Georgia's 57th county that is part of the Macon Metropolitan area; 49.4% female, 50.6% male, 74.9% Caucasian, 22.8% African American, 0.4% Asian, 2.8% Hispanic or Latino origin, 14% of the residents are over 55 years of age, 77.9% high school graduate or higher of persons 25 years and older, 11.7% bachelor's degree or higher of persons 25 years and older, 100% of the county is considered rural, median household income \$37,746 and the poverty rate - 23.9%.

*Ft. Valley/Peach County's population -- 27,695 with 2,249 being veterans; the 68th largest of Georgia's 159 counties, ranks 5th in production of pecans and 7th in the production of peaches. 58 miles from the Alabama state line. ; 51.5% female, 48.5% male, 51.2% Caucasian, 46% African American, 0.8% Asian, 7.1% Hispanic or Latino origin, 4% of the residents are over 55 years of age, 80.2% high school graduate or higher of persons 25 years and older, 17.8% bachelor's degree or higher of persons 25 years and older, 75% of the county is considered rural, median household income \$41,333 and the poverty rate - 26%.

*Jeffersonville/Twigg County's population -- 8,779 with 585 being veterans; county that is part of the Macon Metropolitan area; 51% female, 49% male, 56.6% Caucasian, 41.5% African American, 0.2% Asian, 1.5% Hispanic or Latino origin, 16% of the residents are over 55 years of age, 65.2% high school graduate or higher of persons 25 years and older, 8.7% bachelor's degree or higher of persons 25 years of age and older, 100% of the county is considered rural, median household income \$27,715 and the poverty rate - 22.6%.

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*Milledgeville/Baldwin County's population -- 44,417 with 3,426 being veterans; northeast of Macon, Georgia and just before Eatonton on the way to Athens along U.S. Highway 441 and located on the Oconee River; 51.1% female, 48.9% male, 55.6% Caucasian, 41.4% African American, 1.5% Asian, 2.2% Hispanic or Latino origin, 26.2% of the population is over 55 years of age, 81.3% high school graduate or higher of persons 25 years and older, 19% bachelor's degree or higher of persons 25 years of age and older. The capital of Georgia from 1804-1868; 34% of the county is considered rural, median household income \$36,426 and the poverty rate- 27.2%.

*Warner Robins/Houston County's population -- 143,925 with 20,466 being veterans; the 9th largest city in Georgia, located in Houston County, Georgia and Peach County.; 51% female, 49% male, 65% Caucasian, 29% African American, 3% Asian, 6% Hispanic or Latino origin, 17.65% of the population is over 55 years of age, 87.5% high school graduate or higher of persons 25 years and older, 24.5% bachelor's degree or higher of persons 25 years of age and older. The city has its own Metropolitan area. The city is nicknamed the "International City"; this comes from the number of people that live there from all over the world brought together by nearby Robins Air Force Base. ; 15.1% of the county is considered rural, median household income \$55,738 and the poverty rate- 12.7%.

*Gray/Jones County's population -- 28,669 with 1,966 being veterans; part of the Macon Metropolitan area and a small portion Macon, Georgia extends into Jones County; 51.4% female, 48.6% male, 73% Caucasian, 25% African American, 0.7% Asian, 1.3% Hispanic or Latino origin, 21.87% of the population over 55 years of age, 88.8% high school graduate or higher of persons 25 years and older, 17.3% bachelor's degree or higher of persons 25 years and older. 81.6% of the county is considered rural, median household income \$51,265 and the poverty rate --15.1%.

*Perry/Houston County 's population -- 14,215 with 1,083 being veterans; the county seat of Houston County and part of the Warner Robins, Georgia metropolitan statistical area and the city is in the Macon metropolitan area; 52.2% female,47.8% male, 59% Caucasian, 35.9% African American, 2% Asian, 3% Hispanic or Latino origin, 21.87% of the population over 55 years of age, 85.3% high school graduate or higher of persons 25 years and older, 22.9% bachelor's degree or higher of persons 25 years and older. 81.6% of the county is considered rural, median household income \$49,976 and the poverty rate --24.7%.

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The largest employers are located in Bibb County that includes Mercer University, The Boeing Company, Georgia Kraft, Armstrong World Industries, Riverwood International, GEICO, the Medical Center of Central Georgia; Houston County's largest employers are Kohl's Distribution Center, Frito-Lay, Warner Robins Logistic Center, Northrop Grumman Corp., Special Freight Trucking, Cancer Hospitals, Psychiatric Hospitals and Robins Air Force Base; Twiggs County's largest employers include Huber Kaolin Mines; Peach County's largest employers are Blue Bird Corp, Ft. Valley State University (historically black college), and agriculture (peaches, cotton, and pecans); Monroe County's largest employers include Georgia Department of Corrections (DOC), Georgia Power Company (Plant Scherer), Monroe County Hospital, Al Burruss Correctional Training Center, Monroe County Board of Education, and Georgia Public Safety Training Center; and Baldwin County's largest employers include Psychiatric Hospitals, Georgia College and State University, and Georgia Department of Corrections.

The statistics to address the community needs in the areas affected by this project. According to results from the needs assessment conduct by the Center on Nonprofits and Philanthropy (CNP) and sponsored by the Knight Foundation in 2012-2013 for the Central Georgia area; our focus areas for community need are economic opportunity, education, healthy futures, and veterans. Also to identify the community needs, we utilized the findings from the Central Georgia Area Agency on Aging for 2012-2013 which affirmed the assessment from CNP. As an example: Houston County Council on Aging, which is in rural Houston County, is the main hub of several smaller rural cities (Warner Robins, Bonaire, Kathleen and Perry). A high percentage of homebound elderly residents reside in these rural cities. A survey was sent out to identify the needs of these residents. One of the community needs identified was that there were over one-hundred and fifty homebound residents who needed a home delivered meal five days a week, food delivery from a local food pantry once a month, companionship and transportation twice a month for doctor appointments to prevent them from becoming prematurely institutionalized. Community needs are operationally defined to include realistic goals.

Volunteer Macon had eight focus group meetings in our areas affected in this project (Bibb, Jones, Baldwin, Monroe, Twiggs, Crawford, Houston, and Peach Counties) to find out the community need for each county in our areas affected by this project that was held in April 2013 composed of

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volunteers, volunteer station supervisors, RSVP staff, Advisory Council members, and community partners who also take part in developing the volunteer assignments/job descriptions. The following questions that were addressed:

Do you address this issue or need in the community?

(Education, housing, employment, child care, poverty, elderly, literacy, safety, and veterans)

How do you address these issues? (advocacy, direct service, and referral)

What do you see are the challenges facing this issue in the community?

Who else is working on this issue in your area?

Focus groups ascertained that the community identified specific community needs in six areas in our areas affected by the project. Firstly, there was a need for health promotion education for senior citizens 60 years of age and older. These results were affirmed by research from the Central Georgia Area Agency on Aging in 2012-2013 that senior citizens needed more programs and activities that were evidence based in wellness, lifestyle management, nutrition, and prevention awareness/prevention. So, the areas affected by this project will receive workshops from Stanford University Research Center evidence based program known as Chronic Disease Self-Management, and Diabetes Self-Management Program that has been funded and approved by the Regional Commission of the Area Agency on Aging. Volunteer Macon applied for the grant for July 1, 2013 to June 30, 2014 which is our second year to train 20 RSVP volunteers as Certified Lay Leaders to lead workshops in Chronic Disease Self-Management at all RSVP volunteers sites, faith based organization, and community-based organizations. RSVP volunteers who are Lay Leaders will provide Chronic Disease Self-Management workshops for six weeks to teach consumers how to manage their health through lifestyle management.

Secondly, there was a need for veterans and military families. The results affirmed from the research was that the community needs to engage veterans in service opportunities, engage military families in service opportunities, transportation for veterans in rural communities to doctor appointments, assistance to veterans in filling out benefit claims, and assistance to help with housing for homeless

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veterans with mental disabilities. RSVP volunteers will fill out benefit claims for veterans, find service opportunities for veterans, provide transportation for veterans, and assisting veterans who are homeless with mental disabilities with housing through the Veterans Administration Bridge Funding.

Thirdly, there was a need to reduce energy costs to low-income senior citizens and disabled adults by improving energy efficiency of their homes while ensuring their health and safety, energy efficient light bulbs, moisture problems/mold, hazard of fire, carbon monoxide and lead based paint through environmental stewardship. According to the Middle Georgia Community Action Agency that serves our areas affected by this project, weatherization benefits low-income households and communities as well as generates an average energy cost savings of \$300 per home each year (2011). Also, homes become more secure from the weather, which helps them conserve energy and have more income for other basic necessities such as food, medicine, clothing and transportation. Department of Energy estimates it reduces heating bills by 31% (2011). RSVP volunteers will help consumers fill out forms to receive weatherization services from Middle Georgia Community Action, provide consumers with energy efficient light bulbs, provide consumers through the Fire Department with carbon monoxide alarms, and chalking widows for consumers.

Fourthly, there was a need for financial literacy because anyone can fall victim to a financial scam. According to United Way of Central Georgia and Central Georgia Area Agency on Aging seniors tend to be particularly popular targets (2012). Frequently, fraud perpetrated against seniors is not reported until long after the scam has occurred, usually because victims don't realize they have been scammed or know where to report the scam, or because victims are too embarrassed to admit that they have been taken (Better Business Bureau, 2011). Nevertheless, it's important for seniors and their family members to be aware of the signs that may point to a fraudulent scheme, and know what steps can be taken to prevent becoming victims of a scam. According to the focus group meetings: seniors are more likely to own their own homes, have a nest egg that's liquid and easily accessible, and have excellent credit; today's generation of seniors were raised to be kind, helpful, trusting, and polite which are perfect qualities for a scammer to exploit, knowing that it's hard for some seniors to simply say "no"; and age has a tendency to affect memory, and scammers count on seniors not being able to remember important details when reporting a scam to the authorities (2013). Also according to United Way of Central Georgia, those 60 years of age and older need tax counseling in the form of free tax help specializing in questions about pensions and retirement issues (2012). RSVP volunteers

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will provide tax counseling to elderly consumers/low-income individuals, and provide elderly consumers with workshops to inform them about scams/financial frauds.

Fifthly, there was a need for senior citizens to be prepared for a disaster. The focus group stated that disasters can happen at any moment (2013). By planning ahead senior citizens can avoid waiting in long lines for critical supplies such as food, water and medicine, so that they will have essential items if they need to evacuate. RSVP volunteers will facilitate workshops to teach consumers about disaster preparedness as well as assist consumers in making disaster kits.

Sixthly, there was a need for education as it relates to attendance and parental engagement which leads to school readiness. According to the Bibb County Board of Education and Promise Neighborhood, school attendance is essential to academic success, but too often students, parents and schools don't realize how quickly absences, excused or unexcused, can add up to academic trouble (2011). Chronic absence (missing just 18 days per school year) can leave third graders unable to master reading, sixth graders failing courses and ninth graders dropping out of high school. The impact is the greatest on low-income students who lack the resources to make up for the lost time in the classroom. So, parental engagement is the key as well as making sure students are given the tools needed to help them function mentally, socially, emotionally and spiritually in school as well as home. RSVP volunteers will utilize Corps 18 from Hands on Network to help students maintain their attendance and providing parents with service opportunities within the school.

After evaluating the eight focus group meetings in our areas affected in this project, the results were the community needs to be addressed by RSVP volunteers that were not being met by non-project agencies within Central Georgia or not being met due to budget cuts/waiting lists for services. Based on the results a Round Table discussion took place in May 2013 to discuss service activities for RSVP volunteers to address community needs as well as evaluation tools to measure outputs/outcomes. As an example, evaluation tools that will be utilized will be the following: Client Satisfaction Survey, Behavior Evaluation, Attendance Logs, and Meal Tally Sheet as well as Pre/Post test to evaluate prior knowledge before workshops.

Volunteer Macon is a proactive leader and participant, in building collaborations/coalitions and partnering with others to effect change through citizen involvement. The RSVP Program also has community partnerships with Bibb County Public Schools, Area Agency on Aging, Macon Police Department, Macon Emergency Management, American Red Cross of Central Georgia, Mentors' Project, Family Investment Center Afterschool Program, Campus Club, D.A.R.E., AmeriCorps Cadets,

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AmeriCorps VISTA, Macon/Bibb EOC Foster Grandparent Program, Middle Georgia Community Action, Macon Fire Department, Middle Georgia Community Action Agency, American Association of Retired Persons (AARP), Mercer University Sociology Department, Bibb County Board of Commissioners, and the City of Macon Mayor's Office. These community partnerships are based on the role of each partner as it relates to how they are beneficial to the effectiveness of the RSVP Program, how the services of our partners benefit the clients that RSVP volunteers serve and how they (partners) benefit from the services of the RSVP Program. For example in 2012, fifteen RSVP volunteers tutored, mentored and empowered thirty elementary school students by contributing 2,400 hours helping students get promoted to the next grade level and providing support for the Criterion Referenced Competency Test (CRCT) in April for the Bibb County Public Schools. Also, through Volunteer Macon's Youth Program three-hundred and sixty students were civically engaged in April 26-28, 2013 in Global Youth Service Day. Global Youth Service Day is an annual campaign that celebrates and mobilizes the millions of children and youth who improve their communities each day of the year through service and service learning.

The Macon Police Department, American Red Cross of Central Georgia, AARP, Macon Emergency Management, and Macon Fire Department will continue to provide in-service training for two-hundred and four RSVP volunteers in the area of homeland security, fire safety, CPR/First Aid training, disaster preparedness, conflict resolution, anger management, team building, leadership skills, communication skills and emergency safety. Fifty-five RSVP volunteers will be instrumental in being the extra "eyes and ears" of the Macon Police Department by being Citizens on Patrol members, Neighborhood Watchers, and TRIAD (the concept of cooperation between law enforcement and seniors in the community to reduce the criminal victimization of the elderly members).

The Macon Police Department partners with the RSVP Program in obtaining grants for the Citizens on Patrol, and Neighborhood Watch through Target Blue. The funds received Target Blue in the amount of \$8,000 in 2013 to assist with volunteer recognition, uniforms, cell phones, and mileage reimbursement for volunteers while they patrol their targeted neighborhoods as well as National Night Out (involves citizens, law enforcement agencies, civic groups, businesses, neighborhood organizations, and local officials to heighten crime/drug prevention awareness; strengthen neighborhood spirit and police community partnerships and send a message to criminals letting them know that neighborhoods are organized and fighting back).

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Through the Bibb County Board of Commissions and Mercer University, Volunteer Macon in 2012-2013 received funds in the amount of \$6,000 for volunteer opportunities to do intergenerational programs that mentor, tutor, encourage, and support youth through Promise Neighborhoods. Promise Neighborhoods is an alliance for youth which mobilizes the community to build the character and competence of Central Georgia's youth by fulfilling the five promises of America's Promise which are caring adults, safe places, healthy start, marketable skills, and opportunity to serve. In 2012-2013, our community partners were effective in recruiting 35 new diverse RSVP volunteers and 105 community volunteers (whose ages ranged from 15 to 54 years of age).

Volunteer Macon's RSVP program has strong collaborations and partnerships within the community. We will continue to develop new partnerships and volunteer stations that address significant community needs that have been validated by community partners' annual report and needs assessments conducted by the Center on Nonprofits and Philanthropy (CNP). As an example, Area Agency on Aging of Central Georgia 2012-2013 Report, statistical data assessed needs for the elderly and disabled which included: meals-on-wheels (402 on a waiting list), prescription drugs (55% can't afford), housing (65% need repairs on their homes) and utility bills (80% having difficulty paying gas/electric bill).

From January through April 2013, five RSVP volunteers with AARP have assisted over 420 clients with filing their tax returns. RSVP volunteers have also gone through eight hours of financial training in order to educate others on how to set-up a checking and/or savings account and to budget their income in today's economic crisis. Our volunteers have been part of this initiative with AARP for 4 years. Also, Volunteer Macon has been committed to Family Strengthening and Neighboring Programs within the community for over 8 years (family is the most important unit of society and functions to fulfill its members' needs for both survival and well-being our programs assist families to identify strengths and "grow" them. Our Family Strengthening Programs assist with becoming financial literate, knowledgeable about health issues, self-sufficient, and civically engaged; neighboring is involved with engaging residents in their community to be the agents of change by addressing their critical community issues. Neighboring projects take place in low-income marginalized communities.) As an example in 2012, five RSVP volunteers taught Breast Health

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Education in our Neighboring community (Pleasant Hill) to ensure that African American women 65 years of age and older in rural counties receive an annual mammogram (95 women received mammograms), perform monthly self-breast exam (108 residents performed self-breast exams), and receive clinical breast exams annually (67 women received clinical breast exams).

Two AmeriCorps VISTAS members developed and implemented programs that benefited residents through community outreach activities. As an example: three AmeriCorps VISTAS members implemented a health fair in August 2012 in Tindall Heights, a low- income housing community. At the health fair, four RSVP volunteers assisted with blood pressure screening (138 residents, fifty-two were over 65 years of age), cholesterol screening (sixty-eight residents, twenty-one were over 65 years of age) and diabetes screening (111 residents, sixty-two were over 65 years of age). Five RSVP volunteers provided training to forty-eight elderly residents on preparing disaster kits. Ten kits were given out as give-a-ways with monies donated from the Macon Police Department Crime Prevention Unit.

Recruitment and Development

Volunteer Macon pre-screens potential RSVP applicants. The pre-screening process provides Volunteer Macon with an opportunity to evaluate a potential volunteer's background and suitability for the position. Volunteers are given a warm welcome and asked questions about their education, skills, interests, other volunteer experiences, and membership in other organizations. Volunteer Macon inquires about the volunteer's health, and physical limitations, and ensures that all volunteer sites are handicap accessible. Volunteers that assist children and do in-home assignments must have a criminal and sexual offender background check. RSVP volunteers receive 25 hours of training annually from RSVP and/or their volunteer site supervisor to enhance their skills. As an example, RSVP volunteers will receive training on conflict resolution (Education, Healthy Futures, Veterans), CPR/First Aid (Disaster Preparedness, Healthy Futures), Corps 18 (training for school attendance and parental engagement; Education), Nursing Assistant (Healthy Futures), anger management (Veterans, Education), volunteer leadership (Veterans, Healthy Futures, Education, Environmental Stewardship, Disaster Preparedness and Economic Opportunity), and disaster preparedness (Healthy Futures, Veterans, Disaster Preparedness).

Volunteer Macon is constantly recruiting and getting RSVP volunteers to mobilize other volunteers as

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well as stakeholders and Advisory Council members to recruit volunteers. As an example, there is a special committee set-up in the RSVP Advisory Council that recruits volunteers. In 2012, there were thirty-two new volunteers recruited by stakeholders and Advisory Council members.

Flyers are placed in the community as well as newsletters being sent out by volunteer sites to discuss volunteering, the RSVP Program, volunteer projects and community outreach activities. Also, Volunteer Macon's thirty-nine years of experience in recruiting volunteers indicates that the best method is simply to ask them (volunteers). Volunteer Macon's outreach efforts consist of one-on-one contact, group contacts, and referrals from other volunteers as well as print media. Another instrumental recruitment tool is Macon-Bibb Economic Opportunity Council, the sponsor of the Foster Grandparent Program (FGP), which also assists with recruitment for the RSVP. The RSVP Project Director is a member of the FGP Advisory Council and the FGP Project Director is a member of the RSVP Advisory Council. FGP and RSVP work closely together in the recruitment process. For instance, if an FGP applicant does not qualify for the program they are encouraged to join RSVP and if a RSVP applicant wants to volunteer as well as supplementing their income they are encouraged to apply for FGP. In 2012, sixteen RSVP volunteers were referred by the FGP Program and ten were referred to the FGP Program by the RSVP Program.

Our current strategy involves recruiting for impact-based assignments which is defined by our tabletop discussions and focus group meetings. The recruitment plan process included a review of the impact-based volunteer assignments that comprise the following:

Our goal to have a more targeted recruitment for impacted-based assignments because this recruitment strategy is specific, focused, and addresses where potential volunteers can be found with the skills, interests and availability needed for the assignments has been assessed by volunteer site evaluation and recruitment evaluation administered in September 2012 to be 54% successful . Our volunteer stations analyzed their assignments and defined, as clearly as possible, the type of volunteer needed for their impact-based assignments. A recruitment message was implemented that motivated potential volunteers to serve (based on the assessment administered in December 2012, 66% stated that they were motivated by the recruitment message). We reached out to "active adult" retirement communities, senior citizen housing, senior centers, clubs and other places where people over the age

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of 55 gather. The RSVP Program reached out to community libraries, civic groups, companies/small businesses, student groups, retired military personnel, new residents in the community, conferences/special events, churches, job training programs for seniors, public agencies, senior citizen groups, service organizations (Rotary Clubs and Junior Leagues), sororities, fraternities, independent living centers, disability groups, and retired personnel to inform them about our impact-based volunteer assignments. We will also recruit veterans and males through our partners: Macon Vet Center, DAV, VFW, Macon Bibb EOC and American Legion. Our recruitment message was the same as it is for all volunteers, in that it states that Volunteer Macon is committed to placing individuals into impact-based assignments that best match their interests and skills with the needs of the organization as well as no volunteer will be turned away.

Volunteer Satisfaction Survey assessed in December 2012 was that 69% felt important, 95% felt involved, and 100% felt social contact. Volunteering offered an avenue for exercising skills and talents gained through a lifetime of experience. Also, Volunteer Satisfaction Survey assessed 76% felt they were exercising their talents and skills. Recognition is a tool used for appreciation and retention of volunteers because volunteers feel appreciated. The RSVP Program gives each volunteer site a quarterly certificate of appreciation and the volunteer sites quarterly gives each volunteer a certificate of appreciation. Volunteer Macon has an annual Recognition Luncheon and the volunteer site has an annual recognition as well. Volunteer stations honor the volunteers on birthdays, give them special mention at community meetings, and have a luncheon to honor the volunteers. (Volunteer Satisfaction Survey assess 100% of the volunteers enjoyed and appreciated the Annual Recognition Luncheon). As an example, two-hundred and sixty-five RSVP volunteers were in attendance at the Annual Recognition from April to June 2013. The Advisory Council is very active in assisting with recognition by finding entertainment, purchasing gifts for door prizes, donating monies to assist with volunteer gifts, and being supportive. As an example, twenty-five local businesses donated \$2,245 in gift certificates.

Volunteer Macon incorporates RSVP volunteers as well as volunteers who come through the clearing house in four annual community volunteering efforts such as Martin Luther King Jr. (A Day on Not Off), Global Youth Service Day, September 11th National Day of Service and Remembrance and National Volunteer Week. As an example in 2012, eight RSVP volunteers assisted in a fund raiser and planting flowers project with IKON a local corporation in the community to raise funds for meals as

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well as the beautify the Bibb County Senior Center ; ten RSVP volunteers worked on intergenerational programs with Mount De Sales Academy a Private Catholic School (Global Youth Service Day) serving congregate meals and providing activities for the elderly at Macon Parks and Recreational Senior Center; and twelve RSVP volunteers assisted ten Georgia Power Company's employees (MLK Day Projects) with home repairs and painting on elderly residents homes in three low income neighborhoods.

Potential volunteers will be chosen to their service opportunity based on their RSVP application which asks about their hobbies, talents and skills as well as their interest. After this an interview is set-up with the volunteer, Advisory Council member, and RSVP staff to ask the volunteer what opportunities that they would find of interest based on our slots available. Volunteers after the interview will have their assignment and will be evaluated in 3 weeks to ensure that they are happy with their assignment plan.

To ensure that RSVP volunteers are implementing their assignment plan as well as providing service activity for their assignment, they will be monitored quarterly by volunteer site, and RSVP staff. If the volunteer is not in compliance with assignment plan and/or service activities than a meeting will be held with the site supervisor, volunteer and RSVP staff to provide the training and empowerment that the volunteer needs to perform their service opportunity.

The stakeholders are instrumental in ensuring that there is diversity within the RSVP Program. As an example, the Advisory Council members are part of the recruitment process. They go out into the community to embrace minority organizations, those make personal calls to leaders in minority communities, and invite members of minority groups to provide training on their culture at in-service meetings. With the influence of the Advisory Council, RSVP gains the input and support of key community leaders, retaining long-time supporters, assuring that decisions have been weighed by as many perspectives as possible. The RSVP Advisory Council members are residents from within the community that are familiar with the stakeholders who benefit from the services of the RSVP Program. Each advisory member represents a different race, ethnicity, religion, gender, and culture.

Also to promote diversity within the RSVP Program, articles are published in minority newsletters as well as speaking engagements with various faith based organizations, veteran associations, disabled

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individuals, retiree associations and Elderhostel Programs within our service area. The community partners are vital to the diversity of the recruitment process of RSVP volunteers. For example in April - June 2013, AARP, Retired Association of Teachers, American Legion, Middle Georgia Community Action Senior Centers, Veterans of Foreign War and Disabled American Veterans were instrumental in assisting with recruiting sixty-seven diverse volunteers (40 became community volunteers and 27 became RSVP volunteers). Also in January --August 2013, Advisory Council Members recruited thirty-eight new volunteers who were stationed at the Macon Police Department, Medical Center of Central Georgia, and Houston County Council on Aging Meals on Wheels Program. Each Advisory Council Member is committed to recruiting at least 2 to 3 new volunteers annually.

Public Awareness of the RSVP program is promoted through community partners such as Macon Police Department, Middle Georgia Community Action, AARP, and City of Macon Parks/Recreation; these partners feature the RSVP Program in their newsletters quarterly. Also, the eight counties served by the RSVP Program feature volunteering opportunities that are available through the RSVP Program in their local newspaper. RSVP volunteers are instrumental in their efforts of letting the public know about the program by wearing their name badges or uniform (Medical Center of Central Georgia, COP, TRIAD and Neighborhood Watch) which is a conversation starter with citizens asking what is RSVP and COP as well as what group are they a part of and what do they do. The RSVP Program participates in health fairs, county fairs, and community engagement activities by having a booth to inform the public about the RSVP Program. Annually, letters are sent out to numerous businesses in the area to let them know about what RSVP volunteers are doing to save local strained budgets, hours contributed by volunteers in serving the community, and the monies that volunteers save the communities in which they serve. Through this public awareness tool, numerous businesses in 2012-2013 donated gift certificates to the program totaling \$2,425 for the RSVP volunteers as a form of appreciation for all they do for the Middle Georgia area.

Our local broadcasting stations in 2012-2013 featured the RSVP Program, RSVP volunteers, and the RSVP Recognition Luncheon on the five o'clock, six o'clock and eleven o'clock news which are broadcasted in all eight counties. Also, September 11, 2012 WMAZ Channel 13 broadcasted our 9/11 Project that took place doing Disaster Preparedness trainings and preparing disasters bags. Chief Meteorologist for Channel 13, Ben Jones has been the MC for three years for the RSVP Annual Recognition Luncheon and Chief New Anchor, Frank Malloy has been the speaker as well as MC for

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two years. Macon Telegraph's (local newspaper) Editor Charles Richardson has been a speaker at the RSVP Annual Recognition Luncheon. For the last 6 years The City of Macon's Mayor has presented the RSVP Program with a Proclamation from The City and the Bibb County Commissioner Office has presented the RSVP Program with a Resolution from the County.

We also utilize events that take place each year to spotlight the RSVP Program. As an example, Middle Georgia's Global Youth Service Day in April 2013 was a campaign that celebrated and mobilized youth who made a positive impact in the community through service and service learning. Three-hundred and sixty youth addressed critical issues at five RSVP sites by assisting homebound elderly and disabled clients with a noon-day meal, by assisting elderly clients at senior centers with outreach information and exercise, by assisting senior apartment complexes with planting gardens and flowers, and by providing entertainment activities at local nursing homes. Also, six RSVP volunteers assisted in doing Disaster Preparedness and Recycling Workshops at five housing complexes for residents who are disable/elderly in Central Georgia (Dempsey Apartments, McAfee Towers, Ingleside Manor, St. Paul Apartments, and Clibsy Towers). Volunteer Macon's website is utilized by residents who want to become volunteers in the community and participate in the RSVP program.

Currently, Volunteer Macon's RSVP Program has a Health Promotion Education which is a Healthy Future work-plan initiative funded by Area Agency on Aging of Central Georgia (\$31,924 for 2013-2014). RSVP volunteers are trained as certified Lay Leaders to go out and provide health related information to faith based groups, senior centers, and community centers on Chronic Disease Self-Management and Diabetes Self-Management. Also, Volunteer Macon's RSVP Program Independent Living for Seniors which is funded by George E. Hatcher, Jr. and Ann Williams Hatcher Foundation (\$25,000 for 2013-2014) to provide RSVP volunteers will be trained to support homebound senior citizens and disabled individuals with services that help support their Activities of Daily Living. At the trainings for these initiatives, RSVP volunteers discuss the RSVP Program. These programs assist in making the RSVP Program more visible due to community outreach. Thus, RSVP utilizes the local media, community newsletters, local newspapers, word-of-mouth, local/state/national volunteer projects, community outreach, volunteermatch.org, and our website as well as our community partners' websites as vehicles to raise awareness about Volunteer Macon's Programs. For instance in June 2013, Volunteer Macon had community resource booths at 2 health fairs, 3 booths set-up at

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energy assistance venues, and 2 booths set-up at community outreach service programs (free tax services coming up in 2014, sign-ups for commodities, setting up at local schools to inform youth and their parents about civic engagement, and energy assistance). Over six hundred pamphlets and facts sheets were given out to citizens about volunteering within their communities through Volunteer Macon (9 to 54 years of age and older) and the Retired and Senior Volunteer Program (55 years of age and older).

According to the Georgia Department of Labor (2011), the unemployment rate in Georgia is 10.1% and in our Central Georgia service area the unemployment rate is 8.6%. So, during these times of financial crisis, Volunteer Macon realizes that Central Georgia needs volunteers to continue thriving. As an example, some of our most significant volunteerism includes providing skills training and counseling in financial literacy, communication skills, and computer skills as well as volunteerism to unemployed residents to assist them in finding jobs using the skills they received from volunteering. As an example in 2012, sixteen veterans were looking for a service opportunity, so Volunteer Macon encouraged volunteers to become an AmeriCorps VISTA through the American Legion and five of the veterans became RSVP volunteers that assist veterans in finding resources and who will assist veterans in filling out forms for resources that are due to them. Ten veterans became community volunteers who assist at Day Break in helping homeless individuals find resources and fill out forms. These volunteers have contributed from July to December 2012, 659 hours and January to August 2013, 865 hours.

Volunteer Macon's RSVP Program offers exceptional senior support by offering its members pre-service orientation, guaranteed training, and even supplemental insurance. RSVP volunteers bring a wealth of experience, skills, knowledge, wisdom and leadership to the program. With life time skills, RSVP volunteers create unique and meaningful volunteer opportunities such as Neighborhood Watch Programs, Citizens on Patrol, and Health Promotion Education Programs. RSVP volunteers participate in twelve hours of Leadership Training offered through Volunteer Macon which enhances their skills. Leadership training skills include problem-solving, social judgment, critical thinking, team development, and communication. Leadership training is the connection to building new volunteer skills. As an example, four RSVP volunteers were retired school teachers who did not want to be in the school system with youth. The volunteers wanted a new experience, so they received training on how

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to educate their peers about Breast Health Education and HIV/AIDS.

Each volunteer site has Reflections quarterly to ensure that the volunteers are able to reflect on the impact they are making in the community through their volunteer service. As an example, twelve RSVP volunteers met with the Project Director of RSVP in April 2012 to discuss their volunteer efforts of patrolling, setting up Neighborhood Watch Groups, and providing companionship outreach. These RSVP volunteers discussed how the service that they provided to residents benefitted them as volunteers and how it benefited the residents in the community.

According to the Client Satisfaction Survey September 2012 administered by RSVP staff, seventy-eight percent of the clients stated that they were happy and felt safe with the services provided by RSVP volunteers (fifteen percent of our surveys were not returned). According to the Volunteer Satisfaction Survey 100% of the volunteers stated that they were satisfied with their volunteer efforts and that they had grown mentally, emotionally and spiritually from their volunteer experience. All RSVP volunteers fill out annually a Volunteer Satisfaction Survey which is utilized to assess whether volunteers are receiving a meaningful volunteer service experience as well as their volunteer experience is enhancing their quality of life.

From January to December 2012, forty-three volunteers underwent two orientation sessions at their volunteer site that included confidentiality (Hippa Laws) and how to fill out volunteer forms. Also, at orientation volunteers received a RSVP manual, a tour of the volunteer site and surrounding area and were introduced to site staff. Each site prepared a welcoming event that gave the volunteers an opportunity to get acquainted with the site and staff. Volunteers were given their volunteer assignment descriptions which included the following: the purpose of the program, the skills required for the assignment, time commitment, and what support they can expect from RSVP program.

In September 2012, the Project Director had an orientation with the RSVP Advisory Council and RSVP staff that included four training session on Senior Corp Programs. The Project Director visits each volunteer site quarterly to ensure that the volunteers and site coordinators understand the goals and objectives of the RSVP Program. Volunteer sites, and community participation groups went through twelve hours of training from February to November 2012 being in compliance with the RSVP program, Memorandum of Understanding (MOU), volunteer recruitment, volunteer retention,

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volunteer recognition, reporting volunteer hours, volunteer travel, volunteer insurance (CIMA), health/safety provisions, policy/procedures of the volunteer site, and handicap accessibility.

Volunteers, volunteer station supervisors, community participation groups, and Advisory Council members In May 2013 went through a pre and post screening of the Volunteer Handbook that included: benefits of being an RSVP volunteer, facts about RSVP, funding, history of Volunteer Macon, training/planning guide, volunteer time, volunteer travel, insurance, fitting in at the volunteer station, HIPPA guidelines as it relates to confidentiality, conduct, safety/safe practices, volunteer separation, grievance following disciplinary action, volunteer complaint procedure, volunteer insurance, volunteer mileage form and volunteer application (As assessed by the pre-screening of the Volunteer Handbook 38% scored high with a score between 80-100% and on the post-screening 81% scored high with a score between 80-100%). Also, volunteer station supervisors, RSVP staff, community participation groups, community partners and Advisory Council members went through in June 2012 a pre and post screening of the Station Manual that includes: What volunteers can and cannot do?; What are the responsibilities of the volunteer station?; Who is involved in the daily supervision of volunteers?; Tips on the supervision of volunteers; Volunteer Assignment Plans; and trainings for volunteers (As assessed by the pre-screen of the Station Manual 36% scored high with a score between 80-100% and on the post-screening 96% scored high with a score between 80-100%).

Volunteers go through Leadership Training which gives them more responsibility as volunteers. RSVP volunteers are a benefit to Volunteer Macon because of their experience, commitment, dedication, and wisdom. Feedback from existing volunteers help to guarantee that Volunteer Macon's recruitment efforts are effective, our retention plan is efficient, and recognition activities are satisfactory. Based on our Volunteer Satisfaction Survey given out annually 93% of the volunteers were happy with their volunteer experience (December 2012). Volunteer Macon promotes retention by annually evaluating volunteers to ensure that they are engaged and satisfied with their assignment. If volunteers feel that they are not challenged by their assignment they are provided the opportunity to transfer to a new assignment. In 2013, the Project Director became Certified in Life Skills for Middle School and High School age students as well as Certified in Project Alert and Certified in Choosing the Best (Abstinence Training); this training will help her train RSVP volunteers who assist children in Middle and High School.

Also in 2012 the Project Director became a certified Lay Leader through Stanford University for

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Chronic Disease Self-Management and in 2013 a Master Trainer with funding from the Area Agency on Aging, 2010 she became a Certified American Red Cross CPR/First Aid Instructor, HIV/AIDS Instructor, and in 2009 a Certified Volunteer Administrator (CVA). Volunteer Macon also has an extensive library on volunteer management which is utilized by RSVP staff, volunteers, volunteer stations, Advisory Council members, and community partners.

Program Management

Volunteer stations will undergo six hour training on:

- *Defining responsibilities clearly. Describing freedoms and limitations. This allows for consistency.
- *Maximizing strengths by choosing the right people for the appropriate task. Determining strengths and weaknesses of volunteers and staff.
- *Providing adequate feedback. Being honest and accurate in assessment of how volunteers are doing.
- *Setting goals and performance standards together.
- *Commending and encouraging.

Volunteers receive from their site supervisors' written information, face-to-face discussions, and clear definitions of their job descriptions. Volunteer job assignments are the first step in our comprehensive risk management system. RSVP staff, Advisory Council, community partners and volunteer stations work together to define the duties and responsibilities to assist the organization in assessing the impact that volunteers can make to the clients, to themselves (volunteers) and the organization so that they can be addressed. Each volunteer and site supervisor were invited to sign a copy of the volunteer job description for their permanent file as part of the risk management procedure, to ensure that each volunteer has been fully informed of the volunteer job expectation and limitation as well as volunteer site supervisor so that everyone has a clear understanding of what is expected.

Volunteer job assignments contain the following: specific volunteer job title identified, along with the estimated time required and location. The purpose of the volunteer position is clearly stated, followed by specific responsibilities described in greater detail. The qualifications needed by the volunteer are identified clearly, along with any support to be provided (materials, training, etc.) as part of the volunteer position. Finally, and yet perhaps most importantly, the supervisor to whom the volunteer is responsible is identified.

Potential volunteer stations, stakeholders and RSVP staff developed assignments that impact critical

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human/social needs. Assignments are regularly assessed for appropriateness (by staff members at volunteer station). Volunteer station supervisors are responsible for the day to day oversight of volunteers as well as keeping records and preparing reports to comply with all applicable civil right laws and federal laws (CNCS). Stations addressed significant community needs that are validated by the community by a needs assessment conducted by Center on Nonprofits and Philanthropy (2012) on what services are needed in the community based on gender, race and income that would be beneficial to make residents' life better as it relates to their physical, social and mental well-being.

Assessment was updated from November to December 2012 and all volunteer stations are handicap accessible to persons with disabilities. June through August 2012 station staff were oriented prior to placement of volunteers and received 6 hours of on-going training and information updates from RSVP staff. Our strategic plan for developing volunteer stations and assignments ensures that the criteria for volunteer stations and assignments meet both an identified community need and offer a high quality volunteer experience. Assignments reflect individual RSVP volunteer preferences and the volunteer assignments supplement but not encroach upon existing community volunteer activities.

Volunteer assignments are written in a clear and concise manner so that both the volunteer station supervisor and volunteer have a thorough understanding of what is to be expected and accomplished through participating in the RSVP Program. The RSVP Program staff and each volunteer station annually establish (January to March 2013) benchmarks to use as standards for measuring progress and worked together to determine types of data needed to measure progress. The RSVP program and volunteer stations working together developed information systems to capture data and when possible, existing data collecting systems was utilized to ensure easily retrieval of information. Assessments will be used to adjust assignments and, when necessary, volunteer station assignments. As an example, Houston County Meals on Wheels will do a tally sheet for the services that they perform for clients such as taking out the trash, giving client their medication, giving clients a glass of water, getting the mail out of the mailbox, etc. The RSVP volunteers will be doing more than serving a hot noon day meal, therefore we want to capture all that the volunteers do to ensure that that client is functioning well with their activities of daily living.

This strategic plan will provide RSVP and each impact-based volunteer station with an opportunity to work together to evaluate data to identify strengths and weaknesses of the project and, when

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necessary, revamp the station assignments on management. The strategic plan for developing volunteer stations and assignments allowed the volunteer stations and volunteers to work together with RSVP to modify volunteer assignments when required to better effectively address the identified community needs being addressed through the stations participation in RSVP.

In order to identify the community needs for 2012-2013, we utilized the findings by the Center on Nonprofits and Philanthropy and Area Agency on Aging in Central Georgia. As an example: Houston County Council on Aging, which is in rural Houston County, is the main hub of several smaller rural cities (Bonaire, Kathleen and Perry). A high percentage of homebound elderly residents reside in these rural cities. A survey was sent out to identify the needs of these residents. One of the community needs identified was that there were over one-hundred and fifty homebound residents who needed a home delivered meal seven days a week to prevent them from becoming prematurely institutionalized. Community needs are operationally defined to include realistic goals.

Focus groups were utilized in April 2013 by counties to identify specific needs in the community. As an example, based on information from focus groups in Jones, Baldwin, Twiggs, and Peach County there was a need for Breast Health Education for African American women 65 years of age and older. The focus groups was composed of volunteers, volunteer station supervisors, RSVP staff, Advisory Council members, and community partners who also take part in developing the volunteer assignment/job description. Each agency during the focus group meeting were asked to consider putting together a cross functional team of agency staff to discuss the issues facing the many clients who are served by the various programs.

The Advisory Council assesses the RSVP Program and works to ensure that the Executive Director and RSVP staff are doing everything possible to guarantee the program is running smoothly. As an example, program evaluations were completed December 2012 by Advisory Members and site supervisors which are done annually (92% of the Advisory Council felt that the RSVP Program was running smoothly and 84% of the site supervisors felt that the RSVP was running smoothly). The Advisory Council reviews site assessments and volunteer assessments to ensure that the RSVP Program is meeting the needs of the community. The data from these evaluations assists Volunteer Macon in tracking volunteers not only for placement data (hours, job assignments completed) but to also survey volunteers and agencies regarding the impact of the volunteer investment and outcomes

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for clients. As an example in December 2012, the Houston County Meals-on-Wheels volunteers provided their clients with a pre and post survey to ensure that the services they received from an RSVP volunteer made an impact in their lives (88% of the clients stated that their RSVP volunteer made an impact on their lives). Also, the clients received a survey about the meals that they received to ensure that the program was meeting the goals and objectives stated in the community needs plan (85% of the clients stated that without the nutrition meal that they received five days a week they would not be able to function with their activities of daily living which would probably mean being prematurely institutionalized).

Volunteer Reporter is used to track volunteer service. Volunteer Macon also has a tracking mechanism monitor to volunteer station hours, volunteer hours, volunteer travel, and volunteer meals. Surveys are used to measure the impact of the services provided by the RSVP volunteers. As an example: Houston County Council on Aging Meals on Wheels Program utilizes twenty-three RSVP volunteers to deliver home delivered meals. The volunteers were given a tally sheet at the beginning of each month to check the number of meals delivered and the number of tasks performed to assist the client with their activities of daily living. Clients were given a survey to determine the benefits of receiving a noon day meal five days a week. To manage the information and data needed to demonstrate our effectiveness, we implemented RSVP Reporter web based volunteer management tool as well as handsonmacon.org. This service can be accessed by the volunteer stations, volunteers and staff.

Organizational Capability

Volunteer Macon uses QuickBooks Pro to manage financial resources and in-kind contributions. Volunteer Macon participates in an annual audit conducted by a local accounting firm, Clifton, Lipford, Hardison and Parke. Our last Audit was in December 2012. A part-time bookkeeper reviews, posts, and reports all expenses associated with RSVP Program. Also, Director receives a Profit Loss statement monthly from sponsor and in-kind forms quarterly from sites to ensure compliance. As an example, with monies that we receive from the Peyton Anderson Foundation we are able to provide volunteers with a small stipend to assist them with meals and transportation. These volunteers assist clients who need assistance with their activities of daily living which helps to ensure that they are not prematurely institutionalized. We are also able to provide a recognition luncheon for the volunteers and the client. With monies from the Community Foundation we are able to provide over 200 residents with a disaster kits in three low-income neighborhoods as well as provide children with

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lessons in safety and conflict resolution in three low-income neighborhoods. In 2012, with monies from the Area Agency on Aging we were able to provide volunteers with a stipend to go out in 8 counties to provide 6 workshops one day a week for 2.5 hours on Chronic Disease Self-Management Program to help participants become self-mangers in their health care needs.

In-kind documentation is a form developed by Advisory Council and RSVP staff. The form reports certified in-kind cost that gives the name of the organization/person, address, date and a line to report the following: transportation, volunteer hours, space, supplies, other items, goods, items per cost, and other. There is also a section for total of in-kind cost and the signature of the donor and RSVP representative signature. For 2012-2013, we received over \$7,800 in in-kind donations in the form of office space for training, gift certificates for recognition, meals for volunteers at their sites, and training for volunteers, staff and volunteer site staff.

Volunteer Macon ensures that volunteer sites "buy-in" to the program and take an active role in ensuring programming for impact. As an example: in 2011-2012 RSVP Program received from the Community Foundation for \$16,000 to expand the Citizen On Patrol initiative with 55 new RSVP volunteers. In 2010-2011 also, RSVP received funding from the Peyton Anderson Foundation for \$25,000 to expand Companion Outreach in order to keep frail seniors from being prematurely institutionalized. Family Care Solutions provide 35 RSVP volunteers with Personal Care Aide training (which was an in-kind service to Volunteer Macon in the amount of \$1,250) in the following areas: feeding, dressing, grooming, assists client with walking, getting out of bed, getting to bathroom, assisting with medical or physical therapy and/or monitoring medication. Family Care Solutions (believes in holistic health) also trained RSVP volunteers to encourage clients to exercise, take walks with their client, provide information to their client on exercise or recreation and assist with reality orientation/awareness. In order to expand our Companion Outreach Program for RSVP, we received funding in 2013-2014 in the amount of \$25,000 from the George E. Hatcher Jr. and Ann Williams Hatcher Foundation.

Also, the RSVP Program receives in-kind for meals from St. Luke Baptist Church (\$1,000), and Medical Center of Central Georgia (\$3,750); in-kind training from Macon

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Police Department (\$800), Fire Department (\$500), and American Red Cross (\$500).

Funding for Area Agency on Aging is from October 2012 through June 2013; Peyton Anderson was from October 1, 2010 through November 30, 2011; and funding from Community Foundation was from January 1, 2011 through January 1, 2012. Thus, funding from these programs for the 2012-2013 grant cycle for RSVP Program will not be for the total amount allocated at the beginning.

The RSVP Program continues to search for funding to expand its existing programs. In 2013, we applied and received funding in the amount of \$31,924 from Central Georgia Area Agency on Aging for Chronic Disease Self-Management Program and Diabetes Self-Management Program. In August 2013, RSVP Program applied for funding for \$5,000 from Gannett Foundation for Afterschool Programs and Georgia Power Foundation for \$25,000 to run a Summer Camp for at-risk youth.

Volunteer Macon lays a foundation to have a compelling reason for donors to give. This foundation includes the following: (1) Clear sense and commitment to our vision and mission as well as ensuring that the mission relates to the community being served; (2) Developing and implementing programs that yield results; (3) Highlighting our present and past accomplishments; (4) Ensuring effective management and leadership by our board members and staff to ensure accountability; (5) Ensuring that our financial systems will safeguard the resources raised that include adequate financial controls that demonstrate good management and builds trust; and (6) Maintaining a solid reputation, credibility and positive image. Volunteer Macon believes in mapping its community's assets.

We identify and inventory the range of financial and non-financial resources of the individuals (volunteers), community (including groups, foundations, and associations), and local institutions (including local government agencies). Non-financial resources include skills, talents (such as handicrafts), and capacities. As an example, we have rediscovered innovative solutions by mapping traditional technologies and practices by utilizing community members' skills, in such areas as conflict resolution, anger management, and CPR/First Aid. As an example in August 2013, the Macon Police Department's (from Precinct Three) Sergeant Raymond Reynolds provided fifty-five RSVP volunteers with training in conflict resolution, scams/cons face by the elderly, self-defense, and anger management. Also, we realize that focusing on the community's assets engages the local citizens to invest in their own future and create a sense of hope and control. Thus, knowing our peers' (other agencies) assets helps to build our relationships among local residents, associations and institutions.