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Executive Summary

Executive Summary

The Council of the Southern Mountains, an I.R.S. 501 c (3) non-profit West Virginia corporation, is a community action agency established in 1964. The agency is governed by a volunteer tripartite Board of Directors, with members from three areas: 1) low-income and minority, 2) elected officials and 3) community representatives. This Board serves as the Advisory Council for this RSVP proposal, which CSM has successfully operated for over a decade in McDowell, Mingo, Raleigh and Wyoming counties in southern West Virginia, an economically distressed areas.

The Mission Statement of the agency is: "The Council of the Southern Mountains strives to provide quality services and opportunities to help people achieve the dignity of self-sufficiency."

This RSVP application is for three (3) years with 590 volunteers proposed for CNCS grant funding in the dollar amount of \$88,647, supplemented by \$37,992 in local in-kind. The service categories this project will address are: Healthy Futures, which involves companionship outreach and the primary focus area of the proposal; Capacity Building with disaster awareness and preparedness and managing volunteers through neighborhood watch groups; a Community Priority of delivering supplies to the disabled, long-term care Veterans at the local Veterans Hospital. These visits include sitting with Hospice patient family members while giving the family time to attend their own doctor appointments or other personal necessities. Outcomes will be 223 RSVP volunteers will manage 400 community volunteers; 20 RSVP/ American Red Cross volunteers will help prepare 4,577 persons in Disaster Services; Companionship will have 170 volunteers with 340 clients, with 283 surveys showing 80% of respondents reporting being less lonely; 40 disabled veterans will receive needed personal supplies quarterly; hospice families will receive needed relief.

The community needs this project will address are, as derived from the agency Community Needs Assessment, as certified by the West Virginia Office of Economic Opportunity: Training Volunteers; Managing Volunteers; Healthy Futures; Hospice and Veterans. The research methods used to determine the community needs were: U.S. Census Bureau data, Community Needs Assessment Instruments and group focus meetings as certified by the West Virginia Office of Economic Opportunity. The research-based methods this project will use are: 1. Observations and Formation of the topic; 2. Hypothesis; 3. Conceptual definition; 4. Operational definition; 5. Gathering of data; 6. Analysis of data; 7. Data Interpretation; 8. Test, revising of hypothesis; 9. Conclusion. Finally to determine outcomes, surveys will be made and tabulated by RSVP staff with reports. Pre and Post Organizational Assessment Tool will be distributed to stations managing volunteers to measure the

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capacity in the area of volunteer management.

Strengthening Communities

Strengthening Communities

Describe the community and demonstrate that the community need(s) identified in the Primary Focus Area existing in the geographic service area.

The RSVP program, under the auspices of the Council of the Southern Mountains (CSM) presently serves four (4) of the southern most counties in West Virginia: McDowell, Mingo, Raleigh and Wyoming. This proposal is to continue the successful operation of the CSM RSVP with over 500 volunteers and 95% volunteer retention rate. The key economic factor in this region is coal mining with a growing tourism industry developing with the advent of recreational vehicles on the rugged mountain trails, especially the McCoy-Hatfield Trail. Coal mining has been booming for the last five years but with the downturn in the economy, metallurgical coal, a hallmark of this region, which is used for steel making, is facing strict new environmental problems. Unless these environmental concerns are met, many coal companies will lay-off even more miners and the economy will further decline.

Geographic features of the service area include rugged, mountainous terrain with many isolated pockets of poverty. Raleigh County is the most economically developed and progressive area in this proposed service area with diverse economic factors and opportunities. It also has the largest population. As a result of the mountainous terrain, few modern roads exist in the region to be served. This makes transportation difficult and access to social, cultural and health facilities difficult and time consuming. Demographically, the four counties, proposed to be served by RSVP have a total population of 148, 628 according to U.S. Census Bureau 2013 estimates. This breaks down as: McDowell, 20,876; Mingo, 25,900; Raleigh, 78,833; Wyoming, 23,019.

McDowell County has a population percentage of 17.6% of persons over 65, which are higher than the overall State average of 17.3%. As for the work force, the percentage of high school graduates is only 61.9% as compared to 83.4% for the state. A very low 5.7% of the population has a Bachelor's degree or higher with the State maintaining a 17.9% average. Per capita income in 2012 was \$13,917, WV being \$22,482 and the median household income, 2008-2012 is \$22,927 with West Virginia's median

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being \$40,400. Persons in McDowell below the poverty level, 2008-2012, is 33.5% as compared to 17.5% for the whole state. These statistics reflect the extreme economic distress of this region of the service area. In addition, 2012 Census Bureau statistics show 48% of persons 16-64 have a disability in McDowell.

Mingo, the second county of this service area, is a coal mining based region and has a 15.1% population over 65 years with 71.35% being high school graduates (State averages in previous paragraph). The county has 9.6% with a Bachelor's degree or higher. Per capita money income in 2012 dollars was \$19,433 and median household income, 2008-2012, was at \$34,518. Persons below the poverty level, 2008-2012, were 22.9% substantially above the 17.6% State median. Of the citizens of Mingo County, 26% of those 16-64 have a disability.

Raleigh County has 17.5% of its population over 65 years, higher than the State average. While 80.1% have a high school diploma and 16.1% have a Bachelor's or higher degree. Per capita income in 2012 was \$21,601, still under the State percentage, and median household income at \$39,325, again still under the State average. Persons below the poverty level are 17.5% of the population just under the State average of 17.6%. Fifteen percent (15%) of the population has a disability in the 16-64 age group.

Wyoming County has a 15.1% population over 65 years with 71.3% having a high school education and 9.6% with a Bachelor's degree or higher. Per capita money income in 2012 dollars was \$19,433, under the State mean and median household income, 2008-2012, was \$34,518. The percentage of people living below the poverty level is 22.9%, again, substantially higher than the State average of 17.6%. Wyoming has 27% of its population with a confirmed disability.

These figures show the service area has a higher than average senior population and high number of individuals with a confirmed disability, 34,928. Given the economically distressed conditions, as shown by the high levels of poverty and high percentages of low income seniors and disabled, the need is dramatic for RSVP services in this area.

Describe how the service activities in the Primary Focus Area lead to National Performance Measure outputs or outcomes.

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Describe your plan and infrastructure to support data collection and ensure National Performance Measure outcomes and outputs are measured, collected, and managed.

Healthy Futures is the major component of this proposal's Focus Area due to the aging population. The CSM RSVP will comply with the CNCS Strategic Plan, Healthy Futures Objective. Healthy Futures entails 170 volunteers that will visit or call the sick, elderly or shut-ins and even visit when possible in homes, nursing homes or other facilities. They will help combat the feeling of being isolated, lonely and have social interaction for these homebound seniors. There will be 340 seniors receiving these services with logs being maintained of calls or visits being made, how often and how long. Surveys will be distributed to the homebound clients yearly, in order to maintain confidentiality, by the volunteers serving them and mailed back to the RSVP Director's office by the client or returned to the volunteer station. All surveys will be gathered by the RSVP Director and entered on a spread sheet to tabulate the results. These surveys will determine if the services are making a change in their life and making them feel they have more social interaction with 80% (272) reporting a feeling of less loneliness and isolation. In the event data reflects different results, according to our research guidelines, reassessment will occur and new strategies implemented.

This grant proposal will also focus on Capacity Building using 20 volunteers to train other volunteers and be able to reach 3% (4,777) of the service area population through education to be better prepared should a man made or natural disaster strike. These citizens may attend trainings such as: Community Emergency Response Team (CERT), American Red Cross trainings on First Aid, CPR and Disaster Preparedness. FEMA trainings, Homeland Security or community organizations may offer other trainings to be attended. Packets will be distributed to help the people in the service area communities be better prepared should they not be able to attend a training.

Managing Volunteers will also be addressed through Capacity Building. 223 Neighborhood Watch volunteers will recruit 400 community volunteers and will instruct them on what to look for when reporting a crime and strategies for keeping their neighborhoods safe. Neighborhood Watch groups will help provide security to the aging population and help inform and keep them safe from potential schemes targeting the elderly. Each station will complete a pre and post organizational assessment tool. This tool will measure capacity in the area of volunteer management and will include questions

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related to the RSVP volunteer management practices. Pre-assessment will be distributed during year one and the post-assessment at the end of year three. These assessments will be distributed to the commanders of each group by the RSVP office and returned to the RSVP office to be compiled on a spreadsheet. The 400 community volunteers will be tracked through the Volunteer Reporter computer software system and will include: their names, address and age to ensure enrollment in the RSVP program when age 55 is attained.

Describe any activity in service to veterans and/or military families as part of service in the Primary Focus Area, Other Focus Areas or Capacity Building.

Due to the aging population, RSVP will also address this proposal's Other Focus Area, the disabled Veterans placed in the local Veteran's Hospital for long-term care. There is a need as indicated by the community needs assessment for additional help for these Veterans to receive supplies they could not otherwise afford. One hundred seventy seven (177) volunteers will help collect these needed supplies and deliver them to the 40 long-term disabled patients every 3 months as requested by the facility as to what is needed. Volunteers will also work with families of hospice patients to give them time needed for grocery shopping, doctor appointments or other areas of relief that may be needed by visiting the patients and providing oversight in the absence of their caregiver. These volunteers will donate their services to these projects the community relates are needed.

Recruitment and Development

Recruitment and Development

Your plan and infrastructure to create high quality volunteer assignments with opportunities such as sharing their experiences, abilities, and skills to improve their communities and themselves through service in their communities.

The plan and infrastructure for high quality volunteer assignments will start with an analysis being completed of each Volunteer Station in which we have a current Memorandum of Understanding, along with all future stations, that delineates the specific needs of each for volunteers. In addition, interest will be ascertained from the enrollment form survey. The RSVP Director and Station Supervisors will review the results of the volunteer interest from the enrollment form and match the volunteers to the most appropriate setting. Of course, the volunteer will be given options for Volunteer

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Stations they may want and to also allow their choice of performing new, challenging assignments.

Existing volunteers will be surveyed as well as new to best utilize their experiences, abilities and skills to help their communities improve along with themselves. This process will foster greater productivity among the volunteers and assist CSM in maintaining its ninety five percent (95%) retention of volunteers in the RSVP.

Your plan and infrastructure to ensure RSVP volunteers receive training needed to be highly effective means to addressing identified community need(s) in both the Primary Focus Area and in Other Focus Areas or Capacity Building.

RSVP will conduct trainings with volunteers as they enroll in the program and discuss their interests. The stations will conduct their own classes pertaining to the volunteer's respective assignments. Other trainings will be conducted, quarterly, to ensure continuation of knowledge acquisition by volunteers and collaboration with community organizations by the RSVP Director and Volunteer Station supervisors. Surveys will also be conducted among Station Supervisors and volunteers to determine trainings each respective group deems necessary. The RSVP Director will review the surveys and schedule trainings as determined by these surveys.

The demographics of the community served and plans to recruit a volunteer pool reflective of the community served. This could possibly include: individuals from diverse races, ethnicities, sexual orientations, or degrees of English language proficiency; Veterans and military family members as RSVP volunteers; RSVP volunteers with disabilities.

In regard to diversity, the agency has a Diversity Plan and Affirmative Action Plan, located on the website, which ensures that the strength of a varied volunteer base and volunteer stations are maintained. The agency, in the last review conducted by the WV Office of Civil Rights, was informed we are in compliance and have a "sophisticated" system. In addition, our governing body is called a Tripartite Board, as it is made up of three distinct groups: low-income/minority, elected officials and business/community representatives. The agency posts notices that employment and volunteer selections will not be discriminated against because of race, color, creed, national origin, sex, age, sexual orientation or disability. Extensive agency policies guide this procedure and all staff is trained

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on non-discrimination and inclusion of diverse races and cultures in our workplace.

Along with this diversity there will be the recruitment of Veteran's. This group has multiple experiences, abilities and military back grounds that will enable them to relate to the targeted Veterans to be served in this proposal. Presentations will be made targeting Veterans at American Legion Posts and other service organizations.

In maintaining diversity in the volunteer pool which is reflective of the community, the RSVP Director will report the percentage of minorities enrolled in each service County. McDowell County, which has a 9.1% African American population, will have volunteer population at a percentage at least or higher than 9.1%. This will be accomplished in all counties by actively recruiting among predominately African American civic and faith based groups.

Mingo County has only a 1.9% population of African Americans which will increase the difficulty in recruiting members of this group. Increased efforts will be developed by the RSVP Director to contact and advertise where minorities are more prevalent.

Raleigh County, the largest and most economically developed area has an 8.2% African American population and insignificant percentage of other minorities. Again, the goal is to have RSVP volunteers exceeding the 8.2% population percentage of Raleigh County.

Wyoming County has the smallest percentage of African American with only 0.7%. Other groups are statistically insignificant. The same procedures as each County named above will be initiated. Diversity is the primary goal in this domain in order to improve our communities and the volunteers by sharing their unique experiences, abilities and skills through inclusion.

Your plan and infrastructure to retain and recognize the RSVP volunteers.

RSVP builds public awareness and support for the program by use of extensive Public Service Announcements that recognize our volunteers and the contributions each makes to our communities. The agency also maintains part of our website with RSVP information and an on-line interactive calendar in order to provide readily accessible data. Routine press releases are sent to the print media

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in our service area and staff conducts speaking engagements with local faith based and civic groups. A Facebook page is also maintained: council of the southern mountains retired and senior volunteer program. RSVP recruits volunteers through increasing the public's awareness of the program; through present volunteers; speaking engagements; family; and community based meetings. This process along with the RSVP staff will provide recruitment information and techniques. RSVP volunteers must be 55 years of age or older. Volunteer jobs are outlined on Job Descriptions or brochures so new recruits can match their personal interests and skills, thus enhancing recruitment and retention.

Retention of volunteers is met by having meaningful trainings after high quality assignments based on volunteer preference that apply to their individual placements or the general needs of eligible volunteers. The program presently has a 95% retention rate of volunteers actively involved. Trainings will be conducted by RSVP staff, Sheriff Departments, American Red Cross, Hospice Compassus or local organizations pertaining to their volunteer service area. Volunteers will be allowed the opportunity for assignment change and are encouraged, along with the stations, to share new development ideas with the station staff. Sites are encouraged to recognize volunteers for unique contributions they make, and most stations have honored these volunteers during past award ceremonies. Satisfaction surveys will also be distributed to volunteers to continually ensure their level of satisfaction with services is high and to ascertain needed improvements by RSVP staff to keep them in the program.

Volunteers receive an annual recognition dinner to "show case" their efforts and recognize them as a valuable part of their communities. Volunteers receive certificates from RSVP and appreciation gifts throughout their service time. CSM Board of Directors members, also on the Advisory Council, are invited to all recognition dinners to evaluate services and help recognize volunteer achievements. Also, the Board of Directors of CSM assists with linking the project with other community service resources.

Program Management

Program Management

Managing and tracking of volunteer data will be maintained by using the software Volunteer Reporter, to determine the impact that the RSVP volunteers have upon their specific targeted areas.

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This system tracks the volunteers: name, age, and address, starting and ending dates, why they departed from the program, beneficiaries for volunteer insurance, their interests and trainings. Volunteer insurance is available for and paid with grant funding for RSVP volunteers covering accidental medical, death and dismemberment. This is an excellent benefit for volunteers and helps ensure retention. Fiscal management is provided by the Council's Finance Department, which enters all financial data in the elaborate agency software program called Microsoft Great Plains. The RSVP Director and the Financial Director will track in-kind donations and all monetary transactions on an Excel spreadsheet. Monthly budget and program meetings will be held with the Finance Director, sponsoring agency Executive Director and RSVP Director. This management protocol demonstrates the concrete impacts of each project and its volunteers, thus ensuring compliance with the grant and all other regulatory requirements.

Segregation of duties is maintained in the Business Office with the person writing checks not reconciling bank statements. The Executive Director reviews bank statements prior to review by the business office. Segregation of duties according to generally acceptable accounting procedures are maintained and reviewed by the independent auditor annually. There have been no findings or deficiencies in these annual independent audits in the last ten years, since the present Executive Director was employed. This is a source of pride for the agency and Board of Directors and an indicator of excellent grant management, including the presently operated RSVP for these designated counties.

Your organization's track record in the Primary Focus Area, to include, if applicable, measuring performance in the Primary Focus Area.

In regard to the CSM/RSVP track record as reported in the last CSM yearly report, there are: 26 Neighborhood Watch groups; 11 calling stations developed with volunteers making calls to the sick, elderly and shut-ins; 32 volunteers are working with disaster shelters through the American Red Cross; 15 volunteers are collecting and visiting the Veteran Hospital located in Beckley and taking needed supplies to the long-term patients; 11 volunteers are visiting with Hospice patients; and 30 volunteers are working with economic development projects with Tamarack, a juried arts and crafts center specializing in selling products of WV artisans, Itmann Food Pantry, Town of Anawalt and CSM .

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Healthy Futures is the major component of this proposal's Focus Area due to the aging population. Healthy Futures entails 170 volunteers that will visit or call the sick, elderly or shut-ins and even visit when possible in homes, nursing homes or other facilities to help combat the feeling of being isolated, lonely and have social interaction for these homebound seniors. There will be 340 seniors receiving these services with logs being maintained of calls or visits being made, how often and how long. These surveys will determine if the services are making a change in their life and making them feel they have more social interaction with 80% (272) reporting a feeling of less loneliness and isolation. The Council of the Southern Mountains started with one volunteer in 2003 in this work plan and we have exceeded our projected numbers at this time.

In regard to station evaluation, the RSVP Director will review the comprehensive agency policies, approved by the CSM Board of Directors that provides extensive standards for all stakeholders to follow. Examples of their training, taken from agency policies posted on the website for ease of referral: Whistleblower Policy; Political Activity; Business Conduct; Conflict of Interest; Code of Conduct; Workplace Safety, Training Policy; Adverse Incidents Reporting; Alcohol/Drug Use; Concealed Weapons; Equal Opportunity Complaint Policy; Harassment Prohibition/ Sexual Harassment Prohibition and extensive consumer rights policies in Section 200 of Policies and Procedures. Section 300 of this document contains all financial procedures to be followed by CSM and its stakeholders that ensure generally acceptable accounting procedures and grant maintenance and compliance.

Your plan and infrastructure to ensure management of volunteer stations in compliance with RSVP program regulations, such as preventing or identifying prohibited activities.

Your plan and infrastructure to develop and/or oversee volunteer stations to ensure that volunteers are performing their assigned service activities.

The RSVP Director will conduct on-site visits to all Volunteer Stations to ensure proper management of RSVP volunteers and to identify and prevent prohibited activities. These visits will be documented by an "On-Site Evaluation Form" that details areas of instruction for Station Supervisors, any problems indicated and how each was rectified. This will be shared with the Station Supervision, CSM

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Executive Director and RSVP Advisory Council. All agency policies will be initially reviewed that reflect areas of prohibition that guide all entities concerned. A copy of these policies will be provided to the Supervisors after being reviewed with them by the RSVP Director. This copy can be utilized for future reference by the Supervisor and station volunteers. The agency Executive Director and Board of Directors will be notified immediately of any situation deemed important by the RSVP Director along with the Volunteer Station Supervisor.

To ensure volunteers are performing their assigned service activities, a Performance Appraisal will be completed on all volunteers according to agency policy. This review will be conducted after 30 days initially to ensure training and station compliance is acceptable for the volunteers and semi-annually thereafter. This appraisal will be conducted by either both the Station Supervisor and the RSVP Director and individually as needed for any given situation involving the volunteers. The results of the appraisal will be gone over with the volunteer with a copy given to the member. A copy will also be maintained in the volunteer's file.

Your plan and infrastructure to meet changing community needs to include minimizing disruption to current volunteers as applicable and/or graduating stations as necessary.

Volunteers will be placed at a station that matches with their interest, experience, skills and wisdom; where they can make a positive difference in their lives and their community. Due to changes in the community needs the volunteers may need to be reassigned with as little disruption as possible. The respective volunteer and the RSVP Director will discuss the changes and what other volunteer positions most match the interest the volunteer was participating or if the volunteer would like to try a new interest area. Some stations may be graduated out of the RSVP program due to a lack of volunteer interest or the need for volunteers at that volunteer station has declined. RSVP will notify these stations, with a written letter, when they are being graduated out of the RSVP program. A transition plan will be delineated.

Your plan and infrastructure to ensure the project is in compliance with the RSVP federal regulations to include establishing and RSVP Advisory Council, ensuring RSVP volunteers are placed in stations that have signed the required MOU, and ensuring all volunteers are eligible to serve in RSVP.

The Board of Directors for the Council of the Southern Mountains serves as the Advisory Council for

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the RSVP Program. They are a broad range of community representatives that are knowledgeable of the human and social needs of the community and of the capabilities of older adults and the demographics of the service area. The Board is called a Tripartite Board, meaning low-income/minority, community/business leaders and elected politicians serve in equal numbers, four (4) for each area. This gives a broad range of knowledge and expectations for outcomes of the program. Monthly reports are given to the Board for evaluation and further input for program updates. This will maintain RSVP being in compliance with the federal regulations. In addition to the Board of Directors helping maintain the program with compliance, the Assessment Committee of the Board of Directors conducts the annual RSVP project assessment on the program. These findings and recommendations from the Assessment Committee are discussed with the entire Board of Directors, Executive Director and RSVP Program Director and Station supervisors.

In regard to program design and evaluation, the Assessment Evaluation Committee of the program's Advisory Council, the Board of Directors, has provided and will continue to provide input into program procedures and addressing community needs. Needs are also addressed through the comprehensive Community Needs Assessment conducted by the sponsoring agency every three (3) years and certified by the West Virginia Office of Economic Opportunity. The identified community stated needs are addressed programmatically through the agency's Strategic Plan. In regard to evaluation of the program, it is conducted on an annual basis through a standardized process with a formal assessment tool. Again, the Advisory Council of the Board evaluates all aspects of the program with the Director present. In addition, the program will add one RSVP volunteer to the review process in order to obtain valuable input from an actual volunteer. Focus groups and community forums will be utilized in order to bring together people of diverse backgrounds with the goal of improving RSVP and meeting the culturally diverse needs of the community to be served.

The RSVP will endeavor to unite the efforts of all program stakeholders: community partners, key volunteers, and station representatives from different sectors, all of whom are dedicated to finding real solutions to shared problems. It is the goal of the RSVP to keep developing through active recruiting and then manage with trained station leaders guiding our volunteers in these counties. Memoranda of Understandings (MOU's) will be signed with each of these partners and volunteers placed at stations with on-going training according to the needs of those respective settings. The MOU will describe the station type, their responsibilities toward the volunteer, such as in-service instruction or

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special training the volunteer may need, state that the station is adequately safe and handicapped accessible for the volunteers and that they will investigate and report any accidents or injuries involving RSVP volunteers immediately to the RSVP office. It lets the station know that they can request removal at any time from RSVP volunteers and the RSVP volunteers may withdraw from service or from RSVP at any time. CSM will ensure management of volunteer stations and that each is in compliance with RSVP program regulations by distributing the volunteer handbook to all new personnel. This handbook contains an overall guidance on prohibited activities and grievance procedures.

A listing of community partners and their role follows:

- * Three Sheriff's Departments-(McDowell, Raleigh and Wyoming) stations-provide training and management of Neighborhood Watch Groups and recognition for volunteers.
- * American Red Cross- (McDowell, Raleigh and Wyoming) stations-recruitment and training of volunteers and recognition for volunteers.
- * Drug Task Force-training for Neighborhood Watch Groups.
- * Foster Grandparent Program-recruitment and collaboration. The CSM has an FGP Program presently.
- * Hospice Compassus-(McDowell) -station-recruitment, collaboration, training and recognition for volunteers.
- * Commission on Aging- (McDowell and Raleigh)-stations recruitment, collaboration and training.
- * Big Creek People in Action-(McDowell)-station-recruitment and recognition of volunteers.
- * Hands of Hope-a faith based organization-(McDowell) recognition of volunteers.
- * Town of Anawalt (McDowell)-station-recruitment and meeting space.
- * Council of the Southern Mountains- a community action agency and RSVP Sponsor (McDowell) -- station- recruitment and volunteer training.
- * Itmann Food Pantry-a faith based organization-(Wyoming)-station-training of volunteers and volunteer recognition.

Organizational Capability

Organizational

Your plan and infrastructure to provide sound programmatic and fiscal oversight (both financial and

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in-kind) and day-to-day operational support to ensure compliance with RSVP program requirements (statutes, regulations, and applicable OMB circulars) and to ensure accountability and efficient and effective use of available resources.

The RSVP Director, CSM Director of Finance and Executive Director will meet monthly to review all programmatic factors, fiscal oversight of actual grant monetary funding and in-kind compliance with grant requirements. Minutes will be taken of these meetings and shared with all stakeholders, including the RSVP Advisory Council. CSM has a vast track record of compliance with OMB Circular A-122 cost principles for non-profit organizations and Circular A-110 as revised. The CSM Director of Finance has advanced college credits in financial management and 17 years direct experience in grant management and compliance. In addition, there have been no findings or deficiencies in the independent audits of the agency in last ten (10) years.

The RSVP Director will also keep on-going financial records, called cuff reports, and review these weekly with the Director of Finance. All purchasing procedures will be followed with bids as required for monetary thresholds. Purchase requisitions will be completed for needed goods and services, as allowed by the grant, and approved by the Purchasing Agent. Once this person ensures there are sufficient funds for any purchase, the Director of Finance or Executive Director will only approve the purchase if it is in compliance with grant guideline. Any items purchased for RSVP will be logged by the Purchasing Agent once received and major items, costing over \$300.00 will be placed on the RSVP and agency inventory. These items will be reviewed annually to ensure they are still in their funded RSVP service area.

Clearly defined staff positions, identification of current staff assigned to the project and how these positions will ensure the accomplishment of the program objectives.

The Council of the Southern Mountains endeavors to provide quality services and opportunities to help people achieve the dignity of self-sufficiency and fulfillment of their life goals and talents. Staff and consultants offer demonstrated expertise in rural community and economic development. Under the leadership of its Executive Director, Randal Johnson, M.A., an individual with over 30 years of supervisory experience in non-profit, human service operations, the Council continues to emerge as a diverse, creative, customer responsive and well-known community action agency. An organization

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engaged in bringing about a decline of the nature and causes of poverty, and dramatically improving each community's ability to respond to disasters and emergencies.

The sponsoring organization Director of Finance, Brenda Winfrey, with 17 years experience in non-profit financial operations and with all applicable OMB circulars, will provide close oversight of programmatic and administrative operations of the Retired & Senior Volunteer Program. Monthly meetings are held with the Executive Director, Finance Director and RSVP Director to review all aspects of financial adherence and compliance with grant requirements. The agency maintains a comprehensive accounting system called Microsoft Great Plains in addition to compliance with all generally acceptable accounting principles. This is verified through 10 consecutive years of an independent auditor finding no deficiencies or areas of concern in agency operations.

The Council, incorporated in 1964, operates a variety of programs and services in a 7 county area (McDowell, Mercer, Mingo, Monroe, Raleigh, Summers and Wyoming) that include: Retired & Senior Volunteer Program, Foster Grandparent Program, Family Day Care, Senior Companion, Weatherization, CSBG, Energy Crisis Initiation Program, Title XIX Waiver for individuals with development disabilities, Right from the Start Program, Income Tax Assistance Program, Age & Disabled Waiver Program, Fitness & Wellness Center, Right From The Start Program for pregnant mothers and children to age one (1), and other Community Services Block Grant funded initiatives (food pantries, energy assistance, emergency referrals, employment training programs and health intervention training to combat the high levels of obesity and diabetes in this service area, etc.).

Barbara Caceres, Director of the RSVP, has a B.A. degree in Psychology and will direct and manage the day-to-day functions of the RSVP. She started with the program when it had only 1 volunteer and developed it into a program that has 590 volunteers and a 95% volunteer retention rate. Mrs. Caceres has worked for over 14 years at the Council of the Southern Mountains and is dedicated to advancing the goals of the RSVP as verified by positive evaluations and WV State CNCS Office monitoring. Mrs. Caceres will receive direct supervision from the Council's Executive Director, again with decades of experience in non-profit administration. The Project Director's duties includes, but are not limited to: recruitment and training of volunteers, monitoring in-kind donations, reporting on grant progress or problems; reviewing financial statements and preparing annual budgets; meets monthly with Finance Director and Executive Director to review budgetary operations, maintaining program quality by

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planning annual program goals and objectives designed to meet critical community needs; overseeing program activities, developing positive public relations and communications in the community by providing informational programs to interested groups and organization; preparing newsletters and media materials; hosting volunteer recognition events; maintaining professional knowledge and skills by attending relevant trainings and conferences; working closely with the RSVP Community Advisory Group to solicit their advice and assistance on matters affecting project operations; ensuring compliance with CNCS Performance Measures.

The Council and its stakeholders offer demonstrated expertise in successfully developing programs, products, and services that have positively affected low-income individuals and families. The Council has also engaged in rural capacity building, advocacy, revitalization, and sustainable community development. The Council currently operates or administers several programs that are targeted toward seniors that include not only RSVP but the Foster Grandparent Program and other consumer education related initiatives. Historically, the Council gave birth to a movement involving seniors that spawned what is now known as the McDowell County Commission on Aging, an agency dedicated to serving the multiple needs of seniors. The Aged and Disabled Waiver program has been initiated by the agency to also address the needs of the high percentage of seniors in the service area along with the coming "Baby Boomers."

To ensure the operational goals of CSM services are achieved, programs are rendered in a timely and responsive manner with regulatory requirements met through a diverse workforce of 90 employees. These employees discharge their duties and responsibilities in a manner that is congruous with Board of Directors approved Personnel Policies and Procedures in addition to the Accounting and Financial Policies and Procedures Manual. Operating from a Central Office facility located in Welch, West Virginia, the Council also maintains well-equipped, safe, clean and accessible satellite offices for the Weatherization Assistance Program in Welch, WV and the Waiver services in Bluefield, WV. All of these facilities provide a challenging atmosphere where employees learn, contribute and reach their full potential, and where management welcomes input concerning job and programmatic issues. The Council operates in a non-threatening business atmosphere, which provides empathy for eligible individuals and families as well as effective program operations. Also, the Executive Director provides governance training to all Board members at each Board meeting and this is documented in Board member files. This includes their fiduciary responsibilities and overall agency supervision.

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Demonstrate organizational capacity to: Develop and implement internal policies and operating procedures to provide governance and manage risk, such as accounting, personnel management and purchasing; manage capital assets such as facilities, equipment and supplies.

Under the direction of the Council's Independent Auditor and utilizing a combination of electronic assessment tools with data collected and retrieved from a state of the art reporting system called WV FACS PRO, the Council maintains relevant consumer information and data that facilitates continuous quality improvement and self-evaluation. This is a web based information collection system that provides data to ensure all agency service recipients' needs are met, based on adequate funding, according to their respective situations. This includes all RSVP volunteers, as necessary. Also, the agency maintains an extensive purchasing system with Heather Eldridge, Director of Community Services and holding a Bachelor's degree in Business Administration as the designated Purchasing Agent. Ms. Eldridge receives a Purchase Requisition when staff requests an item or service. She verifies the appropriateness of the item to its grant and verifies funds exist for the actual purchase. The Executive Director or Finance Director must then approve. Once approved a Purchase Order is generated by the Finance Director and the Purchasing Agent buys the product. Also, based on OMB Circulars, or grant funding requirements, bids are secured as required for the amount of the purchase. Once all purchasing procedures have been completed and the item received, the Purchasing agent places the item with all relevant documentation into the appropriate program area inventory.

The Purchasing agent along with the Director of Finance maintains a current inventory, updated daily or weekly, according to need, of every program area to ensure goods are labeled according to funding source and not used by other entities. All supplies are ordered in the same manner and locked in secure cabinets. The agency facilities are maintained with annual Fire Marshal inspections required and quarterly Workplace Safety Checklists completed by the Safety Committee. Any potential hazards are reported immediately, locked out, if necessary, and repaired before any further utilization.

The Assessment Committee of the Board of Directors conducted the annual RSVP Project Assessment on June 24, 2013. The members utilized an evaluation tool that noted all aspects of the program and the results were excellent, on a Likert Scale of 1 to 5. The Committee states that the program is very appreciated by the volunteer stations and the communities that it serves. No weakness were found or

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documented on the assessment tool completed by the Advisory Council. The agency also completes every three years a self-evaluation tool that reviews all aspects of the organization's operations. This self-evaluation utilizes staff from each program and committees of the Board of Directors. This further provides evidence of organizational capacity to meet the needs of consumers, utilize best practices and set benchmarks for future endeavors.

Demonstrate organizational infrastructure in the areas of robust financial management capacity and systems and past experience in managing federal grants.

The agency has an excellent history in managing grants. The organization administers the Community Service Block Grant under the WV Office of Economic Opportunities and has never been sanctioned, receiving good monitoring reports. The same is true for CSM administering the Foster Grandparent Program, Title XIX Waiver for the developmentally disabled, a three year \$600,000 OCS grant for a statewide program for mentoring children of prisoners, and various other grant awards. As stated, these named and many other grants have been managed according to funding source requirements and OMB circulars with no adverse results.

Other

Other

According to the National and Community Service website Baby Boomers Facts Page, baby boomers (those born between 1946 and 1964) comprise 28% of the U.S. population. Therefore, based on 2013 U.S. Census Bureau estimates, the counties served by the CSM RSVP have 41,615 baby boomers, as this is 28% of the total population of 148,628. This is a large number of eligible individuals and the CSM RSVP, for the track record, has been recruiting and placing them in disaster preparedness, Neighborhood Watch Groups, companionship projects, and community & economic development projects. Volunteers of this age group have reported they want to be more involved in their communities by participating in meaningful services where they can see a difference in their volunteer time through the overall experiences they have to offer. Many in this group of people are likely to still be working making them "time-stretched" as they often are looking after grandchildren as well as helping with their aged parents. Many in this group are more affluent than in the past and they can afford to travel and have many hobbies. As a result, they want meaningful and challenging volunteer opportunities, thus challenging our programming efforts. The Project Director and Advisory Council

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will be developing an action plan to meet this challenge and recruit these individuals during the next three years. The CSM/RSVP is committed to increasing the number of "Baby Boomer" volunteers. As a result of our efforts to create meaningful volunteer efforts, we have developed Neighborhood Watch Groups, helped at the Tamarack, a large facility located on a major thoroughfare that features juried West Virginia artisans' products for sale to the public, helped develop emergency disaster shelters, attended community and economic development meetings, organized trash clean-up days, helped give out food and clothing to the needy, visited disabled veterans and been very active within their communities in all aspects of volunteer interventions, again, as part of the track record.

Further, in regard to our track record, there are presently thirteen (13) Emergency Disaster Shelters developed within McDowell County, an area that has been devastating floods within the last decade. Most of these shelters have been developed by baby boomers with other community volunteers helping the RSVP members. Five of these shelters are stocked and are fully operational when needed. In addition, some volunteers have youth groups or students that they host in the summer to help community members through home repairs and feeding assistance. Other shelters are developed in Raleigh, Wyoming and Mingo counties by the American Red Cross using RSVP volunteers to run them. RSVP has developed 24 neighborhood watch groups with over 160 volunteers serving in this capacity, with the Sheriff's Department reporting an 85% drop in crime rates since the start of these groups. Only three neighborhoods reported that crime was remaining the same.

RSVP volunteers have mobilized over 350 other volunteers within their communities. These volunteers have mainly helped them within the Neighborhood Watch Groups and other projects they have expanded into based on respective needs. RSVP will continue to expand the effort to provide meaningful interventions for effective utilization of "Baby Boomers" valuable time within McDowell, Mingo, Raleigh, and Wyoming counties in the coming years.

These statistics reflect the agency compliance with CNCS Performance Measures and fulfilling the mission of meeting community needs through a certified needs assessment with a Strategic Plan. The agency has demonstrated sound financial policies and procedures and grant compliance measures.

PNS Amendment (if applicable)

N/A