

Narratives

Executive Summary

Audubon Area Community Services, Inc., the local Community Action Agency, operates in Daviess, Hancock, Henderson, McLean, Ohio, Union and Webster counties of Kentucky and strives to fulfill its mission of "Helping People, Changing Lives, Building Communities" with sponsorship of the RSVP.

In 2015, an estimated 450 unduplicated RSVP members will serve. Activities will include food pantry supportive services, tutoring, housing assistance, financial literacy assistance, veterans' services and access to health related benefits. The primary focus area to be addressed is Healthy Futures.

Information gleaned from sources such as the US Census, the KY State Data Center, the US Department of Agriculture, Annie E. Casey Foundation, Department of Veterans Affairs, health care providers, aging network partners, etc. will be used to determine needs.

At the end of the three-year grant, anticipated outcomes in our Health Futures primary focus area of "Reducing Childhood Obesity and Increased Access to Nutritious Food" will reflect 350 individuals in our seven county service area reporting an increase in food security through the assistance of RSVP volunteers serving in local food pantries.

The CNCS federal investment of \$136,377 will be supplemented by 30% matching nonfederal funds in the minimal amount of \$58,447 to be secured through diversified non-federal allocations.

Strengthening Communities

The Audubon Area Community Services, Inc.'s (AACS) Retired and Senior Volunteer Program (RSVP) operates in the Green River region's seven counties of Daviess, Hancock, Henderson, McLean, Ohio, Union and Webster. A largely rural area located in the northwestern portion of the state, the service area is bordered by the Ohio River to the north and is often referred to as the Western Coal Fields. Local economies largely depend on manufacturing, specifically aluminum, paper, automotive materials, and plastics, as well as, agriculture and retail sales. As per the Kentucky State Data Center (<http://ksdc.louisville.edu>) and the 2010 US Census, the Green River Area Development District has 56,964 residents aged 55+, or nearly 29% of the total population with 18% of the total population at or below poverty level. The "K-Count 2013" reports 5,200+ homeless Kentuckians. Families with limited resources are faced with decisions on allocating available funds to address needs such as groceries vs. bills.

Narratives

The Audubon Area RSVP's primary focus area of "Healthy Futures" will concentrate on serving local food pantries. According to the 2014 Owensboro Health Regional Hospital "Community Dashboard", 43.5% of Daviess County's population in poverty participates in the Supplemental Nutrition Assistance Program (SNAP). This report also indicates that "a lack of access to healthy foods is often a significant barrier to healthy eating habits. Low-income and underserved areas often have limited numbers of stores that sell healthy foods. People living farther away from grocery stores are less likely to access healthy food options on a regular basis..... Food insecurity, defined as limited availability or uncertain ability to access nutritionally adequate foods, is associated with chronic health problems including diabetes, heart disease, high blood pressure, obesity, and mental health issues including major depression." In addition, the dashboard reflects the local area rates an "8" out of "10" on a "food environment index". This index combines two measures of food access: the percentage of the population that is low-income and has low access to a grocery store, and the percentage of the population that did not have access to a reliable source of food during the past year (food insecurity). Obesity was listed as a primary area of concern, as per the Owensboro Health Regional Hospital needs assessment, followed closely by secondary indicators of diabetes and heart disease. The Messenger-Inquirer, a regional newspaper, reported in 2012 that at least one local food pantry cited a 50% increase in participants. Natural disasters occur unexpectedly and leave families in an emergency situation without notice. In 2000, a rare January F3 tornado destroyed 50 homes and damaged 750 more in Daviess County. In the last 10 years, HomeFacts reports that 13 other tornadoes have been tracked in this area. In 2008, Daviess County experienced an even rarer occurrence, i.e. Hurricane Ike, with many reports of widespread home and tree damage, and downed power lines. An ice storm blanketed most of Kentucky in 2009. As per the National Weather Service, it caused Kentucky's largest power outage on record, with 609,000 homes and businesses without heat or electricity, some for several weeks.

In order to address the need for access to nutritious food, RSVP volunteers will provide distribution services to 12 area food pantries by offering clerical support, client intake, screening, and referral services, maintaining inventory and with preparation of food boxes on behalf of those in an emergency situation, unemployed or underemployed. Audubon Area RSVP staff will collaborate with the various food pantries beginning with the signed Memorandum of Understanding. RSVP volunteers will be assigned to their respective service sites adhering to specific job descriptions designed by the site and the RSVP staff. Volunteers prepare individual time sheets to be validated by their site supervisor with hours submitted to the Audubon Area RSVP staff. The food pantries report to the

Narratives

Audubon Area RSVP staff on numbers of participants and food distributed through the assistance of the RSVP volunteers. RSVP staff provides surveys for completion by food recipients to gauge satisfaction with the services received and level of food security achieved. Results are compiled and submitted to the Corporation for National and Community Service, along with local funders. The Audubon Area RSVP volunteers have experience with "Increasing Access to Nutritious Food" as historically demonstrated. In 2013, 106 RSVP members served 13,399 hours at 8 food pantries, as per signed time sheets. The members assisted with stocking and distributing food to 1,780 unduplicated individuals, according to food pantries' records. Due to receiving assistance, ninety eight percent (98%) households who completed the food pantry survey agreed they were able to save money to pay other bills or purchase other needed necessities. Ninety nine percent (99%) households who responded to the survey agreed that the assistance helped them to get enough to eat and prevented them from going hungry, even after a single visit.

In 2012, the Kentucky Department of Veterans Affairs (KDVA) reported 2,000 homeless veterans statewide, as well as, 23% of Kentucky's homeless population were veterans. KDVA cited 17% of these homeless veterans reported food needs. As per the 2010 United States Census, the veteran population for our two largest counties, i.e. Daviess and Henderson, is 10,825 or 10% of the total population for those aged 18+. Of this combined veteran population, the 2010 Census reports that 7% are below poverty with 28% having some form of disability. The Audubon Area RSVP revised the 2014 Food Pantry Survey form to capture "veteran" status. Results will be tabulated at the FY 2014 year end, March 31, 2015. Information on available resources, including food pantries, is distributed at the annual Audubon Area RSVP Veterans Resource Fairs to veterans and military families.

Audubon Area RSVP volunteers will be serving in a Senior Medicare Patrol initiative to inform patients on Medicare benefits, while avoiding insurance fraud and abuse, also a Healthy Futures output with no outcome.

Primary Focus Area -- Healthy Futures Work Plan: Research indicates a strong community need for emergency food. RSVP volunteers will serve in local food pantries to assist with the distribution of food to individuals in the midst of a natural disaster, loss of home, unemployment or underemployment. They will intake clients, stock shelves, maintain inventory, prepare food boxes, etc. The number of individuals receiving food will be logged and reported by food pantry supervisors.

Narratives

Unduplicated participants will be asked to complete one survey indicating their level of satisfaction and relief of food insecurity after receiving services for at least 4 months. The work plan indicates an anticipated 900 individuals will visit a food pantry with a projected 350 reporting an increase in food security on a survey. Surveys will be maintained in the Audubon Area RSVP office with results forwarded to the Corporation for National and Community Service.

Other Focus Areas Work Plans: Education, Economic Opportunity, Veterans and Military Families, Disaster Services. Audubon Area RSVP staff has conducted extensive research to document a community need in each area, as noted in respective work plans. RSVP volunteers will provide reading assistance to students in K-4th grade under Education. Teachers will record academic performance improvements, reflected in grade level achieved, from pre/post testing and forward to RSVP. RSVP volunteers will offer supportive services with a local Habitat for Humanity to provide safe and affordable housing to a specified number of individuals as determined by a completed housing services form. RSVP volunteers will assist VITA with income tax preparation on a predetermined number of low income individuals as indicated on an activity log. RSVP volunteers will organize and implement two Veterans Resource Fairs for veterans and military families, offering available community resources to assist in civilian life with attendance documented by a sign-in sheet. As RSVP volunteers instruct refugees on disaster preparedness with the creation of home emergency bags, participants will sign an attendance sheet. In each work plan, the prescribed documentation, tailored to capture the appropriate outcome or national performance measure, will be submitted to and maintained by the RSVP staff. The Audubon Area RSVP will engage no more than 30% of unduplicated volunteers in community priorities with services offered to hospitals, thrift stores, homeless shelters, etc.

Recruitment and Development

To ensure a quality volunteer experience, the Audubon Area RSVP offers assignments that are well defined, productive and compliment the abilities and interests of the volunteer. RSVP staff strives to match volunteers with placements that will simultaneously address critical community needs while offering the volunteer a personal sense of well-being and purpose, along with opportunities for personal reflection activities in which they may share experiences, best practices, acquired skills, and the development of new skills. These activities further enhance the volunteer's commitment and ability to serve the community.

Narratives

Volunteers are asked to complete an annual participation survey to capture their level of satisfaction with the program, their assignment and the impact they feel they have on the community. As per the 2013 survey, RSVP volunteers reported the following results:

95% responded volunteering has improved/maintained their physical well-being

99% responded volunteering has improved/maintained their mental well-being

98% responded volunteering has improved/maintained social contacts

96% responded volunteering helps build self esteem

94% responded volunteering helped them learn new skills

100% responded volunteering has provided them with personal enrichment/fulfillment

RSVP staff serves as the liaison between the potential volunteer, the active volunteer, the volunteer station, and the Community Services Committee of the Audubon Area Community Services, Inc's. (AACCS) Board of Directors, i.e. the RSVP's Advisory Committee. Actions performed on behalf of the RSVP are monitored by the Advisory Committee with policies approved by the agency's full Board.

Once volunteers are recruited and their interests inventoried, the program manager will provide an introductory training to RSVP involving distribution and review of the member handbook, which covers the history and mission of RSVP, as well as, eligibility criteria, benefits offered and grievance procedures. Training also includes a review of the volunteer job description. Before volunteers are placed, a signed Memorandum of Understanding (MOU) must be negotiated with a potential volunteer station. The MOU states the RSVP requirements and clearly defines the mutually agreed upon responsibilities. Volunteer stations provide on-site orientation and training specific to their needs. Periodic volunteer trainings are conducted by RSVP staff, volunteer station representatives and/or community resources representatives to strengthen the volunteer's service potential. Efforts are specifically targeted in the Healthy Futures primary focus area for volunteers assigned to food pantry volunteers with on site trainings to be offered by the specific service sites. In 2014, tutoring RSVP volunteers received training from the ChildCare Aware Program on the effects on children in homes of methamphetamine abuse, and the services offered through "Imagination Library". Orientation trainings for the veterans initiative were provided by the Department of Veterans, St. Benedict's Homeless Shelter services, and Boulware Mission services for the homeless veterans. The Green River Asset Building Coalition provides a series of annual trainings on tax preparation for the

Narratives

low income. The American Red Cross, local fire and law enforcement entities provide disaster preparedness trainings to volunteers.

As part of the 2013 volunteer satisfaction survey, volunteers were asked about their satisfaction/dissatisfaction on the following:

The RSVP placement process: 88% satisfied, 12% unsure/no answer

The support you receive from RSVP: 83% satisfied, 17% unsure/no answer

The training received at your station: 94% satisfied, 6% unsure/no answer

The recognition received from your station: 92% satisfied, 8% unsure/no answer

Your impact made on critical local needs: 87% satisfied, 13% unsure/no answer

The RSVP provides an annual interactive re-orientation regarding workplans for all board members, volunteer station supervisors, and program staff as to how outcome measurements may be collected and analyzed. The RSVP director presented to the AACCS Board of Directors in February 2014.

RSVP staff and station supervisors encourage well trained and well equipped volunteers to step forward in leadership roles, i.e. to assume additional responsibilities and/or to recruit other volunteers.

For the period July 1, 2012 through June 30, 2013, 211 volunteers reported they learned about RSVP from an existing volunteer.

The RSVP will look at four basic steps in volunteer recruitment.

* Demographics/Target audience: Efforts focus on retirees in senior centers, senior housing, employment agencies, senior adult ministries, etc. The 2013 Kentucky State Data Center (<http://ksdc.louisville.edu>) estimates the aged 55+ population in the Green River region is 29% of the area's total population. In this group, there is a 5% minority rate, including a less than 1% Hispanic population. This same report finds women comprise 54% of the total 55+ population in the Green River region. Presently, only 2% of our RSVP volunteers are minority with one Hispanic with female RSVP volunteers at 76% of total enrollment. Minority members represent 6% of the RSVP advisory committee and 22% of the Audubon Area Community Services' Board of Directors and are instrumental in recruitment efforts. To promote diversity, RSVP recruits volunteers in churches, senior centers, veterans organizations, and housing complexes in minority neighborhoods. We focus

Narratives

on age eligible individuals from diverse backgrounds, including all races, ethnicities, sexual orientation, and degrees of English proficiency in an attempt to offer an array of experiences and resources to address community needs. Service opportunities may be adapted, as needed, to accommodate special challenges or limitations for volunteers with disabilities, including age-related disabilities.

Regional events such as health fairs, Senior Celebration, and Senior Day Out ensure a diverse audience and offer a broad base of participation for recruitment purposes. As the Corporation for National and Community Service focuses on veterans' issues, it is increasingly important to work with local veterans' organizations to involve their members in program design. As per the 2010 United States Census, the veteran population for our two largest counties, i.e. Daviess and Henderson, is 10,825 or 10% of the total population for those aged 18+. Eight percent (8%) of current RSVP volunteers are veterans. Veterans organizations, such as the local clinic for the Department of Veterans Affairs, the Veterans of Foreign Wars and associated Auxiliaries, American Legion, and Kentucky National Guard Armory are outreached in recruitment efforts on behalf of veterans and military families.

* Develop a consistent message in presentations, brochures, and media announcements

* Delivery of the message via:

1. Word of Mouth. This continues to remain the most effective means of recruitment, i.e. through current volunteers, advisory committee members, and volunteer station representatives.
2. Public Speaking Presentations
3. Print and Broadcast Media. RSVP staff appears on broadcast media to promote special events and to recruit volunteers. Print media is used to highlight volunteers and special events.
4. VolunteerMatch. The convenience of the VolunteerMatch system of research, application, and referral should appeal to the Baby Boomer generation.
5. Facebook. Audubon Area RSVP, as well as, Audubon Area Community Services, Inc. have Facebook pages to identify volunteer opportunities for interested volunteers and to promote the recruitment of volunteers. This venue should also appeal to the younger age eligible volunteer.
6. Website www.audubon-area.com features the RSVP. Interested people may contact the agency for more information.
7. Agency Fairs Exhibits of services and the community impact are displayed at agency fairs, health

Narratives

fairs, and regional events.

8. Newsletters Prepared internally and circulated through mass mailings, these publications highlight the need for additional volunteers in particular service opportunities.

9. Get Connected -- an electronic recruitment tool offered through the local United Ways.

* Follow-up. Thank you notes, letters, emails, or a personal telephone call may encourage a potential volunteer to inquire for enrollment information.

We place an emphasis on appreciating our volunteers with ongoing recognition efforts. RSVP volunteers are honored at an annual recognition event, with each receiving a gift of appreciation. The free event is a daylong gala of motivation, thanks, entertainment, food, and fellowship. Beginning with 10 years, Certificates of Appreciation are distributed to RSVP volunteers who have contributed significant years of service at 5 year intervals, i.e. 10 years, 15 years, etc. In addition, exceptional lifetime hours of service will be recognized with a Certificate of Recognition. RSVP volunteers are given an opportunity to reflect on their service at the recognition event.

Volunteers' pictures and/or stories are used in promotional materials for our program, as well as, for our parent organization. Human-interest stories on the volunteers are frequently featured in our agencywide monthly newsletter and forwarded to our state office. RSVP volunteers representing veterans were featured in the 2014 Audubon Area Community Services, Inc. Annual Report. In the event of a volunteer's death, a memorial is given to their family.

RSVP staff routinely nominate volunteers for special awards throughout the state and local communities in an effort to recognize their efforts, to encourage volunteer retention, and to promote the RSVP. In 2010, our RSVP was named the recipient of the Kentucky Governor's Award for Outstanding Volunteer Service in the national service-group category after a competitive process sponsored by the Kentucky Commission on Community Volunteerism and Service. In 2012, a local utilities company honored one of the RSVP members as their "Member of the Year". Nominated by the RSVP Manager, this volunteer was recognized for her outstanding service efforts to the low income energy assistance program which offers funding to low income families for utility bills. The Audubon Area RSVP Veterans Resource Fairs were nominated for a National Service Impact Award in 2013 and received the 2014 "Real Heroes" award in the military category from the American Red

Narratives

Cross-Cardinal Chapter. A food pantry volunteer was the subject of a photo entered in the Senior Corp Photo Contest sponsored by the Corporation for National and Community Service.

Retention is largely dependent upon the volunteers' personal satisfaction with their service, the training they've received, their assignments, the benefits received and their perceived appreciation. A satisfied volunteer will continue to serve unless outside circumstances such as health, relocation, etc. prevent otherwise. In the event a station is graduated, volunteers are encouraged to continue as an RSVP volunteer in other opportunities.

Program Management

The Audubon Area RSVP is staffed by a Program Director overseeing a fulltime Program Manager who coordinates volunteers and volunteer stations. Staffing also includes a Support Services Manager and an Office Manager. Communication between RSVP staff, volunteers, and volunteer stations is critical to identify and address placements and/or management concerns, including the prevention of prohibited activities. The Community Services Committee, a subcommittee of the Audubon Area Community Services, Inc. (AACS) tri-partite Board of Directors serves as the program's Advisory Committee and monitors operations and outcomes.

To ensure the management and compliance of volunteer stations regarding RSVP policies, regulations, and applicable laws, the Audubon Area RSVP staff prepares and distributes to all stations a written handbook outlining the necessary adherence to all applicable civil rights and nondiscrimination statutes, as well as, program procedures. Compliance to policies, regulations, acceptable/prohibited activities is also outlined in a signed Memorandum of Understanding (MOU) between the volunteer station and RSVP. Prohibitions include engagement in political activity, displacement of employees, compensation for service, labor and anti-labor activities, discrimination against an RSVP volunteer on the basis of race, color, national origin, sex, age, religion or political affiliation, or disability, religious activity or proselytization. MOUs are updated every three years.

New RSVP staff hires may not be related by blood or marriage to other project staff, sponsor staff or officers, or members of the AACS Board of Directors without written concurrence from the Community Services Committee and must include notification to the Corporation for National and Community Service. No employee will be under the immediate supervision of a family member.

Narratives

To develop and manage volunteer stations and meaningful assignments that address specific needs, the Audubon Area RSVP researches, outreaches, networks, and consults with community partners, including RSVP volunteers, to initiate, plan, control, and to execute our services with a high level of quality.

The RSVP:

- * utilizes community focus groups, Community Service Committee members, and volunteer stations to identify and to prioritize the community needs.
- * identifies and secures volunteer stations based on well-defined criteria that ensure focusing on the identified need. The relationship between the RSVP and a volunteer station follows federal guidelines in a contractual relationship with a signed Memorandum of Understanding. RSVP staff may recruit a nonprofit entity to become a volunteer station based on community need or any nonprofit that is willing to accept the terms of the Memorandum of Understanding may be a volunteer station via self-referral. Terms may include the provision of training, supplies, recognition, meals, etc. and may be amended to the mutual benefit of all parties. Stations collect and maintain volunteer time sheets for monthly submission to the RSVP office.
- * partners with each volunteer station to determine the service activities to which RSVP volunteers will be/are assigned, develops appropriate job descriptions and conducts periodic monitoring visits to ensure efforts provide the greatest community impact, especially in the Healthy Futures focus area, as well as, those outside the primary focus area.
- * works with the station to develop and implement a system that utilizes existing data and/or client surveys to produce the information needed to demonstrate program accomplishments and impact, specifically in the primary focus area of Healthy Futures. To manage the information and data collected on performance results, RSVP uses the Volunteer Reporter, an established computerized record keeping and reporting system.

Volunteer stations have the opportunity to annually evaluate the program and its impact on their organization. The 2013 results are as follows:

- * 88% responded that the RSVP provides direct impact to clients
- * 52% responded that the RSVP enhances their ability to expand services

Program resources, both financial and inkind remain a high program priority and are used to sustain

Narratives

or expand our program. RSVP staff, the Advisory Committee, and the agency's full Board of Directors review the development and maintenance of a diversified non-federal funding base from the private sector, the non-profit community, and state/local government. Financial accounts are subject to periodic review by all funding sources. Cash and inkind contributions totaling a 30% match are monitored on a monthly basis to ensure that the non-federal match is readily available. Local government and United Way will contribute cash of \$11,325 and \$15,135 respectively in 2015. Local corporate sponsorships will contribute inkind for space, speakers, etc. projected at \$35,181 in 2015. Volunteer station contributions may be in-kind such as meals, booklets, handouts, etc. Local corporate sponsorships may underwrite expenses for speakers, meals, or space. Fundraising opportunities may be considered.

New standardized performance measures or data may support a shift in community needs, thereby necessitating the refocus of volunteer assignments. The Audubon Area RSVP will consider the graduation of volunteer stations, as necessary. As per past experience, this graduation will involve personal contact with each of the station representatives in advance of the effective date and written confirmation of the termination. Effected RSVP volunteers will also be notified by personal contact, if feasible, and will receive written notification of the action in advance of the effective date. In an effort to minimize disruption, volunteers will be redirected to active stations in another focus area, if possible. Volunteers may be encouraged to continue their service with a graduated station with the understanding that the service will no longer be affiliated with RSVP and, as such, they would not be afforded the benefits offered through RSVP.

The Audubon Area RSVP demonstrates experience in volunteer management within the Healthy Futures focus area. In 2013, 106 RSVP members served 13,399 hours at 8 food pantries, as per signed time sheets. The members assisted with stocking and distributing food to 1,780 unduplicated individuals, according to food pantries' records. Due to receiving assistance, ninety eight percent (98%) households who completed the food pantry survey agreed they were able to save money to pay other bills or purchase other needed necessities. Ninety nine percent (99%) households who responded to the survey agreed that the assistance helped them to get enough to eat and prevented them from going hungry.

The Audubon Area RSVP Advisory Committee is a subcommittee of the Audubon Area Community Services, Inc.'s full Board of Directors and appointed by the board chair. Known as the "Community

Narratives

Services Committee", bimonthly meetings are held on an alternating schedule with the bimonthly board meetings. The committee is responsible for monitoring RSVP workplans, activities and results, reviews for approval all financial reports and funding requests, assists with fundraising efforts, and conducts an annual performance assessment as per the RSVP Operations Handbook. This evaluation identifies areas of strengths and weaknesses to be addressed for enhanced service delivery and ensures RSVP is in compliance with program regulations. In 2014, RSVP was found to be in compliance with standards for programming for impact and performance measures. Once final approval is given by the AACS Board of Directors, the full 2014 report will be forwarded to the state office and available upon request.

The RSVP Director is the liaison between the RSVP and its Advisory Committee.

The RSVP Manager is responsible for placement of volunteers within volunteer stations having a current signed MOU. An existing database is utilized to maintain MOU renewal dates to ensure current status.

RSVP staff screen potential volunteers through an interview and completion of a formal application to determine age eligibility prior to enrollment, along with identified interests, skills, etc. The RSVP enrollment form also collects incidental information, such as veteran status.

Organizational Capability

Audubon Area Community Services, Inc. (AACS) demonstrates a strong history of volunteer program management as it has been the grantee in good standing with Senior Corps programs for 41 years. AACS was awarded sponsorship of the Retired and Senior Volunteer Program (RSVP) in 1973, the Senior Companion Program (SCP) in 1976, and the Foster Grandparent Program (FGP) in 1983. RSVP will use existing staff to implement programmatic and fiscal oversight, including daily operations of program management, data collection within the guidelines of internal and external policies and regulations, and to ensure program compliance with all appropriate circulars and policies.

Robyn Mattingly is the Director for RSVP/Senior Service Corps (SSC). She served 24 years as a senior center executive director before her appointment as SSC Director in May 2007. She is responsible for overall direction for all functions of the RSVP, including grant preparation, ongoing financial and program development/management, contractual compliance, staff supervision, work plan

Narratives

implementation, and public relations. Robyn also directs the Senior Companion Program (SCP) and the Foster Grandparent Program (FGP) for Audubon Area Community Services.

Beth Russelburg is the program's Support Services Manager. She has been employed with AACS since 1998. Her responsibilities include assistance to the RSVP Director for all functions of services within the program, such as preparing grants, budgets, and all work plans within the standardized performance measures, including workplans under impact. Beth performs similar duties for the Foster Grandparent Program and the Senior Companion Program.

Vickie Poteat, the RSVP Manager, has served in her position since June 2012. She is responsible for direct contact with volunteers and volunteer stations, including recruitment, placements and ongoing communications. She is a registered nurse and previously served as the Director of Health Services at a local institution of higher education. She is Vice President of the Kentucky Senior Service Corps board of directors, a member of the National Association of RSVP Directors, the Green River Citizens Corps, TRIAD, (a consumer protection/crime prevention council for senior citizens), and the United Way Speakers Bureau.

Shirley Spalding, Office Manager, joined the RSVP staff in July 2007. Shirley possesses strong executive secretarial skills having formerly served as the Administrative Assistant for the president of a local college for over twenty years. Her responsibilities include all aspects of managing an orderly, efficient, and productive office for the SCP, FGP, and RSVP.

AACS's Information and Technology Department offers an extensive intra-net service, providing RSVP with immediate access to all program specific data, including financial and human resource management data. AACS's financial department provides the RSVP's bookkeeping/accounting, and internal and external auditing services through its Chief Financial Officer, Payables Coordinator, Fiscal Manager, and Purchasing/Receiving Coordinator. The agency's Chief Financial Officer is responsible for Federal Financial Reports, fund procurements from the CNCS, monitors RSVP activities to maintain compliance with Office of Management and Budget circulars and works closely with the RSVP Director in risk assessment. The RSVP Director is responsible to review and approve reports prior to submission. AACS has a Financial Policies and Procedures manual that encompasses all aspects of fiscal procedures including procurements, travel policies, etc. AACS has clearly defined

Narratives

responsibilities to ensure that the RSVP has sufficient facilities and inventoried equipment. The agency uses an extensive Personnel Policies and Procedures Manual, outlining all matters of employment, job duties, supervision, etc.

To ensure maximum feasible participation from constituents, AACS is governed by a 27 member tri-partite board of directors with representation from the public, private, and consumer sectors of our surrounding counties. A subcommittee of the Board, i.e. "Community Services Committee" serves as the RSVP Advisory Committee. The Board of Directors meet on a bimonthly basis with the Community Services Committee meeting on the alternate bimonthly schedule. A program review, including financial information, is presented at each board and subcommittee meeting. The RSVP Director formally meets with the Indirect Administrative team, including the Chief Executive Officer, the Chief Financial Officer, Chief Information and Technology Officer and Chief Human Resources Officer on a monthly basis to review program operations and informally as needed to address specific issues. Suggestions or comments for program improvement are taken under advisement and incorporated, as feasible. A project assessment is conducted annually by the advisory committee through review of program reports/surveys and interviews with staff/volunteer stations/volunteers, as appropriate. Results, indicating strengths or area of improvement, are accepted by the board of directors and then forwarded to the state office to direct future service delivery. The 2014 advisory committee's assessment has been forwarded to the state office and indicated a high level of program compliance in the area of programming for impact and performance measures.

AACS has a strong history of grant management serving as the grantee for other federal programs, i.e. Head Start, transportation services, counseling services, as well as, programs for energy assistance, employment, weatherization, and housing. Alexander and Company, a local CPA firm, performs an annual agency-wide audit. The 2013 audit covered 25 grants with revenues totaling \$34,150,499. In 2014, the AACS observes a 17% indirect cost rate.

Other

NA

PNS Amendment (if applicable)

NA