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Executive Summary

An estimated 356 RSVP volunteers will serve. The primary focus area is Healthy Futures. Some of their activities will include: (1) Access to Care/Health Insurance - providing education and one-on-one counseling to help Medicare beneficiaries access their health insurance coverage and benefits; (2) Aging in Place/Homebound Seniors and Disabled - assisting older homebound and/or disabled adults to live independently, resulting in helping them feel safer and less isolated; (3) Obesity and Food/Access to Food - providing service to emergency food programs to help low income individuals access food to alleviate food insecurity; and (4) serve military veterans in partnership with the local Veterans Administration Medical Center. At the end of the three year grant the anticipated outcomes are the following: (1) 700 Medicare beneficiaries will receive information on health insurance and benefits; (2) 250 homebound and disabled seniors will receive services that allow them to live independently, and 3 out of 4 will report increased social ties; (3) 15,000 low income individuals will be provided with food from food banks and pantries; and (4) 350 veterans at the Veterans Administration Medical Center will be provided CNCS assistance. The local Community Priorities that will be served include feeding 1,200 individuals at congregate meal sites, and supporting 1,500 patients in Hospice and healthcare facilities. The CNCS federal investment of \$106,187 will be supplemented by \$45,509 of non-federal resources.

Strengthening Communities

Brighton Center, Inc. is a private not-for-profit community based organization with the mission to create opportunities for individuals and families to reach self-sufficiency through family support services, education, employment and leadership. To us, self-sufficiency is taking responsibility to provide for yourself and your family using available resources to maintain the best quality of life possible. Our vision is to be an innovative leader that strengthens the vitality of the community and engages people as they work to achieve their hopes and dreams.

From modest beginnings in 1966 in a Newport storefront when we were founded, Brighton Center has grown to provide a uniquely comprehensive range of programs and services including family and work supports; financial and home ownership services; workforce development services including education, employment and training programs; substance abuse recovery services for women; early childhood education; and neighborhood based programs including community organizing and housing development. During fiscal year 2013-2014 we served 84,394 individuals through 39

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programs in all 8 counties of Northern Kentucky ranging from infants to seniors.

We were founded in response to the needs of a large Appalachian population that migrated north, settling in Newport in search of work and a better life. Multiple generations of Appalachian urban residents, new generations of the urban working poor, disabled, retired, and other individuals seek our services to stabilize a difficult situation, and actively pursue their hopes and dreams. Brighton Center's service growth is driven by our comprehensive community assessments that have been conducted every 4 years since 1968. We are intentional to ask those we serve in our community their hopes and dreams for themselves, their family, and their community. Another component of the community assessment is to survey and interview stakeholders to identify the needs and opportunities, as well as review of demographics and trends within the Northern Kentucky area and the broad human service industry. The findings drive our strategic direction as an organization.

We seek out and implement best practice within our service areas. Evidence of that is our recognition as a model Financial Opportunity Center (FOC) by Local Initiatives Support Corporation (LISC) and United Way. This FOC model means that core, integrated services are bundled to reinforce one another to build and manage income. FOC provides our customers with services across 3 critical areas: Workforce Development, Financial Coaching, and Income Supports. The FOC model has been proven by The Annie E Casey Foundation to assist in a transformation of behavior and perspective for the customer. We are also actively involved in the Partners for Competitive Workforce (PCW), which is funded by the National Fund for Workforce Solution. Both the FOC and PCW efforts are funded in part by the Social Innovation Fund. In July 2014, our Center for Employment Training (CET) was recognized as one of the 30 programs featured as a national model for the Workforce Innovation and Opportunity Act.

In addition, Brighton Center's first federal funding was for VISTA volunteers in 1970. We are currently partnering locally with Kentucky Campus Compact to have 8 VISTAs to increase the capacity of our work of addressing the needs of our community. We also have AmeriCorps members to advance our Livable Communities work through LISC, and address landlord tenant issues. We have managed the RSVP program in Northern Kentucky for 18 years.

Q1 DESCRIBE THE COMMUNITY AND DEMONSTRATE THAT THE COMMUNITY NEEDS IN

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THE PRIMARY FOCUS AREA EXISTS IN THE GEOGRAPHIC SERVICE AREA: Brighton Center's RSVP program serves the Northern Kentucky community: specifically Campbell, Kenton, and Boone counties. The area is considered part of Greater Cincinnati and is a combination of urban, suburban and rural communities. The "urban core" of Northern Kentucky is largely concentrated in the City of Newport in Campbell County, and the City of Covington in Kenton County. The following demographics give a snapshot of the community served (2012 Demographic Profile, US Census Bureau): POPULATION: City of Newport (15,428), Campbell Co. (90,908), City of Covington (40,713), Kenton Co. (161,711), and Boone Co. (123,316) / WHITE: City of Newport (86.3%), Campbell Co. (94.7%), City of Covington (82.0%), Kenton Co. (91.8%), and Boone Co. (92.7%) / AFRICAN AMERICAN: City of Newport (7.6%), Campbell Co. (2.7%), City of Covington (11.9%), Kenton Co. (4.8%), and Boone Co. (2.9%) / TWO OR MORE RACES: City of Newport (3.2%), Campbell Co. (1.5%), City of Covington (3.2%), Kenton Co. (1.9%), and Boone Co. (1.7%) / HISPANIC OR LATINO: City of Newport (4.1%), Campbell Co. (1.7%), City of Covington (3.6%), Kenton Co. (2.9%), and Boone Co. (3.7%) / POVERTY RATE: Campbell Co. (11.3%), Kenton Co. (12.6%), and Boone Co. (7.2%) / UNEMPLOYMENT RATE: Campbell Co. (6.9%), Kenton Co. (6.8%), and Boone Co. (6.3%) (Bureau of Labor Statistics, Local Area Unemployment Statistics).

The primary focus area for this grant is Healthy Futures. RSVP volunteers will provide service for three unmet community needs in Northern Kentucky: (1) Access to Care -- Health Insurance - provide education and one-on-one counseling to help Medicare beneficiaries access their health insurance coverage and benefits. (2) Aging in Place -- Homebound Seniors and Disabled - assist older homebound and/or disabled older adults to live independently, resulting in helping them feel safer and less isolated. (3) Obesity and Food -- Access to Food - provide service to emergency food programs to help low income individuals access food to alleviate food insecurity. RSVP volunteers will also serve military veterans in partnership with the local Veterans Administration Medical Center. RSVP volunteers will meet Community Priorities by serving at congregate meal sites and hospice/healthcare facilities.

(1.) ACCESS TO HEALTH CARE - HEALTH INSURANCE H2

Medicare is a federal health insurance program covering an estimated 53 million people in 2014, including 44 million Americans ages 65 +, and 9 million people with permanent disabilities who are under 65. With the aging, and growth of the U.S. population, the number of Medicare beneficiaries

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more than doubled between 1966 and 2000, and is projected to double yet again to 80 million by 2030. In 2012 there were 793,271 Medicare beneficiaries in Kentucky, making up nearly 1 in 5 (18%) of total population. In Campbell, Kenton, and Boone counties there are 50,590 Medicare beneficiaries (Centers for Medicare and Medicaid Services/CMS).

In recent years the Medicare landscape has changed significantly, largely as a result of the Medicare Modernization Act in 2003 which introduced Advantage Plans, and in 2006 the introduction of Part D prescription drug benefits. Navigating the Medicare system for many beneficiaries has become increasingly complicated and intimidating. In Campbell, Kenton, and Boone counties there are 43 different Medicare Advantage plans and Part D Prescription Drug plans to choose from. In these same communities there are many Medicare recipients whose level of education makes it even more difficult to make informed decisions regarding their Medicare coverage and benefits. In Campbell County nearly 1 of 4 (25%) individuals 65+ did not complete high school, and in Kenton and Boone Counties 2 of 5 (38%) (2012 American Community Survey, US Census Bureau).

Added to the challenge of steering through the maze of Medicare choice, is the cost of Medicare coverage and prescription drugs. For many older Americans it can be simply cost prohibitive. Cost sharing for prescription drug brands between 2006 and 2014 has increased by about 50% for beneficiaries enrolled in prescription drug plans, and by about 70% for those in Medicare Advantage Plans that include prescription drug coverage ("Medicare Part D In Its Ninth Year" Kaiser Family Foundation August, 2014). Almost 13% of Medicare beneficiaries in Northern Kentucky have income levels at less than 125% of poverty. The mean retirement income for Campbell County is \$18,869, with Kenton and Boone counties at \$21,000 (2012 American Community Survey, US Census Bureau). The average Kentucky Medicare beneficiary spent an estimated \$4,487 on out of pocket health care costs in 2012 (AARP Public Policy Institute), which is over 20% of the mean retirement income. Although nationally, there are more than 9 million beneficiaries eligible for the low-income subsidy (LIS) that helps pay premiums for Part D prescription drug plans and the copayments for medications, millions are still unaware that they are eligible for the subsidy and are not enrolled in Part D plans. At the same time, only about one-third of those eligible for Medicare Savings Programs, which provide financial assistance with Medicare cost sharing amounts, are actually enrolled in the programs.

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(2.) AGING IN PLACE - HOMEBOUND SENIORS AND DISABLED H8/H9

Kentucky's demographics are changing rapidly as Baby Boomers enter retirement. From 2012-2032 Kentucky's population age 65+ is projected to grow by 62%, from 619,000 to 1,002,000. The growth of the 75-84 age population is expected to increase by 86%. The 75+ population have higher rates of disability, are more likely to be widowed and without someone to provide assistance with daily activities (AARP Public Policy Institute "Across the States 2012-Profile of Long Term Care and Independent Living"). The vast majority of Americans want to remain living in their communities as they age. A 2011 AARP survey found that 90% of Americans would like to live in their current homes as long as possible. Many will reject high-priced institutional care and, instead continue to live in the community, even if they have one or more disabilities. In Kentucky 2 in 5 of people age 65+ (or 42%) have some type of disability (AARP Public Policy Institute). Also, nearly 1 in 10 seniors individuals 65+ in Northern Kentucky live in extreme poverty (\$11,000 or less annually); specific rate for the counties are Campbell 12.4%, Kenton 7.5%, and Boone 8.3%, (U.S. Census Bureau). Unfortunately, for homebound or disabled older adults living in low income senior housing, living independently becomes extremely challenging without resources to fund needed support services. Many low income senior housing facilities have very limited staff available to provide support services, or even check-in on vulnerable resident. These same homebound or disabled seniors are also at risk for social isolation. According to "Working Together For Seniors" a study done in 2007 in British Columbia, research has found social isolation can lead to lower general health, more depression, more disability from chronic diseases and increased chance of premature death. The study goes on to recommend efforts be made to check on seniors who are isolated or who are at risk of becoming isolated.

(3.) OBESITY AND FOOD -ACCESS TO FOOD H10

In Campbell, Kenton, and Boone counties where Brighton Center RSVP serves, 16.6% (58,252) of residents live below 150% of the poverty level. 15% of all Northern Kentucky residents receive SNAP (Supplemental Nutrition Assistance Program), or commonly referred to as food stamps. Nearly 1 in 4 (24%) of households in Campbell and Kenton counties have income less than \$25,000, and nearly 1 in 5 (16%) in Boone (2012 American Community Survey/US Census Bureau).

Despite an improvement in unemployment rates, food insecurity in the Northern Kentucky community continues to remain high; 16% of households are considered "food insecure" (US Census Bureau). The 2011 policy brief funded by The Annie E. Casey Foundation titled "The Working Poor

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Families Project" notes that 1 in 3 working families in the United States are struggling to meet basic needs. It goes on to note that 55% of the U.S. labor force "suffered a spell of unemployment, a cut in pay, a reduction of hours or have become involuntary part-time workers" since the recession began in December 2007. The working poor are facing increased cost of utilities, food, housing, and gasoline. A report published by the USDA in 2014 documented the direct effects of economic factors such as inflation and food prices on food insecurity. This report noted that despite an improvement in the national unemployment rate, food insecurity remained around the same level in 2012 as it was shortly after the recession in 2009-10. An increase of 1% point in annual inflation was associated with a .5% point increase in the prevalence of food insecurity. Current inflation rate for the 12 month period ending June 2014 was 2.1%. More families who have managed to continue working are hard pressed to stay afloat in this weak economy. It may only take an unexpected car repair, medical bill, or other unusual expense to force them to need emergency food assistance. RSVP volunteers expand the capacity of food assistance programs across Northern Kentucky to allow these programs to continue to meet the demands of the community in the face of declining funding and minimal paid staff. Four of the of the five sites RSVP volunteers serve at have fewer than 3 paid staff members. RSVP volunteers perform the necessary duties to sustain the daily operations of food distribution programs which help low income people access free food and alleviate food insecurity.

Q2 THE SERVICE ACTIVITIES IN THE PRIMARY FOCUS AREA THAT LEAD TO NATIONAL PERFORMANCE MEASURE OUTCOMES OR OUTPUTS:

(1.) ACCESS TO HEALTH CARE - HEALTH INSURANCE H2

We propose to address the need of Medicare Beneficiaries to access their health coverage, and benefits by having 30 RSVP volunteers serve 800 hours with the State Health Insurance Assistance Program (SHIP) and the Senior Medicare Patrol (SMP) to provide information, counseling, and assistance to 700 Medicare beneficiaries on Prescription Drug Plan Coverage, Medicare Advantage Plans, Medicare supplemental policies, Medicare Savings Program (MSP), and Low Income Subsidy (LIS). Both the SHIP and SMP programs are nationally recognized and funded through the Agency on Community Living (ACL), and rely heavily on volunteers to stretch and expand their capacity to reach and serve more Medicare consumers. Well trained volunteers provide assistance to seniors and disabled individuals to educate these beneficiaries so they are better able to make informed decisions about their health care and benefits. The initial training for volunteers is 18 hours, with ongoing monthly training. Volunteers sit down one on one and in group sessions to walk Medicare beneficiaries

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through their coverage options, and provide applicable information so informed decisions can be made when choosing coverages. Volunteers screen for income eligibility assistance programs (MSP and LIS) for Medicare beneficiaries who need help paying for their prescription drugs and Medicare out of pocket costs. This happens in community settings such as libraries, senior center, senior housing facilities, etc. We project an output of 700 Medicare beneficiaries will receive information on health insurance, access, and benefits.

(2.) AGING IN PLACE - HOMEBOUND SENIORS AND DISABLED H8/H9

To address the need to increase homebound and disabled older adults ability to remain living in their own homes we propose to have 65 RSVP volunteers provide companionship by making regular visits and/or reassurance calls 3-4 times a week. Volunteers will serve as a safety net; checking the safety, health, and well-being of the seniors. Volunteers will alert social services authorities, or relatives if needed, regarding any safety or health concerns that would put the older adult at risk. The RSVP volunteers will serve 10,000 hours annually. This service activity will lead to the output of 250 homebound and disabled seniors receiving independent living services. We project an outcome of at least 3 out of 4 (75%) of these homebound and disabled seniors (or 188), will report having increased social supports as a result of RSVP volunteers visits and phone calls.

(3.) OBESITY AND FOOD - ACCESS TO FOOD H10

To address the need of food insecurity in our community 120 RSVP volunteers will serve 12,000 hours at 5 food distribution sites to provide 15,000 low income individuals with food. Volunteers will perform the necessary duties to sustain the daily operations of emergency feeding programs including registering customers, sort and distribute food, inventory control, collect, and report applicable data. This service activity leads to the output of 15,000 individuals receiving emergency food from food banks/other.

Q3 THE PLAN AND INFRASTRUCTURE TO SUPPORT DATA COLLECTION AND ENSURE NATIONAL PERFORMANCE MEASURE OUTCOMES AND OUTPUTS ARE MEASURED, COLLECTED, AND MANAGED:

(1.) ACCESS TO HEALTH CARE - HEALTH INSURANCE H2

The National Performance Measure output of assisting 700 Medicare beneficiaries will be tracked using activity logs that will count unduplicated new individuals who receive one-on-one counseling or

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group education. The plan and infrastructure for data collection is to initially capture the activity through activity logs, which are then entered into federal databases, as well as captured within a RSVP monthly reporting system that is reviewed internally by RSVP staff and organizational leadership. At events staff creates a sign in sheet for Medicare beneficiaries, which is the basis of the activity log and captures the type of activity, such as one-on-one counseling or group education. The activity logs record the number of individuals receiving information on Medicare health insurance and Medicare health benefits. The activity logs are entered into the Senior Medicare Patrol (SMP) national Smart Facts database (an Efforts to Outcome product from Social Solutions) and State Health Insurance Program's (SHIP) database, NPR SHIP TALK. In addition to entering data into the databases, the output measure of serving 700 Medicare beneficiaries will be captured on the RSVP monthly report. Brighton Center programs and service have monthly reports that capture the outputs and outcomes for each program and service. The monthly report is completed by the RSVP Project Director, and reviewed and discussed in supervision from the Project Director up to the Vice President. Frequent aggregation and discussion of program data allows for analysis and course correction as needed. It also lays a solid foundation for our robust continuous quality improvement (CQI) process.

(2.) AGING IN PLACE - HOMEBOUND SENIORS AND DISABLED H8/H9

The National Performance Measure output target of 250 homebound and disabled seniors receiving RSVP independent living services will be tracked using a monthly service activity log, which also captures the "dosage" of companionship. The "dosage" as captured in service activity logs is 3-4 times a week of visits or assurance calls. RSVP volunteers log their service activity and who they are serving, as well as their hours on a daily basis, and provide that information to the Station Manager, which is located at each of the 5 low income senior buildings. The Station Manager aggregates the service activity logs on a monthly basis, and provides a report to the RSVP Project Director, which is then entered into the RSVP database by the RSVP Assistant. This information is also captured in the RSVP monthly report. The National Performance Measure outcome of 75% of residents' (or 188) increase their social support will be measured using the Senior Corps Independent Living Performance Measure Survey. This survey will be administered annually during the last quarter of the RSVP fiscal year (January to March) to seniors receiving RSVP independent living services by staff.

(3.) OBESITY AND FOOD - ACCESS TO FOOD H10

The National Performance Measure output of 15,000 unduplicated individuals receiving food will be

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recorded using customer database including the Virtual Electronic Service Tracking Assistance (VESTA) database and activity logs. The VESTA database is used by all United Way of Greater Cincinnati agencies that provide emergency assistance services. The database will provide a count of unduplicated individuals receiving food, and will be reported to RSVP on a semi-annual basis. Of the 5 sites, 2 use VESTA, Brighton Center and United Ministries. The other 3 sites will capture individuals receiving service through activity logs, and will ensure there is an unduplicated count of individuals receiving food. When an individual in need of food comes into one of the 5 sites, they will sign in and receive food with the assistance of staff or RSVP volunteers. Either staff or RSVP volunteers support the sign in and records the service. Each station has a Station Manager that collects and aggregates the output data on a monthly basis, and reports to the RSVP Director. The RSVP Project Director takes that information to document the hours of service in Volunteer Reporter, as well as populate the RSVP monthly report, which is then shared internally.

Q4 PROGRAM DESIGN INCLUDES ACTIVITY IN SERVICE TO VETERANS AND/OR MILITARY FAMILIES AS PART OF SERVICE IN THE PRIMARY FOCUS AREA, OTHER FOCUS AREAS OR CAPACITY BUILDING: We propose to serve Veterans and Military Families Served (V1) as part of the Other Focus Area. Below is a description of the community need, service activity, output targets, and data collection:

COMMUNITY NEED: Within the three Northern Kentucky Counties there are 26,952 military veterans. The veterans in our communities come from different generations, and have different experiences and needs. In Campbell County there are 6,240 military veterans with 16.9% in the Gulf Wars, 32.5% in Vietnam, 13.9% in Korean War, and 12% in WWII. Kenton County has 12,162 military veterans with 22.9% Gulf Wars, 34.1% Vietnam, 10.3% Korean War and 9.1% from WWII. In Boone County 8,550 with 27% in Gulf Wars, 34.8% in Vietnam, 10.6% Korean veterans and 8.8% WWII (2012 American Community Survey, US Census Bureau). The Cincinnati VA Medical Center's (VAMC) Fort Thomas, KY campus hosts a 64- bed Nursing Home Care Unit, 60- bed Domiciliary (homeless program), 12- bed PTSD Program for men, and 10- bed PTSD Program for women. The VAMC also provides outreach services to veterans throughout Northern Kentucky, including an annual Stand Down event for homeless veterans. The Stand Down provides health and social services wrapped into a day of recognition for our homeless veterans.

SERVICE ACTIVITY & OUTPUT TARGET: 60 RSVP volunteers will provide 1,000 hours to the local

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Cincinnati VA Medical Center's Fort Thomas campus. Volunteers will visit with veteran patients to provide a friendly face, companionship, and conversation. Volunteers will host social events, help plan and serve at the annual Stand Down, and support ongoing initiatives of the VAMC. The output measure is 350 veterans will be provided RSVP assistance.

DATA COLLECTION: The National Performance Measure output of 350 veterans served via RSVP will be tracked using VA Medical Center sign in sheets. The number of veterans served will be documented in one of two ways, depending on the service. For events such as Stand Down, the Station Manager will capture the number of veterans at the event. For visitations by volunteers at the VAMC, the number of veteran patients on the given floor where the RSVP volunteer is serving will be captured by the Station Manager. The Station Manager will provide RSVP volunteer hours on a monthly basis, and veterans served on a semi-annual basis. This information will be given to the RSVP Project Director, who in turn documents the hours of service in Volunteer Reporter, as well as the RSVP monthly report.

Q5 WORK PLANS LOGICALLY CONNECT FOUR MAJOR ELEMENTS IN THE PRIMARY FOCUS AREA TO EACH OTHER AND ARE ALIGNED WITH NATIONAL PERFORMANCE MEASURE INSTRUCTIONS: The 5 work plans logically connect the 4 required major elements. Three of the five work plans are within the Healthy Futures primary focus area; Access to Care - Health Insurance H2, Aging in Place - Homebound Seniors and Disabled H8/H9, and Obesity and Food - Access to Food H10. The four elements are not only captured in the attached work plans, but also under Q1, Q2, and Q3. The elements of Veterans and Military Families Served V1 work plan is attached, and described under Q4. The elements of the fifth work plan for Community Priorities is mentioned under Q6 and captured in the Work Plans section of this application.

RSVP staff will train volunteer stations on required National Performance Measure outputs and outcomes, ensuring each site has the applicable tools to collect accurate data. Required outputs and outcomes will be measured, collected and reviewed on an ongoing basis by RSVP staff in partnership with volunteer stations to ensure volunteer assignments are successfully addressing community needs.

Q6 WORK PLANS LOGICALLY CONNECT FOUR MAJOR ELEMENTS IN THE OTHER FOCUS AREAS AND CAPACITY BUILDING TO EACH OTHER AND ARE ALIGNED WITH NATIONAL

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PERFORMANCE MEASURE INSTRUCTIONS: This does not apply to our proposed work plans. We do not have a work plan in Capacity Building or the Other Focus Areas aside from the Veterans and Military Families described in Q4. However there is a fifth work plan for Community Priorities. Brighton Center's RSVP Community Priorities work plan will place RSVP volunteers at congregate meal sites to assist in providing meals in Newport where 1 in 4 households are insecure. This work plan will also address the needs of local Hospice, Healthcare centers, and a Community Pharmacy. RSVP volunteers will leverage needed health services to make them more cost effective without compromising patient care. The Community Priority work plan logically connects the 4 required elements.

Q7 IN ASSESSING WORKPLANS, APPLICANTS RECEIVE CREDIT FOR PERCENTAGE OF UNDUPLICATED VOLUNTEERS IN NATIONAL PERFORMANCE MEASURE OUTCOMES WORK PLANS ABOVE THE MINIMUM 10%: In total we project to engage 356 RSVP unduplicated volunteers in the 3rd year of the grant period. 60% (215) in the Healthy Futures primary focus area, 17% (60) in service to veterans, and 23% (81) to address other community needs. The total number of volunteers in the National Performance Measure outcomes work plan is 18% (H9 Aging In Place), exceeding the minimum standard of 10%.

Recruitment and Development

Q8 PLAN AND INFRASTRUCTURE TO CREATE WELL DEVELOPED HIGH QUALITY RSVP VOLUNTEER ASSIGNMENTS WITH OPPORTUNITIES TO SHARE EXPERIENCES, ABILITIES, AND SKILLS TO IMPROVE THEIR COMMUNITIES AND THEMSELVES THROUGH SERVICE TO THEIR COMMUNITY: RSVP contacts stations quarterly to develop volunteer assignments that offer a wide range of opportunities for the RSVP volunteers to share their experiences, abilities, and skills to improve their community and themselves through service in their community. We use input from Brighton Center's Community Assessment and Program Committee, RSVP Advisory Council, and RSVP annual Volunteer survey to make sure we are engaging our volunteers in strong volunteer opportunities that meet community needs and provide a rewarding volunteer experience. We incorporate this information into our regular contact with stations to ensure a high quality experience. RSVP volunteers are given the opportunity to impact their Northern Kentucky community by serving in Performance Measured work plans; Access to Care, Aging In Place, Access to Food, Veterans and Military Families Served, and Other Community Priorities. The RSVP Project Director and RSVP Recruiter identify leaders to build a base of volunteers who can serve as volunteer recruiters, and to

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identify new areas of community need. Many of our volunteers play leadership roles as board members, recruiting and managing other volunteers, and directing services. RSVP volunteers sit on annual focus groups led by the RSVP Project Director, and are invited to assist with RSVP planning for impact. The RSVP Project Director and RSVP Recruiter interview volunteers and then place them according to their skills, goals, and interests as well as coordinate assignments with stations that are meaningful and match interests and expertise. All RSVP volunteers receive information on the benefits of joining RSVP, and the background and opportunities of this CNCS service program. We provide volunteers with information on grievance procedures, mileage reimbursement, and details of volunteer insurance coverage when they are enrolled.

Q9 PLAN AND INFRASTRUCTURE TO ENSURE RSVP VOLUNTEERS RECEIVE NEEDED TRAINING TO BE EFFECTIVE IN ADDRESSING COMMUNITY NEEDS:

Each volunteer is provided with an orientation and training by their respective stations to be highly effective at addressing the needs in Northern Kentucky. RSVP seeks out volunteer stations that provide on-site training and supervision necessary to successfully prepare volunteers for their assignments. Station orientation and training range from 3 hours to 36 hours (over several days). At a minimum each station orients volunteers to service schedules, agency policies and procedures, protocol for signing in and out, and position responsibilities. Several stations provide more intense technical training. Legal Aid of the Bluegrass provides 18 hours of training on Medicare Coverage's to become a SHIP (State Health Insurance Assistance Program) counselor with 18 more hours annually of ongoing training. Senior Medicare Patrol (SMP) provides volunteers with training on a monthly basis. The VA Medical Center provides an in depth orientation to their facility and allows volunteers to attend in house training on any topics that are of interest to them. Aging In Place - Homebound Seniors and Disabled independent living assistance sites provide volunteers with training workshops throughout the year using the CNCS Resource Center's "Providing Independent Living Support" series in combination with speakers from local community agencies that provide aging in place resources. In addition, Brighton Center's RSVP program offers "Volunteer Enrichment" workshops throughout the year to all current volunteers. At these events RSVP volunteers are given the opportunity to learn a variety of new skills and share their volunteer experiences. The annual survey we provide RSVP volunteers lets us know if these efforts meet the needs of our volunteers.

Q10 DEMOGRAPHICS OF THE COMMUNITY SERVED AND PLANS TO RECRUIT A

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VOLUNTEER POOL REFLECTIVE OF THE COMMUNITY SERVED: The demographics of the Northern Kentucky community were provided under the Strengthening Communities section, Q1. This has informed the development, refinement, and implementation of a strong recruitment plan to recruit a volunteer pool reflective of the community served by RSVP. This is done by multi-dimensional recruiting efforts, in which staff continually recruits volunteers. Because of our rich history we have established successful recruiting, which include (a) utilizing Brighton Center's rich relationships to engage neighborhood groups and grassroots volunteer efforts in the community; (b) regular distributions of promotional materials are sent to senior centers, social service providers, retirement communities, and health care facilities; (c) website cross promotion through United Way, VolunteerMatch.com, and BrightonCenter.com; (d) regular presentations to church organizations and senior centers, participation in health fairs, volunteer fairs, senior outing and expositions; (e) collaboration with senior focused groups such as Northern Kentucky Senior Advocates, Northern Kentucky Area Development District, Senior Services of Northern Kentucky, Council on Aging, collaboration with veterans groups and low income subsidized housing (f) local print media contacts who carry the stories of volunteers and advance RSVP volunteer opportunities, and (g) current RSVP volunteers sharing their experience through their personal networks.

1. It is important to have volunteers serving the community, that mirror the community. In the Strengthening Communities section, a demographic description was given for the Northern Kentucky community. For the past 18 years, the RSVP volunteers in Northern Kentucky have mirrored the community they are serving. Specific efforts to ensure that we bring together people of diverse ethnicity, race, socioeconomic, and educational backgrounds include targeting recruitment efforts to a variety of senior groups that span the regions demographics, as well as securing representation of key community facets on the RSVP Advisory Council and Brighton Center's Board of Directors. The RSVP Recruiter seeks diversity for RSVP volunteers via the recruiting strategy listed previously; whether that diversity be represented in race, ethnicities, sexual orientation, or degrees of English language proficiency. Current RSVP volunteers from various backgrounds help recruit others in their communities. RSVP volunteers who serve in the Aging in Place -- Homeward Bound Senior and Disabled performance measure are made up entirely of fellow residents residing in low income urban senior housing.

2. We actively recruit veterans as RSVP volunteers, specifically to serve at the VA Medical Center.

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Veteran patients can often better relate to other veterans when receiving VA services. RSVP volunteers that are veterans have experience understanding military culture, its issues and a strong connection to the veteran patients.

3. We welcome volunteers with disabilities and make sure we provide a volunteer placement that is meaningful to them and supportive of their disability. Many of our current RSVP volunteers have a disability. We have volunteers who have severe hearing loss, vision loss, loss of mobility, and unable to walk. We believe all older adults that wish to serve their community should be provided with an opportunity to volunteer.

Q11 PLAN AND INFRASTRUCTURE TO RETAIN AND RECOGNIZE RSVP VOLUNTEERS: Once volunteers are recruited and placed, staff identifies ways to promote retention. Within the first month of placement, the RSVP Recruiter follows-up with each volunteer to make sure they are having a meaningful experience, and if they need any additional training or support from their station or RSVP. The RSVP Assistant updates volunteer records monthly, and contacts those who have been inactive for 6 months to determine status and solicit feedback regarding volunteers experience with RSVP. Volunteers receive a quarterly newsletter for communication and education on topics supporting volunteer development. RSVP staff report annually to all volunteers the results of their service, the impact they are making in their community. Email or Eblasts are sent to announce new volunteer opportunities and community needs. An annual survey developed from samples on the CNCS Resource Center is mailed to all current RSVP volunteers to assess their volunteer service experience and provide input for both Station Managers and RSVP staff on ways to support and improve the volunteers' experience.

Recognition of volunteers is a key component for successful retention of volunteers, and to that end we make recognition and appreciation a high priority year round. RSVP hosts several events during the year that recognize and showcase the appreciation of volunteer service; our premier event is an annual Appreciation Luncheon. The volunteers enjoy a great lunch, entertainment, and receive gift bags and door prizes (donated by various businesses). Individuals who have volunteered a short time to those who have more than 20 years of volunteer service are recognized with a certificate from the Governor's office. Additional appreciation events include museum tours, riverboat cruise, holiday bazaar/luncheon, etc. We continually strive to create opportunities to interact and get to know our

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volunteers personally. Volunteers are highlighted in our RSVP quarterly newsletter, as well as birthday cards, holiday cards, and thank you notes are sent year round. Inspirational stories of volunteerism are included in the RSVP newsletter to engage volunteers in reflection of their service.

Program Management

Q12 PLANS AND INFRASTRUCTURE TO ENSURE MANAGEMENT OF VOLUNTEER STATIONS IN COMPLIANCE WITH RSVP PROGRAM REGULATIONS: RSVP staff work with station sites to build and maintain relationships that clearly support and recognize stations as stakeholders in the program. RSVP ensures the management of volunteer stations is in compliance with RSVP program regulations by providing training at the start of the partnership. All Station Managers are provided with orientation and reference materials regarding applicable RSVP policies and procedures, as well as any additional training or technical assistance needed. Each station signs a Memorandum of Understanding (MOU) which lists the responsibilities of the volunteer station, as well as the RSVP program sponsor over the 3 year grant period. The MOU lists all prohibited RSVP volunteer and volunteer station activities including political and religious, compensation for service, labor and anti-labor activities, nepotism and non-displacement of employed workers. RSVP requirements are also explained for providing accessibility and reasonable accommodations for persons with disabilities, and prohibition of discrimination in the program operation on the basis of race, color, national origin, sex, age, religion or political affiliation, or on the basis of disability. A handicap accessibility assessment form is completed for each RSVP station. Staff ensure stations are compliant at semi-annual site visits.

Q13 PLANS AND INFRASTRUCTURE TO DEVELOP AND OVERSEE VOLUNTEER STATIONS TO ENSURE VOLUNTEERS ARE PERFORMING THEIR ASSIGNED SERVICE ACTIVITIES: The RSVP Project Director and RSVP Recruiter visit volunteer stations on a semi-annual basis to ensure the safety of the volunteers, to review volunteer assignments, and to ensure volunteers are performing their assigned service activities. Station sites participate in annual assessment tools, including focus groups and community surveys. RSVP staff train volunteer stations on required National Performance Measure outputs and outcomes; providing the tools and expectations of accurate data, data collections, and record timelines. Applicable outputs and outcomes will be measured, collected, and reviewed on an ongoing basis by RSVP staff in partnership with volunteer stations to ensure volunteer assignments are successfully addressing community needs. Throughout the year, if there is a concern the RSVP Project Director discusses with the Station Manager, seeking a positive outcome

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for the volunteer and the community.

Q14 PLANS AND INFRASTRUCTURE TO MEET CHANGING COMMUNITY NEEDS TO INCLUDE MINIMIZING DISRUPTION TO CURRENT VOLUNTEERS: Over the past three years Brighton Center's RSVP intentionally developed station partnerships to align with CNCS Focus Areas, specifically Healthy Futures and Veterans Support. RSVP utilizes the Safety Net Alliance (a collaborative of 116 area non-profits, funders, and stakeholders committed to efficiencies in emergency services) to seek input on community needs to help drive the RSVP program alignment. As a result there will be few stations graduating, or volunteers impacted. RSVP volunteers will continue to serve at congregate meal sites, healthcare facilities, including hospice and a nonprofit pharmacy, to meet Community Priorities which is 23% of total project volunteers. The RSVP Project Director will give each of the 4 sites 60 days notice that they no longer meet new program focus areas. Volunteers at those sites will be offered opportunities through other service stations if they wish to continue to serve in RSVP.

Q15 DEMONSTRATED ORGANIZATIONAL TRACK RECORD IN MANAGING VOLUNTEERS IN THE PRIMARY FOCUS AREA: Brighton Center has a strong track record in managing volunteers in the Primary Focus Area of Healthy Futures and Veterans Support. Brighton Center's RSVP manages 31 volunteer stations and 405 volunteers. In 2013/2014 our results were strong in meeting community needs in the Healthy Futures Primary Focus Area and Veterans Initiatives. Below are some results:

- * 24 RSVP volunteers provided one-on-one assistance to 539 Medicare beneficiaries to help them access Medicare benefits; assisted 120 individuals apply for Low Income Subsidies (LIS), and provided Medicare benefits information to 442 beneficiaries at 24 group education sessions. (Access to Care - Health Insurance)
- * 45 RSVP volunteers served 13,187 hours to assist 360 older adults living in low income senior housing facilities with regular visits and/or reassurance calls. (Aging in Place - Homeward Bound Seniors and Disabled)
- * 159 RSVP volunteers served 18,735 hours at 7 food pantries and congregate meal sites to provide 37,000 individuals with food. (Obesity and Food- Access to Food)
- * 39 volunteers helped plan and implement a Stand Down for 210 homeless veterans, and 37 RSVP volunteers assisted 188 patients at the Cincinnati VA Medical Center. (Veterans & Military Families)

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Served)

Q16 DEMONSTRATED A PLAN AND INFRASTRUCTURE TO ENSURE THE PROJECT IS IN COMPLIANCE WITH RSVP FEDERAL REGULATIONS TO INCLUDE ESTABLISHING AN RSVP ADVISORY COUNCIL: The RSVP project follows applicable federal regulations to ensure the project is in compliance. All MOU's are logged into the Volunteer Reporter Database to make sure they remain current. RSVP Volunteer Enrollment Forms are reviewed for signatures and birthdates to verify they are eligible to serve. Currently, the RSVP project has used an Advisory Council model that included Brighton Center's Board of Directors Program Committee reviewing the RSVP program annually, in conjunction with an annual focus group made of community members that represent many sectors including government, business, aging services, schools etc. to solicit input on local community needs, as well as ways RSVP volunteers can meet those needs. Moving forward we are establishing an Advisory Council to more deeply assure local input in program design and evaluation. Members of the new council represent a strong variety of backgrounds, including people who are knowledgeable about human and social needs of the community; competent in the field of community services and volunteerism; capable of helping meet administrative and program responsibilities including fundraising, publicity and programming for impact; interested in and knowledgeable regarding the capability of older adults; and, of a diverse composition that reflects the demographics of the Northern Kentucky community. The Advisory Council will advise and assist with volunteer recruitment, recognition strategies, assessment of community needs and project accomplishments, publicity, and fundraising.

Organizational Capability

Q17 PLANS AND INFRASTRUCTURE TO PROVIDE SOUND PROGRAMMATIC AND FISCAL OVERSIGHT: Brighton Center has a solid infrastructure to provide sound programmatic and fiscal oversight (both financial and in-kind) and day-to-day operational support to ensure compliance with RSVP program requirements (statutes, regulations, and applicable OMB circulars), as well as systems and processes for efficient and effective use of available resources. Brighton Center has been serving the Northern Kentucky community since 1966. We have grown to provide a comprehensive array of services for individuals, families, and communities. During FY14 we served 84,394 individuals through 39 programs, delivered by 6 departments from locations in Boone, Grant, Campbell, Carroll, and Kenton counties. Brighton Center's (FY2014) operating budget of \$8,901,987 is evidence of the confidence government and other funders place in Brighton Center's financial stewardship and

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program effectiveness. Brighton Center has nearly 50 years of experience in operating grants from federal, state, and non-government funders, including United Way.

RSVP manages volunteer information and data through the Volunteer Reporter software. Software upgrades are installed regularly to make sure the RSVP database is compatible with any reporting requirements from CNCS. RSVP volunteer data is completed on a monthly basis to closely monitor outputs and outcomes. Both Brighton Center's Family Center Director and Vice President regularly review these reports. RSVP data is reported quarterly to Brighton Center's Board of Directors for review. We use this data to assess project performance to assure all goals and performance measures are met and that these result in a high quality project. Assessment methods allow for expedient course correction when needed.

We have a strong history of unqualified audits, and solid systems and processes in place for financial management, and documentation of in-kind support. Our Accounting Manual is included as an attachment to the Financial Management Survey, which provides specificity to our systems. The Center's administrative and fiscal practices have been validated by 3 separate accrediting agencies: Council on Occupational Education, CARF (Commission on Accreditation of Rehabilitation Facilities) International, and Early Learning Leaders.

Brighton Center's Accounting Department, RSVP Project Director, and Family Center Director, manage both financial and in-kind contributions. Our Accounting Department provides the RSVP Project Director and the Family Center Director with detailed budget progress on a monthly basis. The Project Director uses this information to ensure accountability and efficient uses of resources. Budgeting both financial and in-kind resources is thoroughly evaluated to make sure the RSVP program leverages all resources in the most cost effective manner. In-kind contributions totaling \$45,509 are provided by RSVP Brighton Center in the form of personnel expenses, occupancy, local business sponsorship of recognition events, and meals provided by volunteer stations.

Q18 DEMONSTRATED DEFINED STAFF POSITIONS ASSIGNED TO THE PROJECT AND HOW THESE POSITIONS WILL ENSURE PROGRAM OBJECTIVES: The structure of Brighton Center consists of 6 department areas: Early Childhood Education, Workforce Development, Family Center, Brighton Recovery Center for Women, Financial Services, and Community and Youth Investment.

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Department Directors report to the Vice President. The RSVP Project Director reports to the Family Center Director. There are over 160 employees, and over 3,000 volunteers provide the leadership, direction, and commitment necessary to operate our programs.

Below are staff assigned to the project, a description of how their position ensures the accomplishment of the program objectives, as well as their background and experience:

RSVP Project Director - Nina Prysock -- 87% to the project (CNCS Share)

* Project Activities: Manages program personnel, oversees the daily program operations to ensure quality services, coordinates services, ensures contract compliance, assures that community relations and outreach are organized and maintained to ensure positive outcomes, and manages process for program evaluation. Works with RSVP staff, both paid and in-kind to ensure accomplishments of program objectives; oversees processes, in addition to training and partnering with stations to make sure they are compliant with Performance Measures and reviewing all data to make sure project is meeting objectives. The Project Director is a full-time employee who has received a waiver to be at less than 100% for RSVP funding. The Project Director is at 87%. The remaining 13% is funded by a combination of public and private funding. The employment of less than full-time Project Director does not adversely affect the size, scope, and quality of the project operations. *Background: A MBA and a BS in Management; has been with the program for 7 years and in Volunteer Management for 9 years. Professional affiliations include Cincinnati Association of Volunteer Administrators.

RSVP Assistant - Kathy Stevie -- 40% to the project (CNCS Share)

* Project Activities: Assists with recognition events, marketing and recruitment; responsible for collecting applicable monthly Performance Measure required data, verifying for accuracy and entering in the Volunteer Reporter Database; and assists the program with clerical support, volunteer records, and database. Kathy works 25 hours per week, and is funded 40% by RSVP, and the remaining 60% by a combination of public and private funding.* Background: Worked with the program for 2 years; and 23 years of experience in Customer Service for Delta Airlines.

RSVP Recruiter - Lori Rietman -- 100% to the project (CNCS Share)

* Project Activities: Responsible to recruit volunteers of diverse ethnicity, race, socioeconomic, and educational backgrounds including those with disabilities that are reflective of the Northern Kentucky community in Performance Measured work plans; as well as to coordinate with the stations all RSVP

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volunteer activities to make sure volunteers are serving in their assigned service activities. Lori works 15 hours per week. * Background: Worked with the program for 1 year, and currently working on her Associates degree in Social Services at Gateway Community and Technical College.

Department Director, Family Center - Talia Frye -- 15% to the project (Grantee Share)* Project Activities: Supervises the RSVP Project Director; responsible for the leadership and management of emergency assistance and stabilization services, as well as volunteer management for the agency. Department Directors are responsible for programmatic, budget, and personnel management and leadership of their programs. * Background: a Master of Public Administration from Northern Kentucky University, and been with Brighton Center for 11 years.

Vice President - Wonda Winkler -- included in indirect cost rate

* Project Activities: Responsibilities include agency policy and procedure development, developing and managing the agency resources including securing funding, providing agency and community leadership on topics that impact our customers, and program evaluation. * Background: A Bachelor's degree in Psychology from Thomas More College, and a MBA from Northern Kentucky University; has 25 years' experience in this field, 21 of those with Brighton Center.

In addition to the staff above, Brighton Center provides the RSVP program with a wealth of staff contributing valuable in-kind resources directly to the RSVP program. The following in-kind staff allows RSVP to consistently provide a successful and impactful program to the community:

*Brighton Center's Development Director who solicits sponsorships and resources for the program (9% Grantee Share). * Volunteer Supervisor (15% Grantee Share) and the Community Organizer (12% Grantee Share) work closely with the RSVP Recruiter to identify and recruit new volunteers.

*Marketing and Communication Specialist (8% Grantee Share) works closely with RSVP Project Director to advertise and promote RSVP program and accomplishments.

The Administrative Team of Brighton Center: President & CEO, Vice President, and Chief Financial Officer have over 84 years of collective experience at Brighton Center alone. The Center is monitored by our Board of Directors through our annual Program Planning and Evaluation process. The Board of Directors reflects the diversity of the community served. The Board operates under the Policy Model of service, and committees are aligned to strengthen effectiveness of services and administrative

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functions, and participate in the agency's Continuous Quality Improvement (CQI) processes with the Management Team of Executives and Department Directors. The CQI process includes meaningful data collection and program outcome analysis involving all agency staff. CQI processes are designed to ensure continuous learning that improves service quality, program processes, strategic frameworks, activities, and measurement tools.

Q19 DEMONSTRATED ORGANIZATIONAL CAPACITY: 1. Brighton Center has developed and implemented internal policies and procedures to provide governance and manage risk in accounting and purchasing. We have an in-house accounting system to handle all receipts and expenditures with our Chief Financial Officer (CFO) responsible for all financial records. Brighton Center's organizational and financial structures consistently meet rigorous standards for accreditation by the CARF International, Council on Occupational Education (COE), the KY STARS for Kids NOW quality rating system, and all 20 of the Better Business Bureau's standards for charitable accountability, including governance and oversight, measuring effectiveness, finances, fundraising, and transparency (per our local BBB, only 13% of non-profits comply with all standards). We are monitored by United Way and the auditing firm of Barnes, Dennig Inc., Certified Public Accountants, ensuring that we operate with generally acceptable accounting practices and within applicable laws.

To provide governance and manage risk in personnel management Brighton Center has organizational capacity to assure appropriate personnel policies and procedures are in place to support RSVP. We have established policies and procedures that are provided to employees both in electronic and hard copy form that specifically outlines the maintenance of facilities, equipment, purchasing procedures, and personnel management. National Service Criminal History Check and a search of the National Sex Offender Website is conducted for all new RSVP staff (both paid and in-kind) working with recurring access to vulnerable populations. The policies and procedures are reviewed with staff within the first 90 days of employment. RSVP staff are provided with all prohibited RSVP program activities including political and religious, compensation for service, labor and anti-labor activities, nepotism, and non-displacement of employed workers. RSVP program requirements are also explained for providing accessibility and reasonable accommodations for persons with disabilities and prohibition of discrimination in the operation of the program on the basis of race, color, national origin, sex, age, religion or political affiliation, or on the basis of disability.

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2. Brighton Center manages capital assets such as facilities, equipment, and supplies. Procedures, specific to assets, are outlined in the 400 section of our Accounting Manual. In addition to the Table of Contents of the Accounting Manual, which is an attachment to the Financial Management Survey, we have also provided the full Accounting Manual. In 400 section of the Accounting Manual, there are policies and procedures specific to bank accounts, petty cash, fixed assets fund, capitalization of equipment, self-constructed fixed assets, etc.

Q20 DEMONSTRATED ORGANIZATIONAL INFRASTRUCTURE IN THE AREAS OF ROBUST FINANCIAL MANAGEMENT CAPACITY AND PAST EXPERIENCE MANAGING FEDERAL GRANT FUNDS: Brighton Center has been managing federal funds since 1970. Brighton Center's Operating budget for 2014 was \$8,901,987 with 66.2% or \$6,124,245 of our funding coming from Government grants and fees. A list of current federal funds is included as an attachment (aggregate annual dollar amounts of funding). Our FY13 audit reflects federal funding from the Dept. of Health and Human Service, Housing and Urban Development, Dept. of Education, Internal Revenue Service, Dept. of Agriculture, and the Treasury Dept.

Brighton Center's Fiscal Controls and Policies: The accounting department maintains contract files for each funding source. Contract files contain the proposal, contract, budget modifications, financial and programmatic reports, correspondence, and payment ledger. The documentation requesting reimbursement outlines services provided or expenses incurred for the period of the reimbursement request. A detail of the expenses incurred for the billing month are taken directly from the general ledger specific to that fund. The invoice is then prepared based on those expense figures. All incoming money is given to the Accounts Payable (A/P) Clerk who logs the money received in a ledger. Employees who deliver checks and cash to the A/P Clerk receive a receipt that acknowledges the delivery of the money. Cash and checks are locked in a safe until the bank deposit is completed. Bank deposits are completed at least weekly. The Accounts Receivable (A/R) Clerk completes the weekly deposits. All money and checks are counted and verified against the A/P Clerk's log. The cash receipt or accounts receivable entry is reviewed by the Bookkeeper to ensure correct coding and description. The cash receipt or accounts receivable entry is submitted to and approved by the Finance Director. All accounts receivables are reviewed by the Chief Executive Officer (CEO), Vice President (VP), Chief Financial Officer (CFO), and Department Directors during the monthly financial meeting. All purchases require an approved requisition by the Department Director that is forwarded to the

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Accounting Clerk. Department Directors are approved to purchase unit items not exceeding \$2,500. Any unit purchase above \$2,500 must have approval by the CEO, VP, or CFO. Any unit purchase above \$20,000 must have Board approval. The A/P Clerk will match approved requisitions to the invoices. Invoices will be coded for payment. These invoices are reviewed by the Bookkeeper for accuracy of coding and proper documentation. These invoices are then sent to the CFO, VP, or CEO for approval of payment which is indicated by initialing the coded payment stamp on the invoice. The invoices are then inputted into the accounting database by the accounting clerk, and checks are issued via the computer. Check registers are printed monthly indicating all checks issued. Financial reports with detail general ledger information are sent to each Department Director monthly.

COST EFFECTIVENESS AND BUDGET ADEQUACY

Q21 PERSONNEL COSTS BUDGETED REFLECT ADEQUATE STAFFING FOR THE PROJECT:

CNCS funded staff included the RSVP Project Director at 87% of a 37.5 hour work week, RSVP Volunteer Recruiter at 100% of 15 hour work week and RSVP Assistant at 40% of 25 hour work week.

In addition In-Kind staff include Department Director at 15% of 37.5 hour work week, Volunteer Supervisor at 15% of 37.5 hour work week, Community Organizer at 12% of a 37.5 hour work week, Development Director at 9% of 37.5 hour work week, and Marketing and Communication Specialist at 8% of 37.5 hour work week. All fundraising for the program is coordinated through the Development Director.

Q22 FRINGE BENEFITS PROVIDED TO STAFF ARE APPLIED USING THE APPROPRIATE RATE AND SAME IN ACCORDANCE WITH PROJECT STAFF TIME:

Fringe including FICA, Health Ins., Life Ins., Retirement, Workers Comp, SUI and Dental Ins. are charged using Brighton Center's applicable rates. Staff fringe benefits, both CNCS supported and Grantee Share, are applied based on the proportion of time charged to the grant. The Community Organizer, Development Director, and Marketing and Communications Specialist do not participate in Brighton Center's health insurance benefits.

Q23 STAFF TRAVEL IS DETAILED WITH JUSTIFICATION: Local staff travel includes travel to volunteer stations, recognition events, and recruitment events. Long distance travel includes costs for the RSVP Project Director to attend annual training conference with allowance for transportation, meals, and lodging.

Q24 CONTRACTING SERVICES COVER OUTSIDE CONTRACTORS: The copy machine used by RSVP is leased through a local company @\$33/month.

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Q25 INDIRECT COSTS ARE ONLY CHARGED IF AN ESTABLISHED INDIRECT COST RATE AGREEMENT AND HAS BEEN SUBMITTED: The HHS approved 15% Indirect Cost Rate Agreement has been submitted with grant application.

Q26 SUPPLIES INCLUDED IN THE BUDGET ARE DETAILED AND MEET OMB DEFINITIONS AND ARE NOT INCLUDED IN INDIRECT COSTS: Office supplies to support the project are listed in the Budget Narrative that meets the OMB definition. Indirect charges were not included in supplies.

Q27 ITEMS INCLUDED IN THE OTHER BUDGET SECTION APPEAR NECESSARY TO THE PROJECT: Brighton Center has an 18 year history proposing the listed Other Volunteer Support Costs to support the project. The line item includes criminal background checks, communications, postage, printing, staff training, occupancy, and insurance.

Q28 WITHIN THE LIMITS OF THE BUDGET, TRANSPORTATION OR MEALS FOR RSVP VOLUNTEERS IS INCLUDED AND DETAILED: Volunteer travel mileage reimbursement is provided within the CNCS share. Meals are provided to those volunteers at our healthcare stations, and captured within the Grantee Share.

Q29 THE BUDGET INCLUDES REQUIRED VOLUNTEER ACCIDENT, PERSONAL LIABILITY AND EXCESS AUTO INSURANCE: The required volunteer accident, personal liability and excess auto insurance is provided through CIMA. Rates are based on average number of volunteers serving on any given day, not the total number of volunteers in the project.

Q30 RECOGNITION & IF APPLICABLE RECRUITMENT IS INCLUDED IN BUDGET AND ITEMIZED PER VOLUNTEER AND EVENT: Recognition costs are broken down by volunteer, and split between CNCS and Grantee Share. Not all volunteers participate in recognition events, we plan for less than total active volunteers. Recruitment costs are captured with the RSVP Recruiter and in-kind staff.

Q31 THE ADEQUACY AND REASONABLENESS OF REQUIRED NON FEDERAL FUNDS THAT ARE BUDGETED: Non Federal funds include storage space for RSVP supplies and equipment, office space for Volunteer Recruiter, meeting space for RSVP volunteer training, and workshops. Also included are staff that assist project and sponsorships from local business for recognition events.

Other

N/A

PNS Amendment (if applicable)

N/A